



## EXTRA-FINANCIAL PERFORMANCE

### SAUR GROUP 2013

(Saur and those subsidiary companies in which the Group holds a 50% or greater equity stake)



Water



Waste Management



Engineering



Infrastructure Services



Leisure & Public Amenities

# METHODOLOGY

Group reporting for the 2013 financial year is based on the guidelines set out in the Global Reporting Initiative (version 4). The Saur reporting protocol specifically defines each indicator and the internal consolidation systems and resources used to produce Group-level data. These data are verified and validated at source, and are then tested for consistency during the consolidation stages by the originating departments and the sustainable development department.

## REPORTING SCOPE

Quantitative reporting for France covers all the business activities of Saur and those subsidiary companies (excluding real estate and financial subsidiaries) in which the Group holds a 50% or greater equity stake. Internationally, it includes the main operating locations of Armenia, Poland, Saudi Arabia, Spain and the UK, and adopts the same principles of the majority shareholder. This scope represents more than 95% of group employees. Sub-contracted services are not included.

For some indicators, the values for particular entities may not be significant, and are therefore not incorporated. Similarly, indicators specific to certain areas of business activity refer only to more tightly-circumscribed scopes of reporting. In either case, the limitations of scope are indicated below.

## HISTORICAL INDICATORS

Historical indicators are shown for two preceding years. However, the international data shown for Armenia and the UK have only been consolidated as part of the Group indicators since 2012.

Variances of reporting scope as a result of company disposal, company formation, company cessation or contracts won or lost are reflected in the indicators. They are inherent to the business activity of the Group: outsourced public services and engineering/infrastructure services contracts.

## SOCIAL INDICATORS

The consolidated data are prepared on the same basis of calculation as those used for social reporting in France. In terms of management contracts, only Group employees are included in the scope.

### Workforce

The figures shown refer to the number of employees present on 31 December of the financial year. They include civil servants on secondment, seasonal workers and expatriates. Figures are also provided for full-time equivalent employees on the same date.

### Employee turnover

All recruitments made outside the scope of the Group are treated as external recruitments.

Employees leaving the company for reasons shown as 'other' include retirement, contract termination (in France), transfers of contract, trial period departures and death.

### Remuneration

Salaries paid in foreign currencies are converted to Euros at the exchange rate prevailing on 31 December of the financial year concerned.

### Organisational structure, working hours and absenteeism

The number of overtime hours shown corresponds to that shown in pay calculation and processing files.

The rate of absenteeism shown represents the number of working days' absence (accidents in the workplace and when travelling, illness, maternity leave, absences for family events, authorised and unauthorised unpaid absence, strike, layoffs and part-time working on health grounds) divided by the total number of working days.

### Safety

The frequency and severity rates are calculated in accordance with the provisions set out in the French government order of 12 December 1985.

### Training

Only training provision covered by invoices (internal or external) is included.

Total expenditure on training includes the salary costs of employees trained, transport and accommodation costs, and the cost of instruction.

### Employee representatives

Employee representative numbers are based on lists of elected or appointed representatives, and lists provided by trade union departments. They include the members and alternate members of the various entity employee representative organisations: union representatives, employee representatives, members of works councils and the central works committee, and unified employee representative bodies.

## ENVIRONMENTAL INDICATORS

### Water

Water consumption relates essentially to the production of drinking water by Saur. The published value refers to the quantity of raw water abstracted from the natural environment to produce drinking water and/or water for irrigation.

- Drinking water

The quantity produced refers to the volumes of water leaving treatment plants for mains distribution or wholesale sale. The volumes used for irrigation are not included in this indicator. The data shown for water treatment plants and supply pipeline lengths refer to the water supply asset base managed by the Group on behalf of local authorities at 31 December.

The supply system efficiency, linear loss index and compliance rates are estimated in accordance with definitions P104.3, P106.3, P101.1 and P102.1 of the regulatory indicators for mayors. These definitions are published on the [www.services.eaufrance.fr](http://www.services.eaufrance.fr) website.

- Wastewater treatment

The data shown for wastewater treatment plants and drainage pipeline lengths refer to the wastewater treatment asset base managed by the Group at 31 December. The figure for volumes treated is consolidated for all wastewater treatment plants with a capacity of 2,000 residents or higher, beyond which threshold the obligation for continuous flow monitoring and regular discharge controls applies.

For these wastewater treatment plants, the purification efficiency figures reflect the ratio between the quantities of pollution eliminated and those received by the wastewater treatment plant. They are estimated by analysing chemical oxygen demand and biological oxygen demand (COD and BOD).

### Waste

- Business waste

Wastewater treatment sludge is the principal source of waste. For purposes of comparison, the quantity is expressed as dry material, independent of water content. The following are considered as waste recovery channels: composting, agricultural spreading, heat recovery and landfill generating and recovering biogas.

- Waste management by the waste management subsidiary  
The input quantities - weighed on-site at the point of acceptance - are generated by the invoicing management software.

The figure shown for the proportion of waste recovered represents the new raw materials sold by Coved. Waste recovered by Coved, but invoiced by local authorities, is not included. As a result, the recovery rate is underestimated.

All leachates from waste landfill sites are collected. Their compliance is verified, either with reference to the relevant prefectural order if they are treated on-site and returned to the natural environment, or with reference to contractual commitments if they are treated by a service provider. The compliance rate is the ratio between the number of compliant analyses and all analyses conducted.

### Energy

For management contracts, only energy consumed by Group employees is included in the scope.

Primary energy consumption includes the fuel (diesel and vehicle natural gas) consumed by vehicles and machinery, and the natural gas and fuel oil consumed by buildings and processes.

Electricity consumption includes buildings, technical facilities and office systems. The ratios per m<sup>3</sup> produced and kg COD (chemical oxygen demand) eliminated are calculated by isolating operations-

related consumption and are used to monitor the energy efficiency of drinking water production and wastewater treatment processes. These items refer to the highest instances of electricity consumption.

Consumption of green electricity generated from renewable energy sources is consolidated on the basis of certificates provided by suppliers.

### Air

The figure given for total greenhouse gas (GHG) emissions refers to Scope 1 and Scope 2 emissions, as defined in the GHG protocol.

Direct (Scope 1) emissions include CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O, released as a result of:

- Fuel and natural gas combustion (emissions calculated using the Bilan Carbone<sup>®</sup> spreadsheet).
- The decomposition of waste in waste storage (landfill) facilities, as declared in the legally-required annual declaration of emissions and transfers of pollutants and waste (Gerep).
- Wastewater treatment (emissions calculated in accordance with ASTEE - Scientific and Technical Association for Water and the Environment - standards, and validated by ADEME, the French Environment and Energy Management Agency).

Indirect (Scope 2) emissions from consumption of purchased electricity are quantified using the Bilan Carbone<sup>®</sup> spreadsheet and breaking down consumption by generating country.

Emissions avoided are estimated on the basis of the quantities of new raw materials recovered and energy generated from biogas, subject to the associated emission factors. These factors are taken either from the Bilan Carbone<sup>®</sup> spreadsheet or the EpE (Entreprises pour l'Environnement) guide to emissions from waste management.



## COMPANY INDICATORS

	France 2011	France 2012	France 2013	GRI4 equivalent
<b>EMPLOYEES</b>				
<i>Employment &amp; diversity</i>				
Total Group employees at 31 December	11,390	11,544	11,116	
Men	9,213	9,348	9,024	G4-LA12
Women	2,177	2,196	2,092	G4-LA12
Management	1,483	1,512	1,441	G4-LA12
Non-management	9,907	10,032	9,675	G4-LA12
Number employed under open-ended contract	10,603	10,791	10,420	
Number employed under fixed-term contract	787	753	696	
Total FTE employees at 31 December	11,251	11,417	10,584	
Number of disabled employees in the Group	333	361	457	G4-LA12
Number of disabled employees employed under sub-contract arrangements	24	30	23	G4-LA12
Average monthly number of temporary employees (FTE)	1,027	904	805	
<i>Turnover</i>				
Total number of new employees recruited externally	2,636	2,271	1,601	G4-LA1
• employed under open-ended contract	1,390	1,062	662	G4-LA1
• employed under fixed-term contract	1,246	1,209	939	G4-LA1
Total number of leavers (excluding transfers)	1,901	2,117	2,029	
• voluntary resignations	278	337	243	
• dismissals	209	240	324	
• contract expiry	996	1,167	959	
• other	418	373 <sup>(1)</sup>	503	
Number of transfers	159	186	213	
<b>EMPLOYEE AGE AND LENGTH OF SERVICE</b>				
Average age of employees	41	41	42	G4-LA12
Average length of service	11	11	11	



	France 2011	France 2012	France 2013	GRI4 equivalent
<b>REMUNERATION, CONTRIBUTIONS AND PROFIT-SHARING</b>				
Gross total payroll	€ 319,423,449	€ 331,779,043	€ 330,119,008	
Employer social security / welfare contributions	€ 143,656,565	€ 148,199,738	€ 156,886,114	
Total salary costs	€ 463,080,014	€ 479,978,781	€ 487,005,122	G4-EC1
Total amount of reserves for profit-sharing	€ 12,083,205 <sup>(1)</sup>	€ 14,216,429	€ 6,208,901	G4-LA2
<b>ORGANISATION, HOURS WORKED AND ABSENTEEISM</b>				
Total number of overtime hours worked	417,190	438,577	409,608	
Ratio of overtime to theoretical working hours	2.1 %	2.2 %	2.1 %	
Total absentee rate	4.0 %	4.1 %	4.1 %	G4-LA6
• due to illness	2.6 %	2.6 %	2.6 %	G4-LA6
<b>HEALTH &amp; SAFETY</b>				
Time-off occupational accident rate	20.80	19.30	19.60	G4-LA6
Severity rate	0.73	0.73	0.61	G4-LA6
<b>TRAINING</b>				
Training expenditure as a percentage of payroll	1.3 %	1.6 %	1.7 %	
Annual hours of training delivered	91,177	110,162	117,201	G4-LA9
Number of employees attending at least 1 training course during the year	3,970	5,122	5,160	G4-LA10
<b>EMPLOYEE REPRESENTATION</b>				
Total number of employee representatives (exc. Health, Safety and Working Conditions Committee (CHSCT) members)	1,014	1,039	1,005	
Number of Health, Safety and Working Conditions Committee (CHSCT) members	180	186	216	G4-LA5

<sup>(1)</sup> : value corrected in 2014

FTE : full-time equivalent



## COMPANY INDICATORS

(France and leading international locations : Armenia, Poland, Saudi Arabia, Spain and UK)

	France & (*) International 2011	France & International 2012	France & International 2013	GRI4 equivalent
<b>EMPLOYEES</b>				
<i>Employment &amp; diversity</i>				
Total Group employees at 31 December	12,661	12,790	12,339	
Men	10,214	10,328	9,994	G4-LA12
Women	2,447	2,462	2,345	G4-LA12
Management	1,663	1,698	1,599	G4-LA12
Non-management	10,898	11,063	10,734	G4-LA12
Number employed under open-ended contract	11,821	11,954	11,574	
Number employed under fixed-term contract	840	807	758	
Total FTE employees at 31 December	12,464	12,590	11,785	
Number of disabled employees in the Group	352	383	475	G4-LA12
Number of disabled employees employed under sub-contract arrangements	24	30	23	G4-LA12
Average monthly number of temporary employees (FTE)	1,055	925	832	
<i>Turnover</i>				
Total number of new employees recruited externally	2,741	2,376	1,749	G4-LA1
• employed under open-ended contract	1,400	1,086	689	G4-LA1
• employed under fixed-term contract	1,341	1,290	1,060	G4-LA1
Total number of leavers (excluding transfers)	2,060	2,285	2,170	
• voluntary resignations	295	363	260	
• dismissals	228	268	330	
• contract expiry	1,103	1,273	1,046	
• other	434	388 <sup>(1)</sup>	537	
Number of transfers	196	214	232	
<b>EMPLOYEE AGE AND LENGTH OF SERVICE</b>				
Average age of employees	41	42	42	G4-LA12
Average length of service	11	11	11	



	France & (*) International 2011	France & International 2012	France & International 2013	GRI4 equivalent
<b>REMUNERATION, CONTRIBUTIONS AND PROFIT-SHARING</b>				
Gross total payroll	€ 356,517,443	€ 367,363,701	€ 363,950,412	
Employer social security / welfare contributions	€ 151,474,929	€ 155,985,071	€ 164,035,221	
Total salary costs	€ 479,009,771	€ 523,348,772	€ 527,985,633	G4-EC1
Total amount of reserves for profit-sharing	€ 12,083,205 <sup>(1)</sup>	€ 14,216,429	€ 6,208,901	G4-LA2
<b>ORGANISATION, HOURS WORKED AND ABSENTEEISM</b>				
Total number of overtime hours worked	460,096	467,793	442,591	
Ratio of overtime to theoretical working hours	2.1 %	2.1 %	2.1 %	
Total absentee rate	4.0 %	4.0 %	4.2 %	G4-LA6
• due to illness	2.7 %	2.7 %	2.7 %	G4-LA6
<b>HEALTH &amp; SAFETY</b>				
Time-off occupational accident rate	21.17	18.74	19.49	G4-LA6
Severity rate	0.68	0.67	0.6	G4-LA6
<b>TRAINING</b>				
Training expenditure as a percentage of payroll	1.2 %	1.5 %	1.6 %	
Annual hours of training delivered	121,861	134,006	144,217	G4-LA9
Number of employees attending at least 1 training course during the year	4,924	6,142	6,133	G4-LA10
<b>EMPLOYEE REPRESENTATION</b>				
Total number of employee representatives (exc. Health, Safety and Working Conditions Committee (CHSCT) members)	1,048	1,072	1,070	
Number of Health, Safety and Working Conditions Committee (CHSCT) members	205	212	249	G4-LA5

(\*) : excluding the UK and Armenia

<sup>(1)</sup> : value corrected in 2014

FTE : full-time equivalent



# ENVIRONMENTAL INDICATORS

	Unit	France 2011	France 2012	France 2013	GRI4 equivalent
<b>ENVIRONMENTAL MANAGEMENT</b>					
Proportion of sales covered by Iso 14001 certification	%	75	70	74	
<b>WATER</b>					
<b>Water consumption</b>					
Volume of water extracted from natural resources	Mm <sup>3</sup>	695	682	667	G4-EN8
<b>Drinking water</b>					
Quantity of drinking water produced	Mm <sup>3</sup>	636	625	628	
Number of water treatment plants	number	1,908	1,857	1,828	
Length of water distribution networks	Km	176,996	171,920	168,571	
Network throughput	%	79	79	81 <sup>(2)</sup>	G4-EN27
Linear loss index	m <sup>3</sup> /km/day	2.3	2.1	2.2	G4-EN27
Bacteriological compliance rate	%	98.7	98.9	98.7	G4-PR2
Physico-chemical compliance rate	%	98.2	98.4	98.4	G4-PR2
<b>Wastewater treatment</b>					
Number of wastewater treatment plants	number	2,574 <sup>(1)</sup>	2,462 <sup>(1)</sup>	2,301	
Length of wastewater networks	Km	37,673 <sup>(1)</sup>	37,290 <sup>(1)</sup>	37,142	
Volume of wastewater treated at plants serving more than 2,000 p.e.	Mm <sup>3</sup>	329	361	335	
Treatment throughput (in COD)	%	92.8	93.2	94.2	G4-EN22 / EN27
Treatment throughput (in BOD)	%	97.1	97.9	98.2	G4-EN22 / EN27
<b>WASTE</b>					
<b>Business waste</b>					
Quantity of sludge produced by wastewater treatment plants	tonnes of dry matter	70,586	60,057	61,131	G4-EN23
• proportion of sludge production recovered	%	95	96	97	G4-EN23
<b>Regional waste management</b>					
Quantity of waste received by storage centres	tonnes of raw material	895,827	885,535	810,269	
Quantity of waste processed by composting	tonnes of raw material	110,552	90,548	100,186	
Quantity of waste processed at sorting or recovery facilities	tonnes of raw material	564,980	572,186	523,941	
• recovered by Coved	%	62	58	63	G4-EN27





	Unit	France 2011	France 2012	France 2013	GRI4 equivalent
<b>Leachates from waste storage centres</b>					
Quantity of leachates treated or recycled	m <sup>3</sup>	111,864	108,077	140,434	G4-EN22
Compliance rate of treated leachates	%	95	95	95	

## ENERGY

<b>Energy consumption</b>					
Primary energy consumption	MWh	395,848	409,312	396,230 <sup>(2)</sup>	G4-EN3
Electricity consumption	MWh	877,496	912,223	902,306	G4-EN3
Consumption of 'green' electricity generated from renewable sources	MWh	35,241	42,918	42,032	G4-EN3
<b>Energy efficiency</b>					
Electricity consumption per m <sup>3</sup> of water produced	kWh/m <sup>3</sup>	0.68	0.71	0.68	G4-EN5
Electricity consumption per kg COD eliminated through wastewater management	kWh/kg	1.1	1.1	1.4	G4-EN5
Certified energy savings	MWh Cumac	-	-	34,665	G4-EN6

## AIR

Total greenhouse gas emissions	tonnes CO <sub>2e</sub>	413,126	395,980	413,590 <sup>(2)</sup>	
Direct greenhouse gas emissions	tonnes CO <sub>2e</sub>	292,963	279,559	293,609 <sup>(2)</sup>	G4-EN15
Indirect greenhouse gas emissions (electricity consumption)	tonnes CO <sub>2e</sub>	120,163	116,421	119,900	G4-EN16
Reduction in greenhouse gas emissions	tonnes CO <sub>2e</sub>	6,594	18,659	16,097	G4-EN19
Greenhouse gas emissions avoided	tonnes CO <sub>2e</sub>	334,104	270,574	311,396	
• emissions avoided by biogas recovery	tonnes CO <sub>2e</sub>	2,053	2,009	2,406	

## MATERIALS

Quantity of reagents used for water treatment	tonnes	60,425	64,910	60,902	G4-EN1
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<sup>(1)</sup> value corrected in 2014

<sup>(2)</sup> best estimate, to be defined accurately in 2015

COD : chemical oxygen demand – BDO : biological oxygen demand

p.e. : population equivalent



## ENVIRONMENTAL INDICATORS

	Unit	France & International 2011 (*)	France & International 2012	France & International 2013	GRI4 equivalent
<b>WATER</b>					
<b>Water consumption</b>					
Volume of water extracted from natural resources	Mm <sup>3</sup>	803	790	771	G4-EN8
<b>Drinking water</b>					
Quantity of drinking water produced	Mm <sup>3</sup>	738	726	724	
Number of water treatment plants	number	1,940	1,888	1,859	
Length of water distribution networks	km	182,599	177,265	174,730	
Network throughput	%	78	78	80	G4-EN27
Linear loss index	m <sup>3</sup> /km/day	2.6	2.4	2.5	G4-EN27
Bacteriological compliance rate	%	98.8	99.0	98.8	G4-PR2
Physico-chemical compliance rate	%	98.3	98.5	98.5	G4-PR2
<b>Wastewater treatment</b>					
Number of wastewater treatment plants	number	2,595 <sup>(1)</sup>	2,485 <sup>(1)</sup>	2,327	
Length of wastewater networks	km	40,658 <sup>(1)</sup>	40,662 <sup>(1)</sup>	40,654	
Volume of wastewater treated at plants serving more than 2,000 p.e.	Mm <sup>3</sup>	399	529	505	
Treatment throughput (in COD)	%	92.8	92.0	92.1	G4-EN22 / EN27
Treatment throughput (in BOD)	%	96.9	96.5	96.4	G4-EN22 / EN27
<b>WASTE</b>					
<b>Business waste</b>					
Quantity of sludge produced by wastewater treatment plants	tonnes of dry matter	91,989	90,403	95,224	G4-EN23
• proportion of sludge production recovered	%	91	94	94	G4-EN23
<b>Regional waste management</b>					
Quantity of waste received by storage centres	tonnes of raw material	895,827	885,535	810,269	
Quantity of waste processed by composting	tonnes of raw material	110,552	90,548	100,186	
Quantity of waste processed at sorting or recovery facilities	tonnes of raw material	564,980	572,186	523,941	
• recovered by Coved	%	62	58	63	G4-EN27



	Unit	France & International 2011 (*)	France & International 2012	France & International 2013	GRI4 equivalent
<b>Leachates from waste storage centres</b>					
Quantity of leachates treated or recycled	m <sup>3</sup>	111,864	108,077	140,434	G4-EN22
Compliance rate of treated leachates	%	95	95	95	

## ENERGY

### Energy consumption

Primary energy consumption	MWh	407,155	421,255	408,454 <sup>(2)</sup>	G4-EN3
Electricity consumption	MWh	1,090,586	1,144,905	1,127,929	G4-EN3
Consumption of 'green' electricity generated from renewable sources	MWh	35,241	42,918	42,032	G4-EN3

### Energy efficiency

Electricity consumption per m <sup>3</sup> of water produced	kWh/m <sup>3</sup>	0.76	0.80	0.77	G4-EN5
Electricity consumption per kg COD eliminated through wastewater management	kWh/kg	1.1	1.0	1.2	G4-EN5
Certified energy savings	MWh Cumac	-	-	34,665	G4-EN6

## AIR

Total greenhouse gas emissions	tonnes CO <sub>2e</sub>	515,579	524,030 <sup>(1)</sup>	530,571 <sup>(2)</sup>	
Direct greenhouse gas emissions	tonnes CO <sub>2e</sub>	295,905	299,693 <sup>(1)</sup>	305,285 <sup>(2)</sup>	G4-EN15
Indirect greenhouse gas emissions (electricity consumption)	tonnes CO <sub>2e</sub>	219,674	224,337 <sup>(1)</sup>	225,286	G4-EN16
Reduction in greenhouse gas emissions	tonnes CO <sub>2e</sub>	6,594	18,659	16,097	G4-EN19
Greenhouse gas emissions avoided	tonnes CO <sub>2e</sub>	334,104	270,574	311,396	
• emissions avoided by biogas recovery	tonnes CO <sub>2e</sub>	2,053	2,009	2,406	

## MATERIALS

Quantity of reagents used for water treatment	tonnes	61,522	74,248	75,213	G4-EN1
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(\*) excluding the UK and Armenia

<sup>(1)</sup> value corrected in 2014

<sup>(2)</sup> best estimate, to be defined accurately in 2015

COD : chemical oxygen demand – BDO : biological oxygen demand

p.e. : population equivalent

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