Sustainable Development Report 2011

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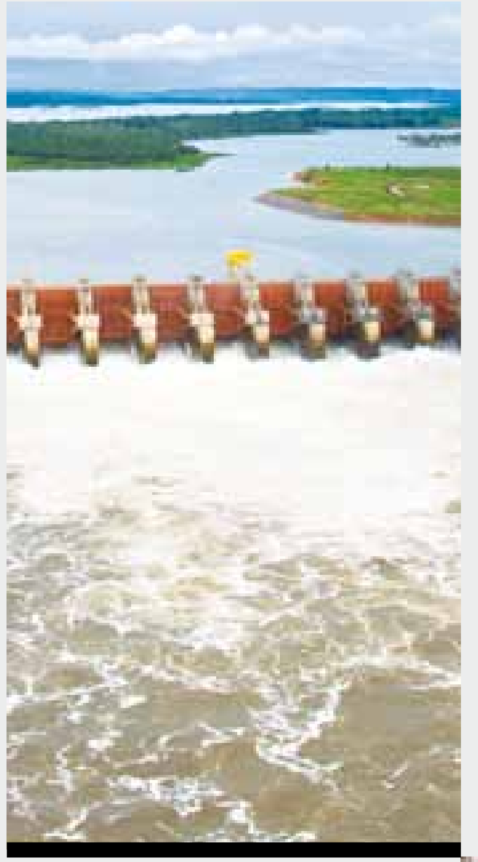

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By people for people, GDF SUEZ a champion of responsible global growth

"Faced with the major energy, environmental and social challenges of the 21st century, GDF SUEZ has set itself a strategy of sustainable growth worldwide. This strategy will enable it to respond to the ever-growing needs for energy and water throughout the world, fight climate change, and create long-term value that is shared with all its stakeholders."

Faced with the major energy, environmental and social challenges of the 21st century, GDF SUEZ has set itself a strategy of sustainable and responsible growth worldwide. This strategy will enable it to respond to the ever-growing needs for energy and water throughout the world, fight climate change, and create long-term value that is shared with all its stakeholders.

Dramatic events in human and environmental terms – such as the Fukushima disaster – and the upheavals in many societies that have punctuated the past year remind us that management of environmental, social and governance ('ESG') risks is at the same time one of the conditions for responsible development of societies and countries in which we operate and one of the prime keys to sustainable growth for companies such as ours.

Continuously improving the prevention of ESG risks, and developing new markets around the major energy and environmental challenges are among the three key principles of GDF SUEZ's sustainable development strategy. First and foremost, it is the exercise of our responsibility – of corporate responsibility – that will provide the energy and environmental solutions which are essential for truly sustainable growth. It is also a mark of attractive and lasting profitability.

To inform and guide this sustainable development strategy, the Group pays particular attention to the views of third parties and to faint signals. Accordingly, its approach involves listening to and conducting a dialogue with all stakeholders. It plays a particularly active part in major international initiatives which are aimed at guiding global growth towards sustainable economic models.

For example, at the forthcoming **United Nations Conference on Sustainable Development (Rio+20)**, GDF SUEZ will share its in-depth assessment of tomorrow's global issues and present its responses as a supplier of innovative and sustainable solutions adapted to this century's energy and environmental challenges.

Since the launch of this Conference, GDF SUEZ has been involved in the international mobilization around the four approaches of (1) development of renewable energies, (2) energy efficiency, (3) construction of sustainable cities and (4) combating energy and water scarcities.

In pursuit of shared value creation, GDF SUEZ, the world's largest Utility, is particularly concerned by the major challenges of access to energy and water for all and combating energy and water scarcities, both in emerging countries and closer to home in our domestic markets.

This is part of our identity and our core business. This is also why, in 2011, the Group launched an innovative initiative entitled **"GDF SUEZ Rassembleurs d'Énergies"**.

Through the combined action of investment in projects developed by social entrepreneurs all over the world, the volunteer actions of its employee associations and donations via the GDF SUEZ Foundation, the Group is actively contributing to the development of access to sustainable energy for all, an essential vector for social progress. This means developing new business models to meet the needs of the greatest number.

With the recent integration of International Power, GDF SUEZ now has a workforce of nearly 220,000 employees across five continents to rise to the ambitious challenges that the Group has set itself. These 220,000 men and women are motivated by a corporate project that is simultaneously an industrial and social project and an expression of its identity. This project has a simple and noble purpose: to be By People, For People. In other words, to meet the needs of this generation without compromising the capacity of future generations to meet their own needs, by creating a pathway for genuinely sustainable development. ■

Gérard Mestrallet, Chairman and Chief Executive Officer of GDF SUEZ.

profile

GDF SUEZ puts responsible growth at the core of its businesses (electricity, natural gas, and energy and environmental services) to meet the critical challenges: meeting energy needs, ensuring security of supply, fighting climate change and optimizing the use of resources.
The Group provides innovative, high-performance solutions to individuals, cities and businesses through a diversified gas supply, flexible and low carbon-emission electricity generation, and unique expertise in four key sectors: liquid natural gas, energy efficiency services, independent power production and environmental services.
GDF SUEZ has 218,900 employees worldwide and generated revenues of €90.7 billion in 2011. GDF SUEZ is listed on the Paris, Brussels and Luxembourg stock exchanges and is represented in the main international indices: CAC 40, BEL 20, DJ Stoxx 50, DJ Euro Stoxx 50, Euronext 100, FTSE Eurotop 100, MSCI Europe, ASPI Eurozone and ECPI Ethical Index EMU.

Group figures

218,900
employees in nearly 70 countries
- **61,250 in electricity and gas,**
- **77,200 in energy services,**
- **and 80,450 in environmental services.**

90.7
billion euros of revenues in 2011

No.1
global group in the utilities sector
(Forbes Global 2000)

1,100
researchers and experts in 9 R&D centers

100,000
new hires between 2011 and 2015

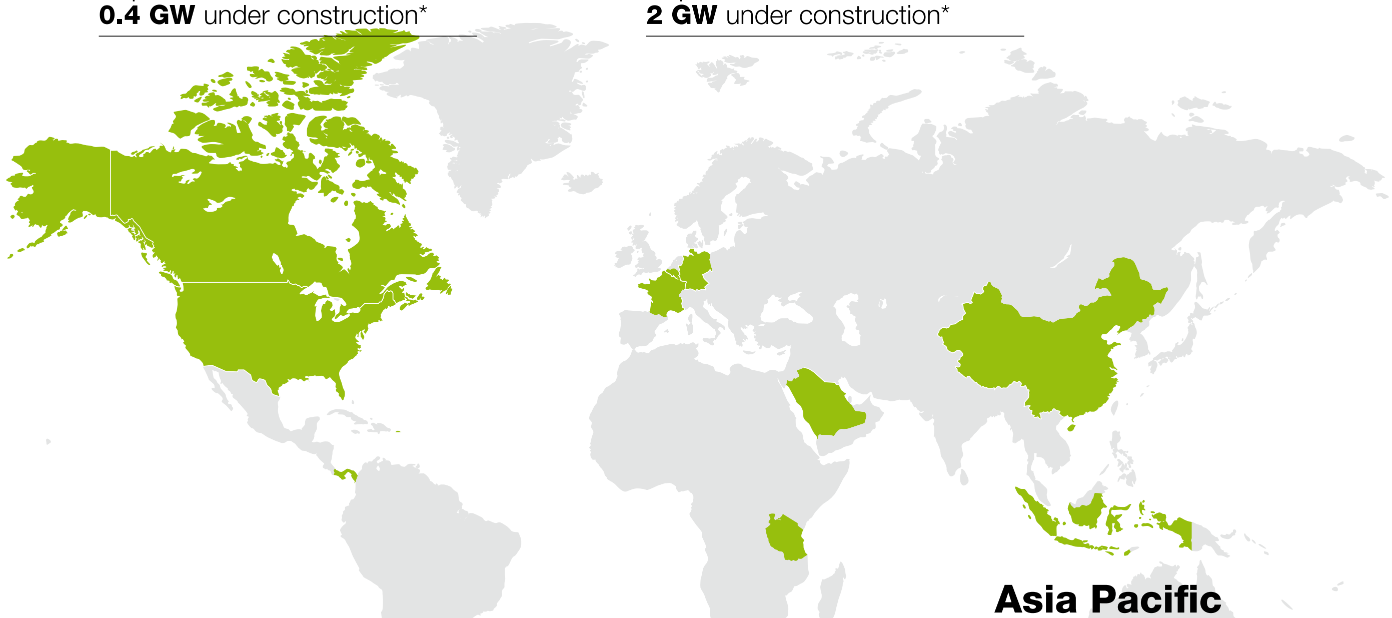
11
billion euros of investments in 2011

No.1
global brand in the utilities sector
(Brand Finance Global 500)

revenues, workforce and capacities by region

North America
Revenues: **5.7 billion euros**
6,100 employees
Capacities: **14.9 GW** installed //
0.4 GW under construction*

Europe
Revenues: **72.3 billion euros**
191,300 employees
Capacities: **55.6 GW** installed //
2 GW under construction*



Latin America
Revenues: **4.7 billion euros**
4,500 employees
Capacities: **11,5 GW** installed //
5.5 GW under construction*

Africa
Revenues: **1.0 billion euros**
5,250 employees

Asia Pacific & the Middle East
Revenues: **7.0 billion euros**
11,750 employees
Capacities: **35.3 GW** installed //
6.9 GW under construction*

* Integrating 100% of assets held by the Group on December 31, 2011, regardless of the actual level of holding.

Electricity
- **No.1** independent power producer in the world.
- **No.1** non-nuclear energy producer in the world.
- **No.1** independent producer in the Persian Gulf and Brazil.
- **117.3 GW** of installed power-production capacity.
- **14.8 GW** of capacity under construction.
- **50%** increase in renewable energy capacity between 2009 and 2015.
- Objective of **150 GW** of capacity in 2016, of which 90 GW outside Europe.

Natural gas
- Supply portfolio of **1,260 TWh** at end of 2011.
- **No.2** buyer of natural gas in Europe.
- **No.1** natural gas transport and distribution networks in Europe.
- **No.1** vendor of storage capacity in Europe.
- **344** exploration and/or production licenses in 16 countries.
- **789** mboe of proven and probable reserves.

LNG
- **No.1** importer of LNG in Europe.
- **No.3** importer of LNG in the world.
- **No.2** operator of LNG terminals in Europe.
- A fleet of **18** LNG tankers, including two regasification vessels.

Energy services
- **No.1** supplier of energy efficiency and environmental services in the world.
- **1,300** sites throughout Europe.
- **180** district heating and cooling networks operated throughout the world.
- **48** public-private partnerships across Europe.

Energy services
- **No.2** supplier of environmental services in the world.
- **91** million people supplied with drinking water.
- **57** million people provided with waste management.
- **63** million people provided with sanitation services.

Note: figures at December 31, 2011.

CHALLENGES


Hydroelectric plant and dam at Estreito in Brazil.

In the current international context, marked by particularly strong economic, environmental and social tensions, a Utility operating in electricity, natural gas, and energy and environment services is faced with numerous challenges. They require specific management to promote the company's harmonious and balanced development within society.

GDF SUEZ not only manages the impacts of its activities on all stakeholders to optimum effect, but also aims to transform them into opportunities for the company's development.

For a Utility, fighting climate change, the preservation of resources and responding to essential needs are among the main challenges to which GDF SUEZ provides responsible and innovative solutions. ■

fighting climate change

interview with Valérie Masson-Delmotte

Valérie Masson-Delmotte, Paleoclimatologist and Research Director at the Climate and Environment Sciences Laboratory (CEA, CNRS, University of Versailles St-Quentin), is one of the authors of the reports of the Intergovernmental Panel on Climate Change (IPCC). She analyzes climate change and its impact in terms of economic and social development.

Based on your current understanding of climate change, what do you think are the three elements that will influence the future of the planet in environmental terms?_

Valérie Masson-Delmotte:
In my view, it is not only global warming that will have a major effect on ecosystems and human activities, but it is particularly the occurrence of extreme events – because when the climate changes, so do weather systems. We have already seen quite a lot of changes due to the effect of greenhouse gas emissions, and these are bound to increase. The greater frequency and intensity of heat waves, like those in Western Europe in 2003, Russia in 2010 or Texas in 2011, is a leading indicator. The second is connected with the increased intensity of very heavy precipitation in some parts of the world or, at the opposite end of the scale, increasingly long droughts in other regions. And thirdly, the rise in ocean levels is another indicator that concerns us. It is generated by warming waters, melting glaciers and an acceleration of the Greenland and West Antarctic ice flows. The sea level average rose by 20 cm during the 20th century. In the last 15 years, it has increased by about 3 mm per annum. And we should expect an additional increase of between 30 cm (scenario of rapid restriction of greenhouse gas emissions) up to 80 cm (continued increase in greenhouse gas emissions worldwide) by 2100, and this would be amplified in the following centuries.

What are or will be the effects of these climate changes?_

V.M-D.: Heat waves have major consequences on water resources, agricultural production and air quality as they encourage the accumulation of pollutants like ozone. A hotter atmosphere, containing more water vapor, could generate an increase in very heavy precipitation, increasing the risk of “flash flood” type emergencies. Large-scale changes to atmospheric circulation will on the other hand lead to a sharp reduction in precipitation in Mediterranean-climate regions. These changes in the water cycle constitute a major challenge for densely populated regions where groundwater is often overexploited. A final point is that the rise in sea level presents a number of risks for coastal ecosystems, infrastructures and near-shore populations, especially in delta regions (such as the Nile and South-East Asia). The effects of climate change could therefore affect agricultural production in important regions, contribute to volatility in food prices, and thus represent a strong force for social instability.

How will these factors weigh on economic development?_

V.M-D.: The difficulty of limiting greenhouse gas emissions, which have been sharply escalating over the last ten years, will weigh on the drivers of economic advancement and on governments and local authorities who will have to bear the cost of adapting to this situation. This poses a problem of justice and fairness, since the most vulnerable populations are not generally the main emitters of greenhouse gases. For twenty years, numerous initiatives have been deployed to rethink global economic development, but these have not, in my opinion, really been translated into action. We must overcome conservatism and, on the question of climate, change the energy model by promoting the development of renewable energies and increasing energy efficiency. On this point, it should be noted that at the global level, the economy’s carbon intensity (greenhouse gas emissions per unit of wealth produced) has stagnated for the last ten years, largely due to the growing amount of coal used. The need to reverse the trend, to decouple wealth production from greenhouse gas emissions, therefore seems fundamental to me.

> “We must overcome conservatism and, on the question of climate, change the energy model by promoting the development of renewable energies and increasing energy efficiency.”

What is the role of companies in the Utilities sector in the face of these challenges?_

V.M-D.: Industrial companies in the Utilities sector, like the whole GDF SUEZ Group, must contribute to mitigating climate change in a win-win strategy, by promoting energy optimization. We are also now seeing the emergence of a strong demand for “climate services” aimed at guiding decision-making through analysis of the expected impacts of climate change on different sectors, on a regional basis and over different timescales (by decade and century). Companies therefore have a vital role – a positioning to take advantage of scientific knowledge in order to better guide their choices in terms of industrial practices, infrastructures, organization and advice for local authorities. ■


Wind farm at Monte Redondo (Chile) - IPR.

responding to society's expectations

interview with Sergio Mindlin

Sergio Mindlin, co-founder and Chairman of the Board of Directors of Brazil's Ethos Institute, which specializes in support for implementing Corporate Social Responsibility policies, explains the current and future challenges of this approach.

"Beyond sustainable business, the challenge is to build an inclusive, green and responsible economy."

What is the Ethos Institute's position on the notion of "shared value" developed by Harvard Professor of Strategic Management Michael Porter, and which is related to the concept of Corporate Social Responsibility?_

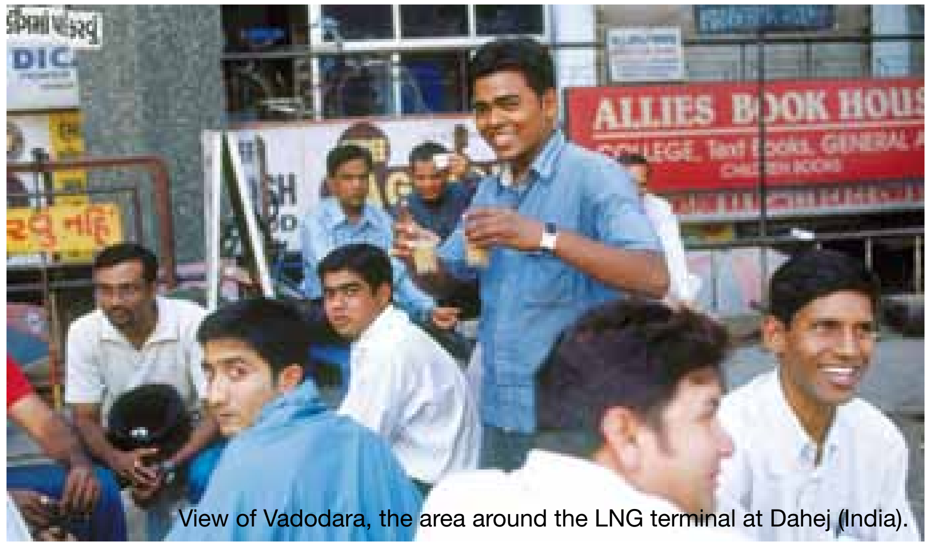
Sergio Mindlin: We are seeing real progress on the development of Corporate Social Responsibility.
In the early decades of the 20th century, companies focused on their shareholders' demands while pursuing a few specific philanthropic actions.
This is demonstrated in Value Creation Management. By the end of the century, this approach had given way to taking more account of the management of stakeholders, paying greater attention to the needs of a broader public, not just the shareholders. In the development of this approach, the notion of "Shared Value" seems to us to be a significant advance that companies can adopt in the conduct of their activities.
The aim is to meet society's needs and at the same time propose products and services that go beyond mere market opportunities. *"If it is possible to generate more profit by meeting society's needs, there is no reason why companies should avoid doing so."* In any case, we believe that a company should be aware of its role in society and act in several dimensions. First, it must answer for its actions and impacts. Secondly, it must consider society's expectations, by using its business expertise.
In this context, shared value is vital. Thirdly, the company must go beyond its own business and be aware of and responsive to the needs of society as a whole. Lastly, it must be aware that each of its local actions can have global outcomes. If the company incorporates these four dimensions – responsibility, business strategy focused on society's needs, corporate citizenship and global vision – it becomes a real driver of social change.

Which essential point do you think will impact the future of Corporate Social Responsibility?_

S.M.: The current estimation of the world's population is 7 billion. Of these, one billion live on less than a dollar a day. In the next 30 to 40 years, this figure could reach 9 billion.
This will not only increase demand in all areas, but could also affect the number of disadvantaged people. Corporate Social Responsibility must take this essential factor into account and focus on developing production and consumption processes. Consumers must be informed about the impact of irresponsible consumption. In other words, we need better products – that are more respectful of the environment and society in general – and we need to make better use of them.

How might this phenomenon influence the development of global governance and a new economic model?_

S.M.: Internationally, we would suggest the creation of an entity, within the United Nations Organization, which covers the planning, coordination, encouragement and implementation of sustainable development commitments.
This new entity would be on a par with the Security Council. It would also have to articulate the policies and efforts of multilateral financing institutions, settle differences, give a ruling on conflicts of interest and legal cases in international courts, raise funds and allocate subsidies to other multilateral organizations (like the G20 and G77) and maintain a dialogue and forums for consultation with NGOs. We would also encourage the establishment of national agendas on sustainable development, greater participation by the business world and civil organizations in global governance, and the development of initiatives to rethink the concept of economic development beyond gross domestic product. After all, prosperity and improvement of living conditions are not necessarily only related to growth.



View of Vadodara, the area around the LNG terminal at Dahej (India).

What is the vision of Ethos on the problems related to the impact of industrial facilities on populations and on the social acceptability of corporate activities?_

S.M.: Ethos is in favor of multinationals adopting the same standards wherever they operate, even for those companies that have the strictest regulations.
By acting in this way, they will contribute to improving the quality of life and enjoy better acceptability for their facilities and activities. Similarly, employing local workers, even if this necessitates training programs to develop their skills, is a factor in combating poverty. Lastly, the deployment of new dedicated services can help resolve the issues of energy and water scarcity and enhance social development. Ethos is working on these issues and rallying companies that are prepared to raise their operating standards and implement them voluntarily where they operate.

Given these problems, what is the role of companies in the Utilities sector?_

S.M.: Companies in the Utilities sector have an important role to play as their activities concern millions of people in countries or regions that are not always served by public services. They therefore have huge potential to promote Corporate Social Responsibility values. We are also encouraging Utilities to be the first to set about improving their operating standards and implement them where they operate, by making a commitment alongside suppliers, clients and communities, as well as cooperating with government regulators. ■

guaranteeing ethics principles

interview with Gérard Kuster,
Group Senior Vice President for Ethics and Compliance

In 2011 there were a number of events contributing to the development of ethical values in society generally and within the company. An opportunity for GDF SUEZ to assert its commitment to the fundamental rules of ethics and sustainable management that is respectful of people and the environment.

In 2011, the Group developed its activities in an external environment that is increasingly sensitive and aware of compliance with ethical and sustainable development principles. Against the backdrop of a financial and economic crisis, new challenges have emerged, including demonstrations and unrest in some areas of the world, and changing and uncertain political frameworks in many countries. *"Nevertheless, society as a whole continues to make progress in developing mechanisms to promote ethical behavior. On the one hand, new guidelines from the UN and the OECD support the development of ethical values by clearly defining the role of companies; on the other hand, the tightening in 2011 of the regulations and laws on fraud and corruption has created a very visible structural framework for the promotion of integrity in business,"* explains Gérard Kuster, GDF SUEZ Group Senior Vice President for Ethics and Compliance. In this context, GDF SUEZ intends to maintain and develop its role as an ethical and responsible company, by people for people. Furthermore, the size of the Group, the exercise of businesses such as Exploration and Production and the public service delegation contracts, sometimes operating in countries with little governance, all increase the internal determination for strong oversight and governance in this area.

Taking the OECD Guidelines into account_

The latest OECD Guidelines for Multinational Enterprises include developments in Corporate Social Responsibility (CSR) and ethics, a difference from the previous guidelines in 2000. Several important advances should be noted, such as the adoption of preventive measures, especially in the context of an obligation for oversight or "reasonable diligence" in all the company's activities, and similarly, strengthening requirements on consumer protection or the fight against corruption. A monitoring and reporting process for these guidelines is also expected.

Unprecedented legislative framework_

Another factor (but by no means a minor one given its reach for companies) is the Bribery Act coming into force. With this law, the UK has established a particularly dissuasive anti-corruption law. *"Any company operating in Britain, via a subsidiary, for example, is subject to this law which criminalizes corruption actions committed in the UK or abroad,"* explains Gérard Kuster. In addition, the Bribery Act creates an offense penalizing companies that have not established a mechanism for the prevention of fraud committed by their employees or associates. The last point is crucial, since in practice it makes the company responsible for its partners. *"The Bribery Act will make us more vigilant and rigorous in the conduct of our activities,"* adds Kuster. *"GDF SUEZ has anticipated the official entry into force of this law by creating an Integrity benchmark that was adopted by the Group's Executive Committee in 2010, with a complementary Action Plan."*

"The Bribery Act urges us to ever greater vigilance and rigor in the conduct of our activities."

GDF SUEZ anticipates developments_

These initiatives are entirely consistent with the main targets for management and control of the Group's ethical risks as monitored by the Ethics, Environment and Sustainable Development Committee of the Board of Directors, and by the Executive Committee. These targets include: the Group's integrity, compliance with competition rules, particular attention to the application of the Group's ethics principles in countries with weak governance where it operates, the social acceptability of its strategy and practices, customer satisfaction and maintaining its clients' confidence, management's efficiency in risk management, etc. These are all risks which – considered individually and even more so if compounded – could damage the reputation of GDF SUEZ, a Group whose activities are essential to life and which sets responsible growth as its strategic priority. ■

Employees (France) - Sita.

developing human capital

interview with Christelle Martin,
Member of the Executive Committee, in charge of the Group's Human Resources

The world is evolving, undergoing fast-paced and fundamental changes with inevitable effects on its economic, geopolitical, technological and social balances. These are all factors which impact the life of companies and their capacity to manage their most valuable asset: human capital.


Employees (Australia) - IPR.

"The aim is to facilitate change through the new link between Human Resources and Organization, to improve our global manoeuvrability and our capacity to anticipate and support the Group's management…"

Giving direction_

"The working world reflects the general acceleration that we are seeing in various changes in our environment," says Christelle Martin, member of the GDF SUEZ Executive Committee, in charge of Human Resources. This difficult economic period could have negative effects for and within the company. *"It is in this context that innovation must take the lead, that we must be more open and more committed,"* adds Christelle Martin. Innovation in all areas, to differentiate the Group, gives it strength and drives its growth: for example – promotion of diversity among employee profiles to enhance the richness of the company; recruitment techniques and employment strategies tailored to fit current events; high-quality social dialogue to facilitate the necessary change. According to Christelle Martin: *"Now more than ever, companies are expected – through their actions and their capacity to reinvent the operation of their organization in a sustainable way – to give greater direction and visibility to their actions with a focus on understanding and mutual construction."*

Preparing for tomorrow_

This understanding requires an ongoing exchange with employees in order to embrace major technological changes, which is all the more important in the development of a globally based Group. *"Our international dimension has to factor in, in HR terms, both our regional roots and new technological advances or energy and environmental constraints that require us to rethink relations at work, and to integrate the aspirations of new generations."* For 2012-2017, our recruitment needs are estimated at around 100,000 people, to cover departures and the growth of our activities as envisaged in our latest Medium-Term Business Plan. *"For the Group, this influx will be both a challenge and a real opportunity to respond to the issues of tomorrow,"* says Christelle Martin.

Exemplary proponent of CSR_

To meet the HR challenges facing GDF SUEZ, the commitment of our managers is essential. *"We are ramping up the deployment of GDF SUEZ Management Way, which reflects what unites us and what we expect from our 30,000 managers around the world,"* explains Christelle Martin.
The managers are also expected to drive forward the Corporate Social Responsibility (CSR) policy. The Group has defined a social project to go hand in hand with its industrial project and has set itself the goal of becoming the leader and benchmark in CSR. Some important initiatives have already been adopted, such as a global agreement on fundamental rights, social dialogue and sustainable development, which was signed with three representative global trade unions. One of the tangible outcomes is the *Projet Social Fondateur* [Founding Social Project], which hinges on four commitments: the affirmation of social utility and solidarity, the ambition to enhance cohesion and the social bond, to promote equal opportunities and strengthen regional roots. A good example is a European collective bargaining agreement for gender equality at work.

Drive and innovation_

Our CSR ambitions and the current global climate of the economy mean that we have to develop innovative HR policies and approaches of the highest standard. The Group's new Senior Vice President for Human Resources is firmly committed in this respect. *"We must facilitate change through the new link between HR and Organization, improve our global manoeuvrability and our capacity to anticipate and provide support for the Group's management by creating better coordination between HR, Strategy and Finance, deliver our policies to serve our ambition – maximizing the value of the Group's human capital – and develop the attractiveness of the Group's image, at the same time retaining our most talented employees,"* explains Christelle Martin. All this has to be done while constantly upgrading the HR functional lines needed for the Group and managing HR delivery to ensure it serves all the employees of the Group. ■

promoting health and safety

interview with Michel Descazeaux,

Senior Vice President, Heath, Safety and Management Systems

Deepwater Horizon in the Gulf of Mexico, Fukushima… As the international press shows, serious industrial accidents are regular events. These events, dramatic in terms of loss of human life and effect on health, are – along with accidents at work – very harmful to the reputation, the financial situation and valuation of companies for those assessing its performance.

For GDF SUEZ, health and safety is a triple challenge. First, it is a question of ensuring the physical integrity of people and goods. Secondly, improving conditions of work, which is fully consistent with the ambition of the HR Department to maximize the value of human capital. Thirdly and finally, it is vital to make all those involved more professional in their approach. *"The expertise of managers is vital in incorporating health and safety from the outset for projects and activities, while the experts' knowledge is indispensable for supporting managers in their mission,"* says Michel Descazeaux, Senior Vice President, Health, Safety and Management Systems.

Taken into account by all players every day_

The continuous improvement of health and safety for the Group's employees, temporary staff, service providers, and more generally, all the populations and communities connected with us through our activities is a major concern for GDF SUEZ. *"Such progress cannot be achieved without taking health and safety into account every day, in everything the company does – from project analysis, to decision making, to implementation, and subsequent monitoring – as well as in research, innovation, and management. This requires all players involved to incorporate these issues into their activities and their management,"* explains Michel Descazeaux. The Group is therefore integrating these different aspects into managerial progress actions, in line with the Management Way, which determines the principles that all managers must adhere to in their dealings with others: within the Group, with internal and external stakeholders, and with their staff teams.

Eight Fundamental Group Rules_

The Group's determination to make progress on health and safety issues is embodied in the signing of an agreement on the fundamental principles in these two areas with the European social partners, and extended to the whole Group in 2010. This agreement represents the Group's policy and was established after consultation and discussion with a large group of managers, doctors and accident prevention specialists.

"2011 saw the implementation of this plan with strong support from senior management. Self-diagnostics tests by the management teams are being conducted within the Group and will help us go even further in designing specific action plans for each company," says Michel Descazeaux. However, the fundamental points are set forth in eight Group Rules that have been approved and circulated to date. They cover relationships with sub-contractors, risk assessment and risk management, work permits, occupational health management etc. In addition, training for managers (1,500 per year) on health and safety management is provided by the corporate university, and peer reviews are conducted at all levels. Annual reviews are conducted with managers within the Business Lines and business units.

As is the case for other aspects of occupational health, the Group's approach to psychosocial risks focuses on prevention of risk factors. Concerning the implementation of the France Group agreement on Psychosocial Risk Prevention by Quality of Life at Work, the diagnostic procedures have now been finalized and plans for improvement and prevention actions are underway. The process of identifying best practices, which was started in 2010 under joint management of health and safety and human resources, continued and intensified in 2011.

The Group's ambition is to engage every employee in a commitment to their own health and safety and that of others. The Group's approach to health and safety is therefore to encourage the commitment of each entity by constructing a mechanism for its specific challenge, its risk factors and their consequences on the health of employees and on the exposure of employees.

This approach involves encouraging self-assessment by the players, with complementary input from different angles (managers, occupational physician, health and safety consultant, employee representatives) giving their vision as expert, manager or operative and reflecting the reality of the situation. ■

> "The expertise of managers is vital in incorporating health and safety from the outset for projects and activities, while the experts' knowledge is indispensable for supporting managers in their mission."

Safety manager at the SPEM plant in Montoir-de-Bretagne (France).

ACTIONS

Solar park at Santa Pola (Spain) - Agbar.

To respond to society's major challenges, particularly the fight against climate change, the preservation of resources or the response to water and energy needs, GDF SUEZ has set sustainable development at the heart of its corporate strategy.

To leverage the development of this strategy, GDF SUEZ established a specific organization from the outset (at the time of its formation) and it ensures that appropriate policies are applied in all the Group's businesses.

GDF SUEZ thus creates value, on the one hand by ensuring the management of its ESG risks and on the other by developing innovative products and solutions that respond to the needs of its clients and stakeholders. ■

sustainable development and strategy

interview with Bruno Bensasson,
Member of the Executive Committee, in charge of Strategy and Sustainable Development


View of Rio de Janeiro (Brazil).

Sustainable development – in its three dimensions: economic, environmental and social – is inseparable from the strategy of GDF SUEZ. Taking its principles into account is essential for prevention of ESG (environment, social and governance) risks and, through the innovation this requires, also contributes to the creation of shared value. It also encourages all the stakeholders to sign up to our "by people, for people" corporate project, by providing energy and environmental solutions that are essential to life.

"In sustainable development, action is obviously paramount. Communication is also important, as it inspires us and strengthens the commitment of our organization."

The GDF SUEZ businesses – natural gas, electricity, energy services and environment – are at the heart of the major challenges of sustainable development; conversely, the Group's activities are increasingly structured around the drivers of sustainable development – whether environmental or social, global or local. *"The principles of sustainable development are thus firmly rooted in our strategy, certainly more strongly than in other sectors. In our activities, sustainable development is not just an elegant accessory, but a prime responsibility and a condition for long-term value creation,"* says Bruno Bensasson, Group Senior Vice President for Strategy and Sustainable Development.

Three complementary principless_

Integrating sustainable development in the Group's strategy is based on three objectives.

The first is that it contributes to preventing ESG risks in the general sense, such as ethical, environmental, social or safety. *"Even though these are seen as extra-financial risks because they are not market risks or counterparty risks, they are nonetheless drivers of potentially very significant financial consequences and could severely affect companies, as testified by numerous examples, some of them recent,"* says Bruno Bensasson.

The second objective is the design and deployment of new activities that meet the requirements of sustainable development. This is not so much about securing value by preventing risks, but creating value through innovative business models: for example, strengthening energy and climate efficiency in our energy services businesses, increasing the proportion of low or zero carbon emissions in our energy mix, designing commercial solutions combining electricity, natural gas and services or even devising totally new concepts in smart energy and environmental services.

The third objective underpins the Group's long-term future: to encourage the stakeholders, both internal (employees) and external (end clients, public authorities, investors, rating agencies, etc.) to back the Group's corporate project. It is a project about identity, an industrial and commercial project, a human and social project *"which the employees can be proud of, since it is aimed at providing not only useful but essential goods. By People, For People is a great ambition. It is also a great responsibility,"* concludes Bruno Bensasson.

Innovating to serve better_

Innovation, whether technological or commercial, whether expressed in our relations with stakeholders – regional and intermediate bodies – or in the continuous improvement of our prevention policy for ESG risks, innovation is vital to reconciling the three pillars of sustainable development.

"To innovate, the company must be committed and show conviction and daring in its work practices. Daring to invent new business models so it can be bold enough to engage in dialogue with all stakeholders and create shared value," suggests the Group Senior Vice President for Strategy and Sustainable Development.

For GDF SUEZ, "shared value" is a rich concept. It means creating more value for the mutual benefit of the company and its partners, by inventing new business models, sometimes by moving along the value chain and forging local partnerships, even to the point of blurring the traditional boundaries between a profit-based entity and a not-for-profit organization. Above all, shared value must help us meet the challenge of providing access to energy and water for the greatest number.

Reporting on our actions_

In sustainable development and corporate responsibility, action is obviously paramount. Communication is also important: it engages us with the company's stakeholders and can strengthen their support of our project. To this end, GDF SUEZ has set precise objectives and measurement indicators for corporate environmental, social and governance actions.
As a sign of transparency, this approach, which is audited by independent bodies, reflects the Group's determination to provide quantitative and qualitative accounts of its actions and, ultimately, to strengthen the understanding between the Group, the business world and society. ■

interview with Françoise Guichard,
Senior Vice President for Sustainable Development

View of Rio de Janeiro (Brazil).

"More than ever, the Group's sustainable development policy is characterized by listening to our domestic and industrial clients and our natural partners, the public authorities and representatives of civil society, in an extensive and ongoing manner."

As the world's leading essential goods and services company, GDF SUEZ contributes through its activity to addressing the challenges which face the planet and its people. These challenges are enormous. Françoise Guichard, Senior Vice President for Sustainable Development, explains: *"In 2011, 1.3 billion people in the world do not have access to electricity, 880 million to drinking water and 2 billion to sanitation services. The increasing scarcity of resources, global warming, and loss of biodiversity are all of major concern."*
In this context, GDF SUEZ's choice of responsible growth is all the more important and is reflected in a faster integration of environmental and social drivers in all the Group's businesses.

Innovative and shared responses_

The current challenges call for strong responses, constructed by all those involved. The GDF SUEZ group intends to participate by strengthening innovation and social dialogue in the countries where it operates. *"More than ever, the Group's sustainable development policy is characterized by listening to our domestic and industrial clients and our natural partners, the public authorities and representatives of civil society, in an extensive and ongoing way,"* said Françoise Guichard. It is a question of offering energy and water services adapted to the needs of populations, needs which come under pressure in times of crisis.

Gathering our energies_

The rollout of the GDF SUEZ Group's sustainable development policy gathered speed in 2011. All the Group's entities throughout the world are expected to contribute to the implementation of this policy by insisting on the social component: the inclusion of populations, local employment and training, the health and safety of our employees as well as economic development and the fight against energy and water scarcity.

This approach has taken concrete form in the launch of the GDF SUEZ Rassembleurs d'Énergies (Energy Gatherers) initiative, which is aimed at supporting access to energy projects run by social entrepreneurs. *"This ambitious initiative, unique of its kind and of global reach, reflects the humanitarian commitment of GDF SUEZ and its employees,"* stressed Françoise Guichard. ■

governance

The governance of sustainable development at GDF SUEZ is taken to the highest level of the company: by the Board of Directors' Ethics, Environment and Sustainable Development Committee, by the Group's Executive Committee and by the Sustainable Development Steering Committee.

The Board of Directors of GDF SUEZ has 22 members, of whom 4 are women. The Board of Directors determines the direction of the company's activities and oversees their implementation. It has five Committees including the Ethics, Environment and Sustainable Development Committee. The chairman of this Committee regularly presents a summary report on the Committee's activities to the Board of Directors.

The Executive Committee reviews issues and decisions related to the Group's strategy, development, organization, and its overall management. Among the subjects covered, it reviews topics connected with business strategy and sustainable development. In 2011, it drew up 10 sustainable development objectives for the Group.

The Board of Directors' Ethics, Environment and Sustainable Development Committee has a number of missions. In ethics, it oversees the respect of individual and collective values on which the Group bases its action, as well as respect for the rules of conduct that each GDF SUEZ employee is required to follow. For sustainable development, its scope of action covers all the policies being pursued, prospects and action plans, especially in terms of environmental management. It has four members and met seven times in 2011, with an average attendance rate of 89%.

In 2011, the Committee was kept informed of the correct deployment of the ethics and compliance mechanisms in order to ensure the maintenance of the high standards on which GDF SUEZ's reputation is based. A presentation was made to the Committee on the annual compliance procedure and the Annual Report of the Group Compliance Officer, who explained the latest developments in the network of over 175 compliance officers. The ethics management performance indicators, established at the Committee's request, enabling progress to be measured through 14 control points, were presented to the Committee. In ethics compliance management, it noted the deployment in the Business Lines of a real-time reporting tool for incidents in the Group's main risk areas. It also examined the review of ethical risks, drafted at its request, and the related action plan, which is reported annually.

In Sustainable Development, the Committee reviewed the Group's Annual Report on environmental performance, the state of play on the action plans of the Group's six Business Lines and the research and development priorities in this area. It also ratified the 10 sustainable development objectives that the Group set for 2015. The Committee decided to continue the ongoing work on the implementation of the sustainable development policy in the Group's various entities. It also wished to see

18%
of members of the Board of Directors are women

1
Ethics, Environment and Sustainable Development Committee among the
5
Committees of the Board of Directors

Working meeting to launch the *"GDF SUEZ Rassembleurs d'Énergies"* program. GDF SUEZ Registered Office (France).

the number of objectives extended to cover the Group's sustainable development approach more fully.

The annual "Occupational Health and Safety" report for the Group and its Business Lines was also presented. In addition, the Committee noted the Group's social responsibility, diversity, and anti-discrimination policies, as well as GDF SUEZ's corporate social responsibility audit. It examined industrial safety risk management, including risks connected to exploration-production activities, and the question of nuclear safety in the Group.

The *"Rassembleurs d'Énergies"* program, which is aimed at promoting energy access in emerging countries and combating energy scarcity in mature countries, was presented to the Committee. The Committee emphasized the innovative character of the program through the combination of three levers: an investment fund for the development of social entrepreneurs, donations to NGOs by the GDF SUEZ Foundation and skills sponsorship.

Supplementary information is available in the Registration Document which can be downloaded from the Group's website: http://gdfsuez.beevirtua.com/uid_7129afe1-5583-414a-a840-05a64f2168f5/

The Sustainable Development steering committee includes sustainable development managers from each Business Line, representatives of the Sustainable Development Department and representatives of the functional Departments. The steering committee meets every six weeks to oversee the preparation of the annual action plans, monitor their implementation, capitalize on the experience of the Business Lines and promote discussions on major sustainable development strategies such as the fight against climate change and CSR.

In addition, **the Sustainable Development Network,** composed of persons more broadly involved in the realization of the Group's sustainable development strategy, meets every quarter to discuss progress in this area in the Business Lines and subsidiaries, and topical internal and external items on this issue.

The Sustainable Development sector at GDF SUEZ

In each of the Business Lines, a Sustainable Development manager supported by a dedicated team oversees the implementation of the sustainable development policy. Also, in all the Group's subsidiaries, a sustainable development correspondent is responsible for implementing the subsidiary's action plan. This correspondent is supported by the Business Line's Sustainable Development manager and their team. The Sustainable Development sector is thus based on an international network composed of representatives of the Sustainable Development Department, Sustainable Development managers and teams from the Business Lines, departments (HR, health and safety, purchasing, R&D etc.), Sustainable Development representatives of the business units (BU) and the Business Line subsidiaries.

Management of sustainable development_

The Sustainable Development Department is integrated within the Business Strategy and Sustainable Development Department and its role is to lead and invigorate the Group's sustainable development approach.

The missions of the Sustainable Development Department are as follows:

- propose Group policies and strategies in this area, drive their implementation through the operational Business Lines and functional departments, and organize their external reporting and promotion;
- monitor the sustainable development objectives within the framework of the Group's management principles;
- direct the necessary "Group" projects to pave the way for the strategies or encourage their implementation;
- coordinate the correspondents' network in the Group's operating entities and central functions;
- conduct the Group's external relations with international bodies on these issues;
- be a vector for integration and cohesion at Group level based on shared sustainable development values;
- manage major partnerships in this area with NGOs;
- manage "Research & Development" projects in the sustainable development field.

The Sustainable Development Department comprises three functional business areas:

- Management and Performance: a business area dedicated to strategic planning and integration of sustainable development in corporate procedures, to relations with ESG rating agencies and investors and to promoting networks and communication.
- Environment and Climate: responsible for the preparation of the Group's strategic positioning in the area, monitoring international negotiations and regulatory developments, project management for research, and providing support for action plans in the Business Lines and environmental reporting.
- Social responsibility: responsible for social engineering for the Group by supporting its businesses and promoting actions in favor of vulnerable clients, particularly programs to reduce energy and water scarcity, and promoting charitable projects for access to water, energy, and sanitation for less developed populations and the development and management of partnerships with NGOs in sustainable development.

The management system
The sustainable development management system is integral to the Group's structure in order for it to contribute to the overall creation of value for GDF SUEZ.

The Eole Generation GDF SUEZ yacht at sea.


Employees of the Sustainable Development Department - GDF SUEZ (France).


Boardroom - GDF SUEZ (France).

It hinges on the Group's strategic planning processes and the operating procedures of the Business Lines in conjunction with those of the functional departments.

Medium-term business plan
The Group's medium-term business plan, which represents its strategic and financial vision for several years, embraces the sustainable development dimension. The aim is to integrate the business opportunities in "sustainability" with the Group's strategy along with the ESG constraints, and translate them into financial values. Sustainable development is therefore a key component of the business strategy and is approved and integrated in the Group's balance sheet and income statement forecasts.

Investments
With regard to investments, sustainable development criteria are integrated in the project analysis procedure. Since 2010, assessment of 10 sustainable development criteria (ethics, CO_2 emissions, social impact, human resources, environmental management of ecosystems, cooperation with stakeholders, health & safety, energy efficiency, human resources and local purchasing) has constituted one of the aspects examined by the Commitments Committee for all new investment cases.

Business Line annual action plans
The policy is rolled out in the Business Lines via action plans tailored to the issues for each business and the particular features of the Business Lines. The application of the policy is the subject of regular discussion between the Sustainable Development Department and the Business Line managers. An annual assessment is conducted for each Business Line and an overall analysis for the Group as a whole is presented to the Executive Committee and the Board of Directors' Ethics, Environment and Sustainable Development Committee. These committees issue recommendations in terms of the strategy and conduct of the Group's sustainable development procedures.

Performance indicators
The pursuit of the objectives at Group level is measured according to performance indicators, the main ones being included in the environmental and social reporting, and in the Group's Sustainable Development performance indicators. Thanks to these indicators, progress can be monitored and reviewed year-on-year and longer term trends can be assessed.

Assessment of sustainable development performancences Développement Durable
Sustainable development is analyzed in the performance reviews at intervals specific to each Business Line. At a minimum this is once a year, based on the assessment and performance of the sustainable development action plans. In coordination with the Business Strategy and Sustainable Development Department, internal control and the audit program ensure that certain aspects of its implementation are integrated in their program and mechanisms. ■

sustainable development objectives

At the beginning of 2011, the GDF SUEZ Executive Committee approved ten sustainable development objectives – quantified and defined over time – which position the Group among the top performers in terms of management commitment and corporate social responsibility. The results recorded attest to GDF SUEZ's commitment and the effectiveness of the actions undertaken.

THE GROUP'S SUSTAINABLE DEVELOPMENT OBJECTIVES
RENEWABLE ENERGIES
Objective: **Increase installed capacity in renewable energies by 50% between 2009 and 2015.**
BIODIVERSITY
Objective: **Implement a biodiversity action plan at each sensitive site in the European Union by 2015.**
HEALTH AND SAFETY
Objective: **Achieve a Frequency Rate of less than 6 by 2015.**
GENDER BALANCE
4 objectives to be achieved by 2015: **• 1 in 3 senior managers appointed will be a woman,** **• 25% of executives are women,** **• 30% of women in recruitments,** **• 35% of "high-potential" women.**
TRAINING
Objective: **Maintain the level of two-thirds of employees benefiting from at least one training session per year.**
EMPLOYEE SHAREHOLDERS
Objective: **Achieve and maintain the level of 3% in the capital of the company held by employee shareholders by 2015.**
SUSTAINABLE DEVELOPMENT INVESTMENT CRITERIA
Objective: **Integrate "SD investment criteria" in 90% of business development projects presented to the Commitments Committee by the end of 2012.**

Results for 2011: in line with the objectives for 2015_

Renewable energies
Increase installed capacity in renewable energies by 50% between 2009 and 2015
The deployment of numerous large-scale projects in hydropower (Estreito plant in Brazil – 1,000 MW –, Dos Mares in Panama – 115 MW), biomass (Max Green in Rodenhuize, Belgium); the sharp increase in wind energy with 1,000 MW in France and the development of new programs in Chile (Monte Redondo 1 and 2) and in Canada and Brazil is fully in line with this objective. The Group has increased its installed capacity in renewable energies by 20% since 2009.

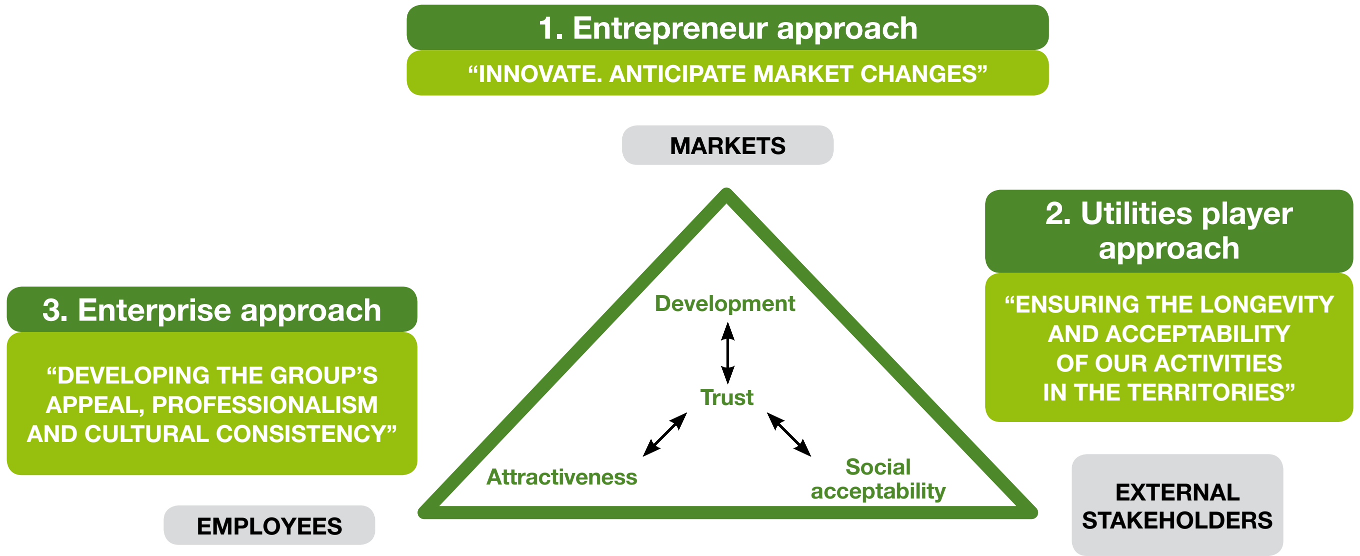
Health and Safety
Achieve a Frequency Rate (FR) of less than 6 by 2015
With a FR of 8.6 in 2011, GDF SUEZ has shown its determination in this area and is engaged in a process of continuing improvement, especially through the mass distribution (in 13 languages) of the Health and Safety guidelines, numerous training courses and the commitment of all employees. The FR was down by over 11% between 2010 and 2011.

Gender Balance
By 2015: one senior manager in three will be a woman, 25% of managers will be women, 30% of new recruits will be women and 35% of high-potential employees will be women.
In 2011, 23% of the Group's executives were women, a figure close to its objective.

One year after publication of the Group's objectives, GDF SUEZ is well placed to achieve the performance targets set for 2015, which are at the heart of its industrial, environmental, human, social and governance project. ■

sustainable development policy

GDF SUEZ puts responsible growth at the heart of its activities and capitalizes on its strengths and businesses to affirm its exemplary status internationally in the area of sustainable development. This ambition is translated through multiple actions undertaken by the Group to help its clients meet the new energy challenges and to achieve its environmental, social and governance commitments.



Listening and dialogue with stakeholders

Establishing roots in the regions where its facilities are located is an integral part of GDF SUEZ's businesses of providing water, energy and environmental services. To ensure the sustainability and acceptability of its activities and therefore guarantee its long-term growth, the Group pays special attention, in the context of its sustainable development policy, to the development of trusting relationships with stakeholders by promoting listening and dialogue. ■

http://www.gdfsuez.com/fr/developpement-durable/notre-strategie/un-engagement-strategique/un-engagement-strategique/

The planet and its people are currently subject to deep tensions which require us to rethink our economic model by promoting the emergence of sustainable growth. These tensions are: demographic and regional, environmental, economic and geopolitical, social, and related to fossil fuels and water. Added to these pressures are ecological concerns, the strengthening of the regulatory and legal framework and ethical and humanitarian considerations. All these elements affect the life of the company, its employees and stakeholders. In this context, GDF SUEZ has structured its sustainable development approach around three pillars and it is increasingly connected to the Group's different policies (see insets).

Innovate to satisfy market expectations_

Sustainable development is a tool for the Group's growth: to anticipate and satisfy market expectations, by designing targeted offers for energy efficiency, to reduce greenhouse gas emissions and to contribute to the creation of the sustainable city. It also serves to assure clients of the quality and continuity of service and to promote ethical behavior in commercial relations.

Ensuring the sustainability and local acceptability of our activities_

The second approach is to reduce the impact of the Group's activities and respond to the expectations of stakeholders. It reflects how sustainable development can reduce ESG risks. This approach focuses on the fight against climate change thanks to a low-carbon energy mix, by progressively increasing the proportion of renewable energies and by improving the energy efficiency of its production resources and those of its clients. The challenge is also, beyond the environmental topics, to develop a structured dialogue with each stakeholder to ensure the local acceptability of its projects and facilities. This second pillar is intended to further strengthen industrial security and the safety of its facilities, while preserving natural resources. Lastly, to ensure the positive impact of its activities on the local economy and enable the most disadvantaged people in society to access essential services, GDF SUEZ builds partnerships of trust with associations and NGOs, thus reflecting its humanitarian commitment.

Developing the Group's attractiveness_

The third pillar of its sustainable development policy is dedicated to employees. The exemplary working conditions, professional fulfilment of the employees, and diversity and equality of opportunity for access to employment are imperative for the Group. GDF SUEZ also invests in the development of human and intellectual capital. In order to reinforce its attractiveness and the professionalism of its teams, the Group conducts a variety of actions: policy of hiring high-potential employees, targeted recruitment campaigns, partnerships with top management schools… These initiatives come under GDF SUEZ's determination to construct its business culture around sustainable development. This is a determining factor for young generations who want to join the Group and use their skills and expertise for responsible and ecological growth. ■

http://www.gdfsuez.com/fr/developpement-durable/notre-strategie/un-engagement-strategique/un-engagement-strategique/

Ethics policy

This defines the Group's ambition to act where it operates and in all circumstances, in accordance with its values and in compliance with the laws and regulations. It includes a governance and control mechanism for compliance with its commitments that are set out in the Ethics Charter and the "Ethical Practices Guide". The "Integrity Referential" constitutes the platform for GDF SUEZ's program for the prevention and handling of fraud and corruption. ■

http://www.gdfsuez.com/fr/groupe/ethique-et-compliance/ethique-et-compliance/

Promote and develop human capital

The strategic ambition in human resources hinges on five elements: look to the future to anticipate changes in a profoundly changing world; foster initiative and innovation by combining the individual project with the collective project; link up local roots – a vital element in differentiation – with the Group's global perspective, to develop the potential of its corporate project internationally. Another factor in the company's transformation is diversity and gender balance. ■

http://www.gdfsuez.com/fr/developpement-durable/engagements-sociaux/engagements-sociaux/

Health and safety policy

GDF SUEZ's health and safety policy has three major challenges: to continue to reduce workplace accidents, particularly by preventing industrial accidents; to improve working conditions to reduce the risks related to chemical products, musculoskeletal and psychosocial disorders; and to strengthen our professionalism in health and safety areas. This policy is the subject of a collective bargaining agreement with the social partners in Europe. ■

http://www.gdfsuez.com/fr/developpement-durable/engagements-sociaux/politique-sante-securite/politique-sante-securite/

Fight against climate change

GDF SUEZ aims to take part in the fight against climate change through its sustainable development policy. This ambition is illustrated by the implementation of an environmental charter that reiterates that respect for the environment and the fight against climate change are integrated in the Group strategy, involving all its employees. ■

http://www.gdfsuez.com/fr/developpement-durable/engagements-environnementaux-et-societaux/limiter-notre-exposition-aux-changements-climatiques/limiter-notre-exposition-aux-changements-climatiques/

CRIGEN (Gas and New Energies Research and Innovation Center): Laboratory test facilities, at the Teleservices center for energy (France).

principle 01

innovating to build on and anticipate the evolution of the energy, water and waste markets

GDF SUEZ develops innovative solutions which respond to the current key challenges of society while adapting to the changing expectations of its clients. The Group provides its expertise to serve companies, communities and individuals to help them meet the energy challenges of the 21st century. In this way, GDF SUEZ demonstrates its commitment to sustainable development and responsible growth, and its capacity to innovate in order to participate in the construction of a world that is more respectful of the environment, society's expectations, ethics and society in general.

research and innovation

Investment in research and innovation is a central theme of GDF SUEZ's development and a major asset to prepare for the future.
Over 1,100 researchers, driven by a passion for innovation, contribute to technological excellence in all the Group's businesses.
The GDF SUEZ Research and Innovation Division responds to requests by the Business Lines for research in pursuit of operational excellence and categorizes prospective corporate research programs into three strategic priorities: zero-carbon energy production, smart management of energy and the environment, and future gas chains. The programs concerning future technologies are: the city and building of tomorrow, smart energy and environment, renewable energies, CO_2 capture and storage (CCS), offshore LNG and future gas chains. ■

75%
of the R&D budget of GDF SUEZ Energy France is focused on sustainable development.

One of the priorities: smart management of energy and the environment

GDF SUEZ Research and Innovation supports the development of the Group's innovative offers for cities, communities and buildings of tomorrow, in order to help local authorities address the energy and environmental challenges they face. This includes packages of solutions to upgrade service sector buildings to low-energy building standard ("BBC" – Bâtiment Basse Consommation), procedures for the renovation of building complexes, urban biodiversity assessment, demonstrations of high-performance energy and environmental solutions. Research and Innovation also informs the Group's approach to the development of the city of tomorrow: Can zero-carbon buildings be achieved? What concrete solutions are available for a positive energy building? In providing responses to these questions and taking a societal dimension into account, R&I is developing approaches based on the aspirations and attitudes of the inhabitants and policymakers. In 2011, researchers conducted projects on the establishment of forward-looking scenarios for the city of 2030 and developed R&D partnerships to devise high energy performance and environmentally friendly building complexes in the context of a call for declarations of interest for positive-energy building complexes by ADEME and the call for EcoCity projects for the French government's future investment program.
In addition, GDF SUEZ Research and Innovation is analyzing the contribution of smart technologies to the Group's commercial activities in electricity, gas, water, heating and cooling. Its mission is to identify these technologies and evaluate them from a techno-economic, environmental and social point of view. Several collaborative projects are being conducted in partnership with the Group's entities, notably:

- GreenLys, the first full-scale smart electricity system, deployed in partnership with the cities of Lyon and Grenoble, based on two technology platforms consisting of 1,000 residential customers and 40 tertiary sites;
- Linear+, a demonstration project for smart grids and meters that will pave the way for the eventual full-scale deployment of smart meters in Belgium;
- SLEM, to develop and test a consumption optimization product in the B2B segment, exploiting customer process flexibility;
- SHOWE-IT, which is studying the sociology of the response of customers in social housing to smart technologies;
- SEARCH, which is studying adiabatic CAES storage and is subsidized by the National Research Agency (ANR), combining the forces of GDF SUEZ, Saint-Gobain, the French Atomic Energy Commission (CEA-Liten) and Armines. ■

building the city of tomorrow

More environmentally friendly and less energy-hungry, the sustainable city is also synonymous with advances such as better sharing of space and network fluidity. Its design calls for serious rethinking upstream to transform the urban scene and offer its inhabitants a better quality of life – a challenge that GDF SUEZ intends to address.

To support local authorities in their quest for a sustainable city, GDF SUEZ has created the Urban Development Department within the Group Sales and Marketing Department. Its approach, focused on four main principles (see inset below), is illustrated particularly within the framework of the project conducted in the eco-district of Vidailhan in Balma, a suburb of Toulouse. Thanks to the heating network designed by Cofely, a GDF SUEZ subsidiary, 80% of the energy needs of 1,200 homes will be provided by renewable energies. This is a first in France and is based on the use of biomass (wood energy composed of pellets made from sustainably managed forests). As the fuel will be supplied by local producers, Cofely will be contributing to establishing this sector in the Midi-Pyrénées and to boosting local employment. This energy source will be combined with a new generation of "high temperature" solar panels. This innovation, stemming from joint work between the Cofely research center and the environmental engineering firm Holisud, will produce superheated water at 130°C and, through an exchanger, will heat the buildings connected to the urban heating system.

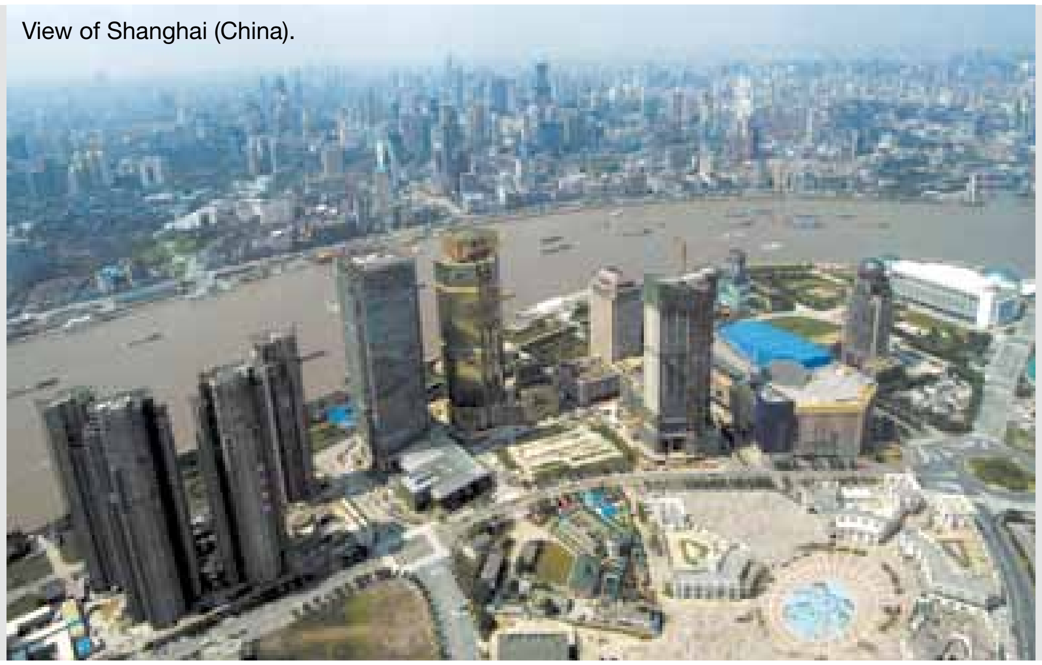
Partnership strategy_

Another example of GDF SUEZ's contribution to creating the sustainable city is the partnership agreement signed with the municipality of Tianjin, China for air conditioning services integrating an energy efficient and environmentally friendly approach for the area's new financial center. Two companies will be created under this partnership. The first, dedicated to construction work, will also provide energy to customers in the district, while the second will be responsible for technical aspects related to operating the cooling network. The creation of these two entities marks the start of the Group's activity in energy services in Tianjin where the Group is already present with SUEZ Environnement, which has over 1 million customers in the water sector. ■

The four principles of the sustainable city

GDF SUEZ's approach to the sustainable city is structured on four principles: listening carefully to the needs of the various stakeholders when the project is designed; close attention to social contact and community; the measurement of environmental performance; and the development of synergies between the different techniques and Group entities, adapted to the local context. ■

View of Shanghai (China).



GDF SUEZ satisfies market expectations with sustainable solutions

Sustainable development is integral to the GDF SUEZ business strategy in order to contribute to value creation. By combining the management of its ESG risks with the development of industrial solutions and services which respond to the major challenges of society today, the Group is pursuing a policy of responsible growth. This creation of value is delivered both through the offers proposed, which are directly in line with issues of sustainability for industrial customers, individuals or the service sector, and through the methods by which energy is produced, services supplied, or waste treated.

Offers and services_

Business to Customer, Business to Business or Business to Government: GDF SUEZ is keen to adapt its offer and associated services to the profile of each of its partners…

Offers to businesses

The development of a low-carbon energy supply offer on the Business to Business markets is another strategic area to satisfy market expectation. This approach is illustrated by the establishment of **AlpEnergie 100** in France, a GDF SUEZ electricity offer which is from 100% renewable sources.

AlpEnergie 100 offer: In France:
71
provisional contracts in 2011 for an annual capacity of 365 GWh

A new carbon-offset solution

GDF SUEZ has developed "Compensation CO_2", a carbon offset offer which enables clients to offset some or all of their emissions of CO_2 resulting from their consumption of natural gas. These credits mainly come from the "Prototype Carbon Fund", an international program under the auspices of the World Bank, which GDF SUEZ joined in 2000 and which finances concrete projects for the reduction of greenhouse gas emissions. The challenges related to this approach are twofold:

- provide the Group's partners, as a supplement to their necessary actions in the reduction of energy consumption and establishment of renewable energies, with the means to reduce their environmental footprint by offsetting their residual greenhouse gas emissions;
- enable customers to generate value from their commitment to the preservation of the environment (carbon offsetting). At the end of 2011, the carbon emissions from the natural gas consumption of five clients was offset in this way: DHL, ICADE, INA, Léon de Bruxelles and Ville d'Avon. ■

GDF SUEZ Think Energy!

Think Energy is an electricity sales service specially designed for small enterprises. It will be available in 2012 in New York, Texas and Pennsylvania. The scheme is offered by GDF SUEZ Energy Resources, one of the leading suppliers of electricity in the United States. It will enable customers to benefit from a personalized service closely tailored to their needs with a fixed price per kilowatt hour for the entire length of the contract. They can access all the information they need to manage their daily consumption via the website www.mythinkenergy.com. ■

A pan-European offer for the DuPont® Group

Just as it listens to major companies, GDF SUEZ is in tune with SMEs, and has signed an innovative contract with DuPont® to supply natural gas to its sites in Europe – in Germany, Belgium, Luxembourg and the Netherlands. This unprecedented solution based a specific market index and not on traditional oil products enables DuPont® to benefit from greater flexibility in terms of price and volume. The account manager at GDF SUEZ for this client was a key agent in identifying the needs of this leading chemicals company and proposing a bespoke offer enabling it to optimize its energy supply costs in a real spirit of partnership. ■

Biomass: wood pellets used at the Rodenhuize – Electrabel plant (Belgium).

AlpEnergie is sold at a premium, two-thirds of which is contributed to the *"Nature Option Énergie"* fund, whose objectives are to finance the research, development and construction in France of new sources of renewable energy. GDF SUEZ provides customers with advertising material to enable them to maximize the value of their commitment to sustainable development with their own partners. At the end of 2011, the client portfolio had 71 contracts for a total annual capacity of 365 GWh.

Offers for household customers

GDF SUEZ offers many support solutions for the transition to low-energy buildings on the new-build market. The Group is consolidating its range of solutions combining natural gas and renewable energies in the construction or renovation of buildings and development of housing subdivisions, and in planning it is pursuing its policy of partnerships with organizations such as HQE.
As a major driver of innovation in the solar energy sector, CLIPSOL, a GDF SUEZ subsidiary, extended its range in 2011 with five new products offering better performance, higher yields and energy savings.
Among these, CLIPS'AIR is a novel solution for hot water based on individual solar boilers. As well as the production of domestic hot water, this equipment provides additional heating through the circulation of warm air in the house with around a 30% reduction in energy consumption. CLIPS'AIR is particularly suitable for homes with electric heating.
This innovation won an award at the renewable energies trade fair in 2011.

Supporting local authorities

To meet the requirements of local authorities, the Group offers dedicated supplies and services, tailored to their needs.
In 2011, Sita France and Ros Roca won a design and build contract for the pneumatic collection of household waste in Vitry-sur-Seine. This project forms part of a global urban planning program to improve quality of life, economic development and high environmental quality (reduction of noise and visual disturbance, such as refuse collection trucks). Sita France and Ros Roca will install 390 collection terminals connected to an aspiration plant by means of a 10 km-long pipe network.
To limit energy consumption, each terminal will be connected to a valve which will allow for intermediate storage of the waste before the bags are aspirated. In addition, the air transported in the underground network will be deodorized via a 100% natural biofiltration system before discharge.

The design, build, operation, maintenance and financing missions related to the electrical equipment and command systems for the two future tramway lines of Greater Dijon were wholly managed by INEO, a GDF SUEZ subsidiary. In addition, in partnership with GDF SUEZ Energy France, INEO will also provide the electricity supply for the network through to 2036, notably by providing guarantees for energy cost control and the installation of 5,000 solar panels on the roofs of the city's future tram-bus depot. This public-private partnership, unique for such a scheme in France, is driven by a sustainable development approach.

The year 2011 also saw the effective launch of the Darwin project for the eco-renovation of the Niel barracks in Bordeaux. This project is designed to limit consumption and preserve resources and spaces in order to protect the environment and sustainably improve the quality of life. Darwin fits perfectly with GDF SUEZ's vision for sustainable urban planning, integrating social equality, ecological integrity, reasonable cost, cultural diversity and rigor in governance.
This project also illustrates the synergies between the Group's different entities: Cofely, INEO and Lyonnaise des Eaux are pooling their expertise in energy efficiency and environmental services, electrical engineering and the protection of natural resources. In terms of the social dimension, this project sees GDF SUEZ contributing significantly to a sustainable integration scheme for long-term jobseekers, thereby concretely committing to its societal responsibility.

Storage silos and milling facilities for wood pellets - Rodenhuize - Electrabel plant (Belgium).

Modes of production_

In order to meet the challenge of fighting against climate change, the Group has developed a balanced low-carbon energy production portfolio (development of renewable energies and improved energy efficiency at production plants). The Group is also participating in the development of the circular economy. The energy mix is detailed on page 40.

Milestone of 500 MW of installed capacity in renewables reached in Belgium in 2011

In 2011, Electrabel reached the milestone of 500 MW of production capacity in renewable energies in Belgium. Several projects contributed to this achievement. The Rhodenhuize 180 MW coal-fired plant was fully converted to biomass and will produce green electricity supplying 320,000 homes, saving the emission of 1.2 million metric tons of CO_2.
Several wind farm projects have also moved into the operational phase: the Leuze-Europe wind farm (14.4 MW) (7 Electrabel turbines in a farm of 10 turbines which will supply green electricity to the equivalent of 15,000 homes, saving the emission of 23,700 metric tons of CO_2), as well as the DS Textile farm at Dendermonde (4.7 MW) and Zeebrugge (4.1 MW).
At the end of 2011, Electrabel had 512 MW of renewable energy from wind, water, sun and biomass.

ReEnergy: a second life for waste

ReEnergy, an energy-from-waste plant at Roosendaal, in the Netherlands, was inaugurated in October 2011.
This plant created by SITA, a GDF SUEZ subsidiary, has one of the highest performance levels in Europe. With an annual capacity of 291,000 metric tons, it treats waste from the equivalent of over 1.9 million inhabitants each year and generates 256,000 MWh of electricity.
ReEnergy also supplies the heat to greenhouses in the vicinity. This solution generates savings of 3.5 million m^3 of natural gas while the residual heat will be used to provide heating for an eco-district that is currently under construction. In environmental terms, this 200 million euro plant meets the highest standards of waste recovery and energy efficiency. With ReEnergy, GDF SUEZ has affirmed its positioning across the waste management value chain and contributes to limiting pressure on the environment.
This project is thus fully consistent with the values of the circular economy, helping to ensure a balance between economic growth and preservation of resources. ReEnergy also reflects the Group's ambition to encourage synergies between its different entities since Fabricom and Electrabel have also contributed their expertise to its design. ■

promoting ethical conduct

Promoting ethics is at the heart of the principles and strategy of the GDF SUEZ Group. A source of value creation and a mark of sustainability for the company, this policy also responds to changes in the legislative and regulatory framework worldwide.

The ethics policy of GDF SUEZ, decided by the Executive Committee in 2009, defines the Group's ambition to act everywhere and in all circumstances in accordance with its values and commitments. These commitments, which are the foundation for its strategy, management and professional practices, are set forth in the Group's Ethics Charter and the Ethical Practices Guide.

Combating fraud, respect for market rules_

For GDF SUEZ, the interest of the community as a whole involves the ethical management of resources and respect for the organization of the markets. Concerning integrity in business, as stated by the OECD, "Public procurement is the government activity most vulnerable to waste, fraud and corruption." To address these potential failings, the Group has established a policy, procedures, and action plans (see inset opposite) against corruption. The Integrity Referential is the basis for the Group's program on prevention and dealing with fraud and corruption.
Beyond this aspect, a second important issue for the community as a whole is related to upholding economic efficiency, improving the quality of the offers, maintaining freedom of choice for clients and developing innovation; all this thanks to strict compliance with the rules and organization of the free and competitive market. The Group's key ethics principles, currently (since 2011) under revision for commercial relations, are inscribed in a dedicated Ethics Guide, drafted on the basis of current legislation and key principles of organizations such as the OECD, the United Nations or the European Union. This mechanism is supplemented by obligatory training.

Governance tailored to the importance of the issues_

GDF SUEZ, which has over 218,900 employees on five continents, is aware of the importance of establishing appropriate governance for ethical issues.
Ethics are driven and supervised at the highest level of the Company by the **Chairman and Chief Executive Officer** and by the General Secretary, a member of the Executive Committee and the **Group Compliance Officer**. Ethics and compliance responsibilities are set out for every level of management.
The Board of Directors' Ethics, Environment and Sustainable Development Committee oversees respect for the Group's founding values. In particular, it regularly monitors the deployment of the Group's Ethics Charter, the Ethical Practices Guide and the development of the network of 176 compliance professionals, and every year examines the directions and priority actions in this area.
The Compliance Officers' Steering Committee, which is made up of managers of the Ethics and Compliance Department and the Business Line Compliance Officers, drives and oversees the implementation of the ethics action plans and verifies the operational feasibility of the measures proposed.
The Compliance Committee, chaired by the Group Compliance Officer, drives and verifies the implementation of the compliance procedures. It notes breaches and ensures the appropriate treatments have been applied. It reports to governance bodies and Executive Management on the application and oversight of GDF SUEZ ethics mechanisms.

Management of ethical compliance_

GDF SUEZ's management of ethics compliance follows four key principles: involvement and managerial responsibility, which showcases exemplary actions; continuing improvement of practices; the search for synergies between functional and operational agents; the perception of ethical compliance as a contribution to the Group's global performance.
A steering and control mechanism is in place to ensure continuous improvement.

In a context of crisis and a changing environment in 2011 with the integration of International Power into its ethics process, GDF SUEZ intends, on a daily basis and in all its businesses, to consider ethics and the management of compliance as a lever for value-creating progress. ■

GDF SUEZ is a member of the United Nations Global Compact_

In 2011, GDF SUEZ decided to establish for 2012 a reporting process specially dedicated to the 10th Principle against corruption based on the guidelines of the Global Compact – of which it has been a member since 2000 – and of the organization Transparency International.

Summary illustration of the position of GDF SUEZ on Principle 10 against corruption

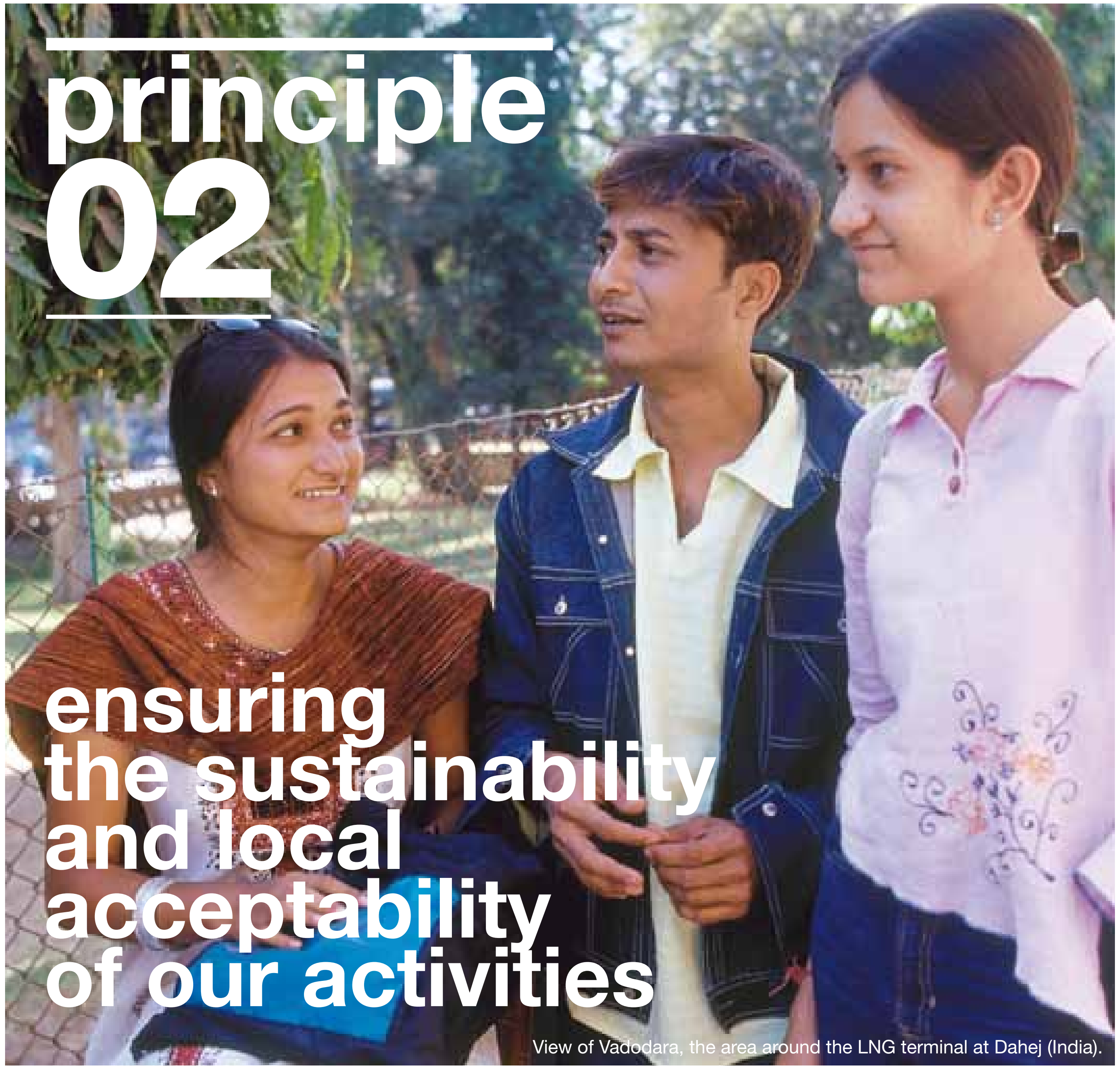
COMMITMENT AND POLICY	
THE GROUP'S PUBLIC COMMITMENT TO FIGHT AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY	GDF SUEZ affirms its culture of integrity via its corporate communications illustrating to employees and partners zero tolerance on corruption and its commitment and signature to several multilateral initiatives.
COMMITMENT TO COMPLY WITH THE LAWS, ESPECIALLY MEASURES TO COMBAT CORRUPTION	"Acting in accordance with laws and regulations" is the first of the Group's four main ethics principles, presented in its Ethics Charter. This commitment has been reiterated in the public pronouncements of the Chairman and Chief Executive Officer and the Board of Directors and in the Company's Annual Reports.
IMPLEMENTATION	
ANTI-CORRUPTION COMMITMENT: FROM PRINCIPLE TO ACTIONS	GDF SUEZ has identified sensitive areas, developed key principles, appointed officers and put in place an organization for the implementation of its commitments, their control and a process for continuing improvement. The **Integrity Action Plan 2010-2012** coordinated by the Ethics and Compliance Department collates the key measures implemented in this respect.
FIGHT AGAINST CORRUPTION: SUPPORT FOR THE MANAGEMENT OF THE ORGANIZATION	The Department's messages are published on the Group Intranet and in the Sustainable Development Reports. • **"A sustainable company is an ethical company. For me, this is a core belief. It needs to be our focus for GDF SUEZ."** Gérard Mestrallet (Intranet) • **"We will not tolerate any failure in ethics."** Gérard Mestrallet, GDF SUEZ Compliance Officers' Conference, October 2011
COMMUNICATION AND TRAINING FOR ALL EMPLOYEES BASED ON THE COMMITMENT TO FIGHT CORRUPTION	All documents and publications on the concept of integrity (referential, guides, etc.) can be consulted on the Group's Intranet and are therefore accessible to all the Group's entities. The Ethics and Compliance Department has implemented an extensive training program devoted to the fight against corruption.
SELF-ASSESSMENT ON COMPLIANCE WITH THE INTEGRITY REFERENTIAL CONCERNING THE FIGHT AGAINST CORRUPTION	Four types of self-assessment are published on the Intranet and are available to all employees.
CONTROL	
CONTROL AND CONTINUING IMPROVEMENT PROCEDURES	The Group's procedure for control and improvement based on Ethics and Integrity rests on several pillars: **governance, risk management, audits and controls, annual compliance procedure, procedure for management of ethics information from the business lines and entities.**

THE GLOBAL COMPACT
WE SUPPORT

176
compliance professionals drive the Group's ethics policy in all its entities at a global level.

Extractive Industries Transparency Initiative

GDF SUEZ has been a member of the Extractive Industries Transparency Initiative (EITI) since 2009. GDF SUEZ is committed to publishing annual information on payments for its Exploration & Production activities (gas and oil extraction). The Group currently communicates the amounts of payments to governments and revenues for five member countries of the EITI where it operates: Germany, the UK, Norway, the Netherlands and Azerbaijan." ■



principle 02

ensuring the sustainability and local acceptability of our activities

View of Vadodara, the area around the LNG terminal at Dahej (India).

GDF SUEZ businesses serve as a natural anchor for the Group in their local areas of operation to deliver vital products and services in energy, water and waste. This crucial dimension for its sustainability and long-term development relies on an ongoing and constructive relationship with stakeholders, a relationship characterized by listening and dialogue in order to promote the acceptability of the Group's activities. GDF SUEZ conducts a policy of openness, at both local and global level, on all environmental, social and societal topics.

limiting exposure to climate change

Limiting exposure to climate change is deeply integrated in the strategic thinking of GDF SUEZ. In this respect, the Group contributes to rethinking the modes of production from a more sustainable and more environmentally friendly perspective. This is an essential precept to improve quality of life and provide safeguards for future generations.

GDF SUEZ has a diversified mix utilizing low-carbon energies. Natural gas and renewable energies account for 77% of all installed capacity. This mix classifies it among the electric power producers with the lowest CO_2 emissions per MWh produced in Europe.
In the context of its investment policy, GDF SUEZ reinforces its balanced-mix positioning, not only to contribute to the fight against climate change, but also to be prepared for any an interruption in energy supply to its customers in the best possible market conditions.

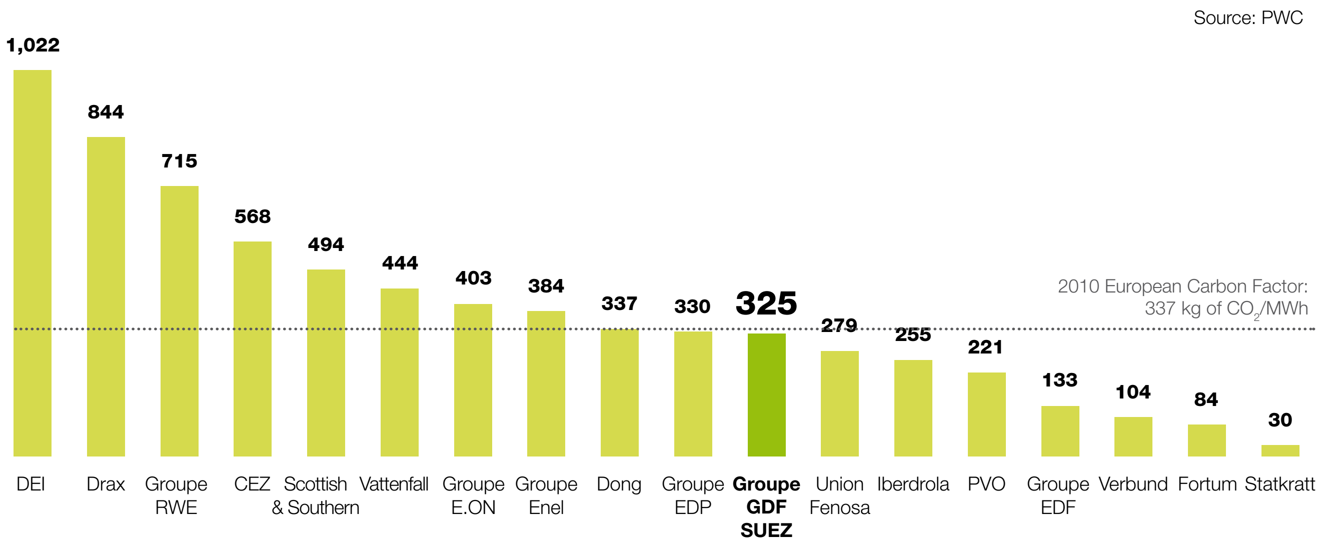
DEVELOPING RENEWABLE ENERGIES_

In the renewable energy sector, GDF SUEZ had installed capacity of 16,121 MW at the end of 2011. At 11,332 MW, the Group is the leading hydroelectric operator in France and Brazil, where it is continuing to develop large-scale projects. GDF SUEZ also has a production capacity of 918 MW in biomass and biogas, in Europe (where it is a leader with two world-scale facilities of 180 MW and 190 MW, the latter under construction), the United States and Latin America. Wind energy is also a priority, with capacity of 3,792 MW, making the Group the leading operator on the French and Belgian markets and the second in Portugal. This capacity has been notably strengthened since last year following the contribution of International Power's wind capacity (especially in Germany and Italy) and by the development of new wind farms in Europe and Canada. GDF SUEZ is also a player in solar energy alongside its clients and submits bids for French government calls for tender for several tens of MW.

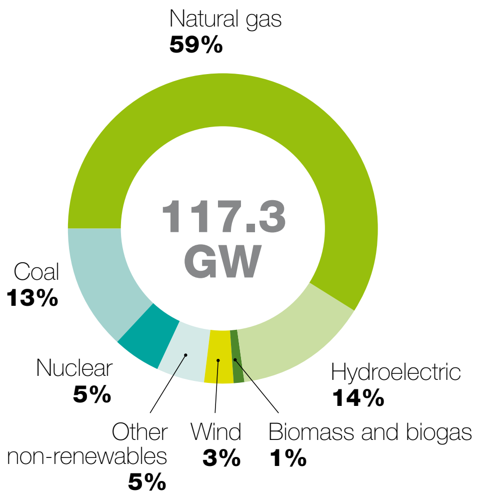
OBJECTIVE

Increase installed capacity in renewable energy by 50% between 2009 and 2015.

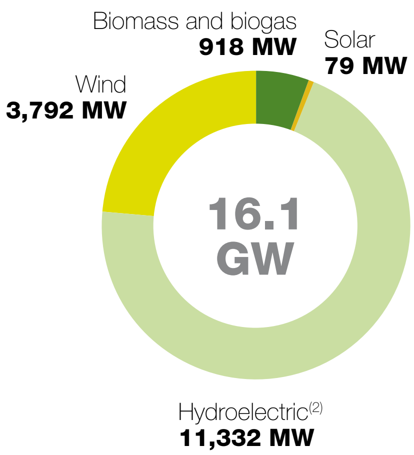
Emissions in units of CO_2 of Europe's main electricity producers in 2010
In kg/MWh



Breakdown of electricity generation capacity by fuel at the end of 2011(1)



Breakdown of electricity generation capacity in renewable energies at the end of 2011(1)



(1) Integrating 100% capacity of assets held by the Group, regardless of the actual level held.
(2) Excluding pumping station.

Estreito comes online_

AIn Brazil, the first hydroelectric power plant, Estreito, with total capacity of 1,087 MW, began commercial operations in April 2011. IPR – GDF SUEZ Latin America and its partners acquired the concession for this major project, situated on the River Tocantin, between the states of Tocantin and Maranhão. The construction of this plant also demonstrates the Group's commitment to investing in programs promoting renewable resources at the same time as meeting the needs of the population given that the demand for electricity in Brazil is expected to increase by 5% per year over the next 10 years. The completion of Estreito required an investment of US$2.2 billion, of which 300 million were dedicated to social and environmental actions including a survey of local flora and fauna, archeological digs, public health improvement initiatives and promotion of the region's economic activities.

Green revolution in Rodenhuize_

Max Green is a joint-venture conversion of the Rodenhuize power plant by Electrabel in Belgium and its partner, Ackermans & Van Haaren, and is the world's biggest coal-to-biomass conversion. Located at Ghent in Belgium, the 100% biomass plant, fuelled by wood pellets from responsibly managed forests, has been operational since June 2011. With 180 MW of capacity, every year it will produce a volume of green electricity equivalent to the annual consumption of 320,000 homes, saving the emission of 1.2 million metric tons of CO_2 equivalent. This unique project offers better environmental results for plants converted to biomass, with a reduction of 90% of NOx emissions and dust.

Wind farm development in Canada_

IPR – GDF SUEZ North America is extending its activities in wind energy in Canada (331 MW of installed capacity at the end of 2011) with the forthcoming construction of three new 99 MW wind farms – two in Ontario and one in British Columbia.
IPR – GDF SUEZ North America has won a 20-year electricity supply contract with the Energy Commission in the province of Ontario for the entire production of two sites and with the British Columbia Hydro and Power Authority for the third site. They are scheduled for commissioning in 2013.

Spotlight on photovoltaic energy_

At a height of 45 meters, the Blockland landfill at Bremen, a decommissioned area, is an ideal location for the production of solar energy. This is why Cofely Germany decided to build a photovoltaic facility there with total capacity of 850 kilowatt peak (kWp)(*). This project, one of the first of its kind in Germany, with 3,500 solar units of 240 watts each, will supply approximately 300 households with electricity from renewable sources and, critically, at the same time, cut CO_2 emissions by 680 metric tons per year.

ENERGY EFFICIENCY_

GDF SUEZ provides its clients with tailored services to support them in their projects to reduce energy needs. This approach encourages innovation and is also illustrated in the actions conducted by the Group at its own facilities.

In March 2011, IPR – GDF SUEZ UK-Europe completed the construction of a combined cycle gas turbine, with capacity of 840 MW at Pego, in Portugal. The test phase showed a high level of availability and efficiency of the plant and confirmed a net return of 59%, with a CO_2 emission factor of only around 0.37 metric tons CO_2/MWh. The plant also has a new combustion system which enables it to achieve NOx emissions of less than 25 mg/Nm³.

Electrabel, a GDF SUEZ subsidiary, and E.ON have together invested 50 million euros in a joint venture for the construction and operation of a second 42 MW cogeneration facility at the Evonik Degussa site in the port of Antwerp. The new facility could achieve a total return of 85%. In addition to natural gas, it uses gas from waste produced by its production facilities, thereby reducing its CO_2 emissions by almost 80,000 metric tons per annum.

Biomass, a greener and cheaper solution_

In June 2011, the municipality of Rillieux-la-Pape, in the south of France, selected the Group subsidiary Cofely's bid to operate and modernize its urban heating network over the next 8 years. The old heavy fuel oil production plant will be replaced by a 6 MW facility using biomass (wood energy). Thanks to this equipment, users will be able to benefit from heat 90%-produced from renewable energy by incinerating household waste. The Semailles boiler, which provides peak and back-up energy, will be converted from fuel oil to gas. This new biomass plant, which will come online in late 2013, will also cut the energy bill by 5% and reduce CO_2 emissions by 80%.

Birmingham: an exemplary public-private partnership_

The Premises & Facilities Management Awards gave the Partners in Expert Services award and the grand prize in 2011 to Birmingham District Energy Company (BDEC), a partnership combining GDF SUEZ subsidiary Cofely, Birmingham City Council, the city's children's hospital and Aston University.

BDEC is a consortium to design a series of buildings in Birmingham with low-carbon heating, electricity and cooling water, via the Birmingham District Energy Scheme, the urban grid managed by Cofely.
The tri-generation energy program (heat, electricity, cooling water) concentrates on combined large-scale heat and power production technologies and traditional supplementary boilers.
The cooling water is generated by absorption-refrigerating systems which operate using the heat produced by the cogeneration site and the boiler room. Since the first unit came on stream in 2009, CO_2 emissions have been reduced by 17,000 metric tons. ■

(*) Watt peak: the amount of power that a PV module is able to supply when it receives 1 kW/m² of solar irradiance at 25°C (source ADEME).

Cofely ISO 50001 certified in Spain

In November 2011 in Spain, Cofely obtained ISO 50001 certification guaranteeing that the services it offers comply with the highest standards of energy management. Experts from Bureau Veritas audited the company's offices in Madrid and Barcelona as well as the establishments of various clients to which Cofely provides energy efficiency consulting services – among them the Agbar Tower, which obtained the Green Building award from the energy research and sustainable energy center of the European Commission. ■

Production of energy from biomass

Five of the 15 projects supported by the French Ecology and Environment Ministry for energy production from biomass are run by Cofely. These plants are located in the French regions of Pays de la Loire, Limousin, Aquitaine and Ile-de-France, and will produce green heat and electricity. Their creation has also meant the creation of around a hundred jobs. The five entities will consume 900,000 metric tons of wood energy every year, mainly wood pellets. ■

GDF SUEZ committed to development of CDM projects

In February 2011, the Guanacaste wind farm in Costa Rica was registered as a Clean Development Mechanism (CDM) project under the Kyoto Protocol. This wind project with capacity of 49.5 MW could reduce greenhouse gas emissions by 95,225 metric tons of CO_2eq per annum and generate 952,250 CER (Certified Emission Reduction) over 10 years. ■

listen to and have a structured dialogue with every stakeholder

Society's acceptance of its facilities and industrial projects is the very basis for the sustainability of the activities of GDF SUEZ, which is aware of its responsibility in steering the global economy towards more sustainable growth models. The Group is therefore concerned with initiating, stimulating and maintaining a proactive dialogue with its stakeholders and reinforcing its partnerships.

In close contact with EU institutions

The critical issue of Community legislation on its activity, especially energy policy, requires GDF SUEZ to monitor it closely and maintain a sustained presence in EU institutions. For every European initiative that concerns the Group, a strategy of influence is defined in order to share and communicate the Group's position on these subjects. This lobbying activity may be conducted directly with the institutions or via professional organizations. The complete transparency of this activity is proved by the GDF SUEZ Group's registration and recognition in the Transparency Register of community institutions* which covers all the activities conducted to directly or indirectly influence the development or implementation of policies and the decision-making processes of the EU's institutions.

In particular, the register includes the following information: a list of associations/federations/confederations of which the Group is a member, the estimated cost of its lobbying activities, the amount and source of finance received from EU institutions, etc. ■

* http://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=90947457424-20&isListLobbyistView=true

International networks for innovative cooperation_

GDF SUEZ is active in the major international networks such as the **United Nations Global Compact and the World Business Council for Sustainable Development (WBCSD).** A major industrial company in global terms, the Group is committed to complying with the ten principles of human rights, labor, the environment and anti-corruption (see Compliance with the 10 Principles of the Global Compact on page 87). GDF SUEZ is a signatory to the two initiatives of the Global Compact: Caring for Climate and the CEO Water Mandate. In addition, the Global Compact's French network, chaired by Gérard Mestrallet, is determined to promote the implementation of the Compact's principles by French companies.

Group partnerships:

19

international partnerships and memberships

http://www.gdfsuez.com/fr/developpement-durable/partenariats-et-adhesions/partenariats-et-adhesions/

A key illustration of GDF SUEZ's involvement on the World Business Council for Sustainable Development (WBCSD) is its contribution to managing the working group "Access to energy for all", in partnership with Schneider Electric and ERM, under the WBCSD's "Development" initiative.

Partnership policy: long-term commitments_

A particular feature of GDF SUEZ's awareness and dialogue approach with its stakeholders lies in an active policy of developing strong partnerships with local and international associations. At Group level, partnerships with NGOs – Emmaüs France and France Nature Environnement, for example – help drive and sustain initiatives for progress. The agreement with **Emmaüs France** is aimed at improving the heating systems of communities, developing actions against energy poverty, supporting and developing the collection and recycling activity of Emmaüs within GDF SUEZ entities, and more generally, supporting the charitable actions of Emmaüs France. Collaboration with **France Nature Environnement** revolves around the preservation of natural environments and biodiversity and should enable these issues to be accounted for more effectively in the design and management of the Group's sites and facilities. At the local level, GDF SUEZ also forges partnerships with representatives of civil society, residents' associations and NGOs to build an ongoing and fruitful dialogue at every stage of the projects undertaken by the Group.

The Group is also involved in the think-tanks of foundations including the *Institut du Développement Durable et des Relations Internationales* (IDDRI) and *Entreprises Pour l'Environnement* (EPE). ■

In France, the Ministry in charge of regional planning signed a national agreement with the leading public service operators, including GDF SUEZ, to develop regional public services. This agreement, which was signed at the end of 2010, led to the establishment of French département-wide contracts between the local administrative authorities (*préfectures*), operators and communities to trial the pooling of public services, support, information and mediation, especially for disadvantaged populations. This partnership is fully consistent with the Group's public service commitments and its actions to combat energy poverty. ■


Consultation meeting – Eridan project (France) – GRTgaz.

GDF SUEZ's determination to engage in discussion is reflected in many projects in which the Group invests to contribute to economic and social development while preserving the environment.

Eridan, a project whose watchword is consultation_

The Eridan project is intended to develop natural gas transportation capacities in south-eastern France through a new 220 km pipeline, due to be operational by the end of 2016. At the outset and throughout the course of the program, Group subsidiary GRTgaz, an independent legal entity, engaged in a vast consultation effort to consider all the issues raised by this project. In light of this collaboration, GRTgaz integrated measures into its Charter to promote regional integration and ensure a sustainable project. It is principally based on regional planning, the preservation of agricultural land and natural heritage, and a high level of safety of the facilities for local residents and the environment. It will be used as a lever for economic and social development for the communities and regions concerned. The rollout of the project and subsequent operation of the facilities are governed by a consultation and information process to ensure ongoing dialogue.

Aware that the Eridan project could be structuring in terms of the planning of the Rhône Valley region, which is already subject to development constraints, GRTgaz proposed in this case to highlight the synergies between its project and those of other companies in the region, in order to optimize the available area and promote the regional authorities' sustainable development policies.

http://www.grtgaz.com/fileadmin/user_upload/Institutionnel/Documents/FR/ERIDAN-CharteProjetDurable_110510.pdf

The Jirau hydroelectric power plant_

The Jirau hydroelectric power plant is currently the second largest plant under construction in Brazil, with installed power of 3,750 MW. It has led to the creation of some 22,000 direct jobs and 40,000 indirect jobs.
In parallel with its construction, IPR – GDF SUEZ Brazil has engaged in a major program of sustainable development and social responsibility. ESBR (Energia Sustentavel do Brasil), the project management company 50.1%-owned by the Group, has allocated 520 million euros to set up 33 environmental and social projects. The actions undertaken in this area have helped improve the living conditions of the population, especially through partnerships with local institutions to develop the skills of local workers and increase their recruitment chances. In the same vein, ESBR has built Nova Mutum-Parana, a new town of 1,600 houses – occupied by inhabitants from the region and site workers – all equipped with access to water and solar power. In addition to these initiatives, a pilot farming and fishing project has been launched, designed to boost the income of local inhabitants, plus a *Healthy Children, Healthy Future*[1] program, based on an assessment of the state of children's health, treatment of illnesses, health education, nutrition, health and awareness of inhabitants on health questions.

Touat project: supporting local employment_

In 2002, GDF SUEZ became the operator of the Touat gas exploration permit alongside Sonatrach, the Algerian national oil company. Situated in Southwest Algeria, close to the city of Adrar, the Touat project is preparing for the operation of ten wells spread over an area of 3,000 km², with the drilling of 41 production wells, due to come online by the end of 2015. Since start-up, the Touat project has assigned a significant place to the "Health, Safety and Environment" (HSE) dimension in order to ensure the safety of people and facilities, the prevention of accidents at work, and protection of the environment, with particular attention paid to water.
Through the action of GDF SUEZ and CODEGAZ[2], and in collaboration with the Algerian authorities and the United Nations Development Program (UNDP), several social integration projects have emerged in the region. The Touat project is designed to boost local and national employment. GDF SUEZ now hopes to continue its commitments and put in place a sustainable local integration strategy, working with the authorities. The bulk of the activities to be proposed will respond to local needs and priorities, such as the creation of a local center for the conservation of manuscripts, the launch of a family dates cooperative for Ksour women[3], the establishment of an experimental project on wastewater management and improving skills in food production and subsistence farming.
The objectives of these pilot projects are to strengthen local capacity through training, principally of women, the transfer of expertise, and creation of jobs and sustainable income for future generations. ■

http://globalgaslng.gdfsuez.net/fr/nos_grands_projets/Pages/touat.aspx

(1) To which the Estreito power plant also contributes.
(2) GDF SUEZ employee association.
(3) Traditional baked-earth villages.


Jirau hydroelectric plant (Brazil) - IPR: Communication program with civil society.

uaranteeing industrial security and facility safety

Safeguarding people and goods is fundamental for GDF SUEZ, which for several years has deployed an active policy in this area, and is an essential condition for the durability of its activities.

Industrial risk covers the notion of consequences on third parties and on our employees, and includes damage to the environment in the event of an accident at our facilities.
In addition, as there is increasing pressure from public authorities on this theme, the Group's actions in 2011 concerned:
- sharing experience between the Group's experts on hazard assessment and on methods to control risks, in particular on the monitoring and analysis of incidents, and on human and organizational factors;
- work on best practice and currently on the possibilities of implementing within the Group a minimum requirement in terms of hazard assessments on industrial facilities;
- the launch of discussions on industrial risk control for certain targeted activities (as is already done for gas distribution or on LNG): risks of explosion, hydroelectric activities, incineration, thermal power plants (biomass plants).

New certifications in France

The integrated quality, safety and environment management system implemented by Storengy, a GDF SUEZ subsidiary which manages underground natural gas storage, has received level 6 of ISRS7 certification from DNV (Det Norske Veritas). This level ranks Storengy among the safest companies in its sector.
The triple certification of ISO 9001, ISO 14001 and OHSAS 18001 was renewed for the DK 6 combined cycle gas plant. ■

Nuclear safety_

The Group's nuclear safety policy, signed by Gérard Mestrallet, was drafted in 2011 based on its long experience with the Belgian nuclear facilities. It is intended to establish a coherent line for the Group's nuclear sector. The stated ambition is to seek excellence in all our nuclear businesses.

Nuclear safety making headlines
In the short term, the Group has responded to the European Commission's post-Fukushima initiative. The analytical reports for the Doel and Tihange plants, conducted by Electrabel, were sent to the Belgian Safety Authorities at the end of October 2011, within the required timeframe. In their year-end national report, the authorities emphasized the robustness of Belgian nuclear production.

In addition, in its reports on Long Term Operation (LTO) sent to the Belgian Safety Authorities at the end of 2011, Electrabel concluded that the Tihange 1 and Doel 1 & 2 plants could still be operated for at least 10 years after 2015, guaranteeing a high level of safety, thanks to a precise and realistic action plan, which shows that Electrabel intends to continue improving the facilities throughout the operating period of the Belgian nuclear plants. Under the LTO project, Electrabel is aiming to raise the safety levels of the oldest nuclear plants to a level close to that of the most recent plants. As approval for this project is ultimately a political decision, 2012 will be a decisive year for the LTO project.

In line with the continuing improvement policy, at the beginning of 2011, Electrabel published its **Global Nuclear Safety Plan for 2011-2015**.
Electrabel is also pursuing its policy of openness with regard to peers, especially via WANO (World Association of Nuclear Operators). At the beginning of 2011, a **preliminary WANO Peer Review** in shutdown mode was conducted at the Tihange nuclear power plant. In addition, at the beginning and end of the year respectively, the Doel and Tihange plants hosted a delegation from WANO in charge of the follow-up to the Peer Reviews conducted in 2009.

The Doel plant is also preparing to host a team of experts from the AIEA in March 2012 for a follow-up to their OSART (Operational Safety Review Team) mission of 2010. ■

25%
reduction of damage to facilities for works managed by the gas distribution network in France in 2011.

conserving biodiversity

Aware of its role in the conservation of biodiversity, a major environmental concern, GDF SUEZ is deploying numerous actions to integrate the management of biodiversity in all its activities.

GDF SUEZ has put measures in place to reduce the negative impacts of its activities on biodiversity, impacts related mainly to land use (underground conduits, operating sites, etc.). On the other hand, services connected to the richness of biodiversity are also a resource for the Group, in water for example. By purifying wastewater and processing the waste of many cities around the world and by using gas transportation pipelines as ecological corridors, the Group contributes to the preservation of terrestrial and aquatic environments.

To invigorate its day-to-day commitment, GDF SUEZ is supported by two key partners: the French **UICN (International Union for Nature Conservation)** and the **France Nature Environnement (FNE)** federation. UICN and FNE provide their expertise at various levels relating to Group actions through internal discussion networks, the development of tools, arranging conferences and information seminars for Group personnel, and in some cases targeted populations such as site managers or infrastructure project developers. The partnership with UICN is particularly focused on strategy and relations with policymakers and academics, and that with FNE on concrete achievements and relations with NGOs and local associations. In addition, GDF SUEZ is involved in preparatory work for new regulations, such as the national guidelines of "Avoid, Reduce, Offset impacts on biodiversity".

Preservation of biodiversity in distribution network management works_

The understanding of issues related to biodiversity and the implementation of actions promoting its preservation in Group activities is illustrated concretely at GrDF, the Group subsidiary which manages the gas distribution network in France. In partnership with the French National Natural History Museum and the Group's Research and Innovation Department, in 2011 GrDF set out the bases for a management procedure for the preservation of biodiversity during works on distribution networks. Objective: adapt the mode of operation to the ecological sensitivity of the environments and set out, where necessary, specific modes of operation or best practice. A preliminary experimental phase was conducted in the pilot region of Nord-Pas-de-Calais-Picardie, and a second will be conducted in 2012, which will enable the procedure to be finalized.

The gas storage site at Céré: a technology showcase_

Storengy is the Group's gas storage subsidiary. In France, the "Céré 2015" project (Touraine) is part of Storengy's corporate project to transform the site of Céré-la-Ronde into a showcase for the best available technologies for environmental integration and preservation. Its biodiversity objective is to integrate the idea of green corridors ("*trames vertes*[(1)]") into their planning, enabling biodiversity to flourish at the site. Consultations will also be conducted with local stakeholders. This project will also enable the gradual transfer from a traditional approach to management of green spaces to a differentiated form of management and provide an element of training for Storengy and the service providers concerned. ■

(1) *Trame verte*: a land-use planning tool aimed at (re)establishing a coherent ecological network on a national scale to enable animal and vegetable species to move, feed, reproduce and rest, a key measure of the *Grenelle Environnement* - a French multi-party environmental agreement (Source: Ministry for Ecology, Sustainable Development, Transport and Housing).

Wildlife (Brazil).

OBJECTIVE

Implement a biodiversity action plan at every sensitive site in the European Union by 2015.

saving water resources

Keen to control its impact on water, the Group is constantly improving management practices by putting in place custom actions for local issues.

Right bank of the River Drôme: fish-pass created by CNR enabling fish to cross the Livron weir.

As an international operator, GDF SUEZ is a partner in a number of programs linked to the management of water. In 2011, the Group decided to increase its investment in the work of the WBCSD (World Business Council for Sustainable Development) by integrating the Water Leadership Group covering four areas: water management; the links between water and energy; climate change and food; and the value of water – in conjunction with biodiversity – and access to water. As a member of the CEO Water Mandate since its creation in 2007, GDF SUEZ also publishes an annual report on its actions and the progress made in this area. With the same focus, the Group decided in 2011 to embark on preparing for the 6th World Water Forum in Marseille in March 2012. The areas under discussion included harmonization between water and energy. Lastly, beyond the activities of SUEZ Environnement to promote access to water, GDF SUEZ is engaged in a complementary action through the *"Rassembleurs d'Énergies"* (Energy Gatherers) program, launched in June 2011.

Balanced management of the Rhône's resources_

Establishing a balanced management of the water resource on the Rhône is one of the priorities of the Compagnie Nationale du Rhône, a Group subsidiary specializing in the management of hydroelectric power. The project, launched in June 2011, to construct a small hydroelectric power plant at the Rochemaure Dam, demonstrates their priority. It involves a partnership between various intermediaries in the catchment area in order to create a balance between energy production and respect for the ecosystem. This enables the facility to derive energy value from the Vieux-Rhône compensation water (in accordance with the framework directive for water), maintain production capacities of the principal structure, and allow fish to pass upstream and downstream through a dam-crossing mechanism.

Reuse of treated industrial process water from power plants in Australia_

The serious droughts that have occurred in recent years in Australia and the increase in demand for drinking water have led local companies to promote alternatives to the use of fresh water. Accordingly, International Power's Kwinana cogeneration plant (capacity of 122 MW electric and 287 GJ of steam per day), located near Perth, has modified its process so that it can substitute 80% of its the drinking water used by recycled industrial process water. Reusing treated industrial water has cut demand for drinking water resources. Companies in the industrial zone have since followed the Kwinana plant's example, further reducing the demand for fresh water. ■

acting as a socially responsible company

In 2011, a further 1.3 million people will be without access to modern energy and, in Europe, one in four will be faced with energy poverty. As a leading energy group, GDF SUEZ is especially concerned with these two major struggles and is working towards resolving them. To do this, the Group is developing an innovative approach to support energy access projects for disadvantaged populations: the GDF SUEZ *Rassembleurs d'Énergies* (Energy Gatherers) program.

As a responsible company and a leading global energy group, GDF SUEZ is firmly committed to the undertaking of the United Nations General Assembly making 2012 the International Year of Energy for All. This initiative revolves around three main objectives for 2030: ensuring access for all to modern energy services; doubling the energy efficiency improvement rate worldwide to 40% by 2030; doubling the proportion of renewable energy in the global energy mix (30% in 2030). To achieve these objectives, a High Level Group, composed of representatives of the private sector, governments, intergovernmental organizations and civil society, has been created to draw up a global strategy and action plans. GDF SUEZ is part of this group, contributing to the work of the task force on the role of the business.

GDF SUEZ *Rassembleurs d'Énergies*: the Group's commitment to society for access to energy for all_

Beyond its involvement in the UN initiative, in 2011 the Group established a rallying slogan to assist populations in energy poverty in Europe and worldwide: GDF SUEZ *Rassembleurs d'Énergies.*

The objective of the GDF SUEZ *Rassembleurs d'Énergies* program is primarily to support local access to energy projects, which have a strong social impact on local communities and promote renewable or low-carbon-emission energy. These projects are mostly run by social entrepreneurs committed to a humanitarian development model.

The GDF SUEZ *Rassembleurs d'Énergies* program is organized around three levers:

- donation via the GDF SUEZ corporate foundation and its *"Énergies solidaires"* program;
- technical support backed by three of the Group's internal employee associations (Energy Assistance, Codegaz and Aquassistance) or employees through skills sponsorship;
- investment via the establishment of a charitable investment fund (*Fonds Commun de Placement Solidaire*). This fund is the first in the energy sector in terms of ambition and global scope. Also, to encourage the involvement and motivation of the Group's employees in France, a charitable corporate investment fund (*Fonds Commun de Placement d'Entreprise Solidaire* – FCPES) dedicated to the GDF SUEZ *Rassembleurs d'Énergies* initiative has been created and integrated with the Group's employee savings schemes: through their investments (sums derived from bonuses, profit-sharing or personal donations), it is easy for employees (and former employees) to play a part in this ambitious social initiative which has such close links with their work. The fund has been designed in consultation with the social partners who are represented on all the governance bodies of the GDF SUEZ *Rassembleurs d'Énergies* program.

A shared dynamic_

Although the commitment of the GDF SUEZ employees is essential to this program, the Group intends to share its actions with all stakeholders, including public authorities, project owners, financial institutions, development agencies and individuals. Numerous charitable projects have already been launched in developed and developing countries. In France, Foncière Chênelet builds high energy performance social housing (see inset on page 48). In Bangladesh, the NGO Friendship is working with the GDF SUEZ Foundation and volunteer experts from Energy Assistance on an electrification project for isolated villages thanks to customized technical solutions for these remote areas. In Peru, Energy Assistance is working to provide photovoltaic and micro-hydraulic energy to some twenty remote villages, close to the border with Brazil. All these GDF SUEZ *Rassembleurs d'Énergies* initiatives also help strengthen the Group's social commitment, based on its core business. ■

Wind farm on Efaté Island in Vanuatu.

The four objectives of *Rassembleurs d'Énergies*

- Contribute to the development of access to energy for poor populations in emerging and developing countries;
- reduce energy poverty in developed countries;
- foster a low-carbon economy with renewable energy projects for access to energy (developing countries) and energy control (developed countries);
- support social entrepreneurs. ■

Foncière Chênelet (France): construction of high energy performance social housing

Foncière Chênelet is a socially responsible company specializing in the construction of highly energy-efficient and environmentally friendly public housing. It is building 70 public housing units with the BBC label (*Bâtiment Basse Consommation* – low energy consumption building), for tenants with special tenancy loans (*Prêts Locatifs Aidés d'Intégration* – PLAI).
The GDF SUEZ *Rassembleurs d'Énergies* charitable investment fund supports the development of Foncière Chênelet. ■

http://www.chenelet.org/

Chênelet: a property company specializing in the construction of low-energy housing.

An employee (Indonesia) - Palyja.

Developing the attractiveness of GDF SUEZ worldwide, strengthening the Group's social cohesion, and pursuing the deployment of the Health and Safety policy in a spirit of continuing progress and innovation: these objectives, integrated in the Group's sustainable development policy, must respond to the aspirations of all its employees and enable them to fulfil their mission: "By people, for people."

developing the Group's attractiveness and effectiveness

"Enriching and developing our human capital, with its wealth of diversity, for the benefit of our businesses worldwide, by conducting an open and innovative human resources policy and thereby creating value for everyone individually, for the company and the community." The new HR ambition for GDF SUEZ is to enable it to strengthen the Group's attractiveness, its social cohesion and its effectiveness in order to serve the Corporate Project.

This new human resources ambition for the Group is based on five target areas. The first is to plan ahead for the future in anticipation of the world undergoing profound change. Secondly, to open up an individual project for everyone in order to develop initiative and innovation, through a combination of the individual project and the collective corporate project The third requires connecting its local roots – which bring vital, unique and different elements – with the Group's global outlook, to enable the Group to position itself internationally and maximize the value of our corporate project. Fourthly, it is a question of making gender equality and diversity key factors in transforming the business. Lastly, the fifth point concerns taking into account the social dimension of CSR, which will have a considerable impact on the motivation of employees as well as on the ESG rating and investors.

A policy of diversified recruitment_

Closely allied to the labor market, the Group is strengthening its presence as employer in its different target areas. Enriching its **actions on campuses**, optimizing recruitment processes internally, and improving the integration of apprentices are three major areas targeted in 2011. Through its presence at recruitment fairs, the Group now directly addresses nearly 55,000 students per year. Through these events, they will find out about ***The Golden Mission***, a highlight of the last year, which enables four young talented people, recruited following a video competition on Group businesses rewarding innovation and originality, to spend four months visiting GDF SUEZ teams around the world. It represents a truly interactive approach to the Group's businesses and diversity of career opportunities.

GDF SUEZ is also a partner of the international *Challenge du Monde des Grandes Écoles et Universités*, an international World Challenge, which brings 4,000 university students together in a single day. The Group is also involved in various programs: engineering colleges, COPERNIC, CEMS, TIME, *Energy* 21^{st} and *AtomiCarreers In Europe*.
In addition to its heightened presence among young people, in 2011 the Group strengthened its **recruitment processes** by deploying the e-recruiting project (to improve the management of applications for all Group entities) and the Source-In project (to offer HR optimized expertise in recruitment). Lastly, in 2011, GDF SUEZ pursued a determined policy in France of **work-study programs** (5,000 young people were accepted for work-study programs in the Group in 2011) and integrating apprentices.

A role for social networks in recruitment

IPR GDF SUEZ Latin America has launched a regional recruitment program concentrated on young engineers from several universities in Brazil, Peru and Chile.
This campaign has been promoted through social networks, which has attracted a large number of applications for engineering, project development and management internships. Interns are required to follow a two-year development program of four six-month internships, in their own country and other Latin American countries. ■

Management succession

META-Next-Generation is designed to identify regional talents in IPR GDF SUEZ Middle East, Turkey & Africa (META) and pave the way for succession. It is also designed to motivate and retain key employees and simplify mobility. Launched in 2011, this program has identified six key functions for the company and the same number of corresponding talent development pools. After selection, the selected employees received a structured development plan for progression in their post. ■

Promoting mobility_

In the firm belief that professional mobility is a strong vector for the Group's attractiveness, generating the commitment and loyalty of its employees, in 2011 GDF SUEZ increased its initiatives to promote spontaneous demands for change of job, region or entity. This approach also fosters a better alignment between internal skills and the needs of the business lines, strengthens cultural integration, cooperation and equality of opportunities and encourages knowledge pooling and the development of innovation. Its implementation is based on inter-disciplinary, cross-company networks and common resources such as the unique reference base of 23 professional families or the GDF SUEZ Profession Guide, which gives an overview of 300 of the most representative businesses. In 2011, inter-BU mobility increased by 37% compared with 2010.

Promoting the development of executives_

To bring in new managers, GDF SUEZ has a program to identify, support and develop its high-potential executives. *Leaders For Tomorrow* is intended to contribute to the diversity of the management teams and has three goals: to know and enrich the lives of those who will one day become management, to prepare these high-potential individuals, and ensure that the best employees stay with the company. The 2,600 talented employees identified by the talent-spotting program to pave the way for management succession come from 45 countries. In the same vein, the policy for the management and development of Group experts, initiated in 2009, was strengthened in 2011 to develop the rare technical skills that are currently the province of some 500 specially identified and monitored experts.

"Strategy and skills"

The jobs and skills forward-planning agreement signed by the Group in France (*"Gestion Prévisionnelle des Emplois et des Compétences"* – GPEC) is designed to narrow the gap between its needs and available external resources. At the individual's level, it gives employees the opportunity to be real agents in their career progression and facilitate the implementation of a personal development plan. The GPEC France agreement has five key missions: monitor developments in jobs and skills, and their effects on employment by region; identify potential pathways between jobs; take into account the density of presence of Group companies within countries and regions; anticipate business developments by securing career paths; identify training courses related to business developments. These missions are translated into actions under the "strategy and skills" program, which was drafted in 2011 and is being progressively deployed. ■

Researchers from Transport Techniques, Networks division – Research Department (France).

Over to the Experts

The Development of the Senior Managers and Experts division of the Group HR Department ran an innovative e2B ("from expertise to business") training program for technical experts: based on the expertise of one of its members, four teams of several experts, each focusing on a strategic business idea for the Group, spent four days transforming this idea into a business plan. ■

Training and continuing education center (Morocco) - Lydec.

Engineers and managers

In France, the first team leader skills development unit "Vivier RE" (*Vivier Responsable d'Équipes*) at the Crescendo school was launched by Cofely France in 2011. The aim is to enable members of the engineering sector with managerial potential to engage with the challenges facing Cofely, prepare them for managerial level and develop their analytical thinking and presentation on professional issues. This course alternating theory, case studies and workshops is completed by a written dissertation and an oral presentation. ■

Learning for Development_

The creation of the Learning for Development Department gives Group employees access to general training and quality management training. This approach is based on three channels. ***GDF SUEZ University*** is a development and integration tool for the Group's managers, high-potentials and executives, its principle summed up in its strap line: Think, Share, Grow Together. The University played an important role in 2011 in the deployment of the GDF SUEZ Management Way for a first round of managers. Management Way is a key driver of our Corporate Project, which embodies the attitudes and shared approach to work in the service of all. It underpins the Group's geographical expansion, having already provided courses for 7,000 executives and managers in 16 countries. Meanwhile, the **Learning Community** has been active in the business lines and business units. Lastly, **Synerform** is a meta-catalogue, created in France in 2011, which facilitates access to external training programs on general and office skills, health and safety. ■

Individual and collective requirements

The professional development of employees is central to the "Storengy 2015" corporate project. To showcase its businesses and give everyone the ability to forge their own career path, Storengy created two projects in 2011: job mapping and professional career paths. Based on its 24 representative businesses, Storengy offers various career development tools, such as Galaxie, which gives everyone the opportunity to find out about the businesses and jobs in their field of activity and thus build their own professional career path in joining with the company's strategic development. ■

Virtual classes

Live surveys and polling, instant messaging - Web conferences and webinars are gaining momentum thanks to virtual classes. This resource enables Energy France-Residential and Professional Customers employees to discuss and exchange experiences, see and interact with the facilitator, and use various shared tools. In 2011, two courses enabled over 300 employees to be trained through around sixty virtual classes. ■

OBJECTIVE

Maintain the level of two-thirds of employees benefiting from at least one training session per year by 2015.

developing social cohesion within the Group

2011 was marked by the Group's determination to make Corporate Social Responsibility central to its mission: By people, for people. A foundational social project centered on equal opportunities and social cohesion has been designed to flesh out the global accord on Fundamental Rights signed by the Group at the end of 2010 with three international trade unions.

True to its desire to be exemplary and promote CSR, in 2011 GDF SUEZ conducted numerous awareness-raising and participatory actions in this area: organizing conferences, updating the Solidario Intranet website, identifying a hundred or so best CSR practices in the Group, launching the collaborative website SolidarNet – an interactive tool for training, information and raising awareness of CSR topics at the French, Belgian, Dutch and UK subsidiaries.

Four commitments for diversity_

As an active proponent of rolling out the CSR approach in real life, work on Diversity driven by the Group HR Department focused on four priority objectives in 2011: equal treatment, promotion of diversity by targeted and measurable actions, a dedicated phone line to listen to concerns, and the development of partnerships. In addition, the HR Department engaged in various initiatives such as holding interviews with staff in the second part of their careers, the launch of a network of work-study tutors and preparation for the Handiweek program for people with disabilities. This program is supported by the signing of two new agreements. One is to develop the employment of and support for people with disabilities, and the other is to promote professional equality.

Mobility, a source of cohesion and satisfaction

In the Energy Europe business line, the HR teams conducted a satisfaction survey on internal mobility. The survey was conducted among 400 employees and led to the development of an action plan to respond even better to the wishes expressed, eliminate the barriers that sometimes exist, and facilitate the delivery of mobility projects in the future. 87% of those taking part in the survey thought that mobility was a satisfactory experience that had enabled them to develop skills. ■


Employees (Indonesia) - Palyja.

Promoting professional equality_

In 2011, GDF SUEZ set itself four objectives for 2015: one newly appointed senior manager in three will be female; women will account for 35% of high-potentials; female managers will represent 25% of the workforce and women will represent 30% of recruitments. In addition to these commitments, WIN (Women In Networking) is a federation of over 500 employees and provides a framework for regular discussion and collective thinking on the professional challenges and the Group's strategy in this area.
Fifty women on the LFT (Leaders For Tomorrow) program in France and Belgium have benefited from a one-year pilot course of mentoring by volunteer managers. The 2012 edition has been launched for 60 women, and GDF SUEZ University is preparing to run a Leadership course for women.

Disability: providing access to employment_

The collective actions of GDF SUEZ in this area have helped increase the Group's direct employment of people with disabilities to 6% of the workforce in France. INEO signed its first collective bargaining agreement with the social partners and, in France, eight collective bargaining agreements and five agreements with Agefiph (fund for the vocational integration of persons with disabilities) came into effect in France in 2011. In addition, the first European survey on the employment of people with disabilities was launched in 2011, with a particular focus on six countries in which GDF SUEZ is present. ■

4 OBJECTIVES FOR 2015:

- **1 in 3 senior managers appointed will be a woman,**
- **25% of executives will be women,**
- **30% of recruitments will be women,**
- **35% of «high-potentials» will be women.**

Preventing psychosocial risks

Provalys Performance Énergétique (Energy France) has created a dedicated training course for all the top management in order to "Promote well-being at work" through the early identification of psychosocial risk factors (PRF). This 3-day course gave the 120 managers who took part the necessary tools to act in a preventative way on this issue, with a very high satisfaction rate. Eventually, each of the 1,000 employees will have their awareness raised on these issues and have benefited from a PRF prevention action. ■

Developing a real corporate culture

The Team Development Company Culture is a multi-disciplinary project team created by IPR GDF SUEZ North America to implement programs to improve the satisfaction of employees and, ultimately, the performance of the companies. ■

Well-being at work

Firmly convinced of the benefits provided by professional fulfilment, the Global Gas & LNG business line has engaged in a "well-being at work" campaign. The diagnostic phase – with 56% participation – collected data on specific issues for the Global Gas & LNG business line ("B3G") and the conditions in which its businesses are operated. This is an essential phase before setting up working groups and a shared action plan. ■

Diversity Label

The Diversity Label was awarded to GDF SUEZ by Afnor (the French standards institute) in recognition of the Group's actions for equal opportunities and occupational integration over some thirty years.
This label, which covers the 42,000 employees of GDF SUEZ SA and the Energy Services business line in France, demonstrates the Group's commitment to the prevention of discrimination and the promotion of equal opportunities and diversity.
It is the result of a concerted and motivated effort by all those involved: the Diversity Committee chaired by Jérôme Tolot, a member of the Executive Committee in charge of the Energy Services business line, the entire HR functional line, the 40 Diversity representatives at the entities, and the social partners. ■

GDF SUEZ's commitment to social responsibility is also demonstrated by the Health & Safety action plan, which is a key part of developing the Group's attractiveness.


Employees (Spain) - Agbar.

The Health & Safety action plan created for the period 2010-2015 includes management system consolidation actions and various levers to encourage progress towards a proactive and shared culture.

Consolidated system_

The efforts undertaken in 2011 on health and safety training were also intensified during the year: 28.6% of the total number of hours of training were devoted to Quality, Safety and Environment. In addition, 1,438 managers were trained in the Group's approach to health and safety management at GDF SUEZ University. To assess the deployment of the Group's health and safety drive at all its subsidiaries, 37 audits were conducted in 2011. Each annual audit, designed collectively, is conducted by a team of two internal auditors, who are members of the Group's Health & Safety network. The objective is not only to ensure compliance, but also to evaluate the organization's maturity, practices and management system. These audits are thus fundamental tools for enriching the view of the field and building a common culture.

ADAM, a global diagnostic tool

ADAM (*Assistance et Développement aux Ambitions des Managers*) is an internal system that has won an award from the European Foundation for Quality Management. It enables self-assessment of the contribution of the operation, practices and resources put in place to achieve the target objectives, integrating all the Group's procedures: Management Way, INCOME system, general audit environment… 36 self-evaluation tests were conducted in 2011. ■

Involvement of managers_

Managerial safety visits are also fundamental aspects of the Group's Health & Safety mechanism, providing an opportunity for dialogue between manager and employee during an operational procedure. All places of work are concerned: industrial infrastructures, building sites, plants, laboratories, offices etc. This approach highlights the importance of awareness and dialogue, both with employees who are agents for their own safety and with the social partners.

Sharing experiences_

The Management review, conducted between the business line and the head office, is an opportunity to ensure that the Management Systems function is involved in the Health & Safety process and to monitor it. It is also an opportunity to emphasize the Group's best practices in a spirit of sharing. The Group also encourages networking with experts to discuss concrete solutions and recommend good ideas, through the Intranet, expertise clubs, the quarterly information letter Prévention News or annual health & safety conventions. In 2011, the market place - a new interactive approach for sharing best practices – was inaugurated. *Reflex,* a magazine dedicated to health and safety – with the publication of 240,000 copies in 8 languages – is another unifying tool to convey good ideas for prevention on a daily basis.

Ongoing dialogue with social partners_

Dialogue with employee representatives and trade unions on the subject of health and safety continued in 2011, locally, at Group level and in the different businesses. The Health & Safety Steering Committee monitored the results and the deployment of the Group agreement, analysed the causes of serious accidents and preventive action put in place and expressed an opinion on Group development projects. ■

INCOME: early prevention

In order to provide the necessary support for the design of facilities and their operation and maintenance, the D3SM (Health & Safety and Management System Department) and the Internal Control Department have devised an audit tool integrated in the INCOME system. In 2011, this tool was deployed in the various "major risk" units. This type of prevention tool for operating teams contributes to the deployment of a shared health & safety culture. ■

Collaborateur (USA) - United Water.

OBJECTIVE

Achieve an Frequency rate of less than 6 by 2015.

Since 2008, the annual number of accidents with time off has fallen by

500

despite a near 10% increase in the number of employees concerned.

PERFORMANCE

Wind turbine at the Monte Redondo wind farm.

In a spirit of continuing improvement, the management of sustainable development at GDF SUEZ is based on a set of quantified elements, such as environmental reporting and social reporting.

The Statutory Auditors' audit of a certain number of indicators at reasonable and moderate assurance levels and the internal management systems give a high level of reliability for this process overall.

By contributing to demonstrating progress in terms of GDF SUEZ's ESG performance, these figures represent a basis for dialogue with the Group's stakeholders and more specifically with SRI investors, analysts and ESG rating agencies. ■

socially responsible investment (SRI)

Firmly committed to the path of sustainable growth, GDF SUEZ sets environmental, social and governance issues at the heart of its strategy. These three criteria contribute to the creation of value for the Group and encourage dialogue with SRI investors, analysts and ESG rating agencies.

Beyond financial criteria, it is essential to take ESG factors into account in the development of the company to ensure its sustainability and profitability. Governance, the environment, the local acceptability of its activities and issues related to human capital, health and safety, and ethics, now more than ever represent key indicators for good management. When insufficiently or inadequately appreciated, the risks intrinsically linked to these issues can have potentially major financial consequences.
On the other hand, implementing effective management processes contributes to the creation of global and long-term value for the company at the same time as meeting SRI objectives.
Managers of SRI funds systematically factor in Environment, Social and Governance (ESG) performance in addition to financial indicators. Although the ESG rating – from agencies with a variety of sensitivity criteria – is only one of the facets in SRI investors' overall appraisal for their final decisions, it is nevertheless an essential one, especially in terms of maximizing the value of the Group's results in these areas.

A first place for the sector in HR management according to Vigeo_

In 2011, the French rating agency Vigeo gave GDF SUEZ a rating of 55/100, similar to that of 2010, which puts the Group in fifth place in the Electric & Gas Utilities sector for this category. But the good performance of its HR management puts GDF SUEZ in the lead for its sector in this area. Vigeo noted two major factors: the signing of a worldwide agreement with the social partners on fundamental rights (occupational relations, career management, promotion of employability, improvements in health and safety conditions) and the favorable progress of the Group's health and safety results (cf. analysis of the Group's Health & Safety report on page 77).

GDF SUEZ in the ESG ratings

ESG rating	ESG rating agency	GDF SUEZ rating	Status
ASPI (*Advance Sustainable Performance Index*)	Vigeo	55/100	Integrated in ASPI 5th out of 28 companies analyzed
DJSI (*Dow Jones Sustainability Index Europe*)	SAM	75/100	Not included in the DJSI, but listed in *The Sustainability Yearbook 2012**
-	Oekom	C+	-

* Companies not included in the DJSI, but listed in the Sustainability Yearbook, present a result between 10 and 15% lower than that of the leader in their sector.

Global Reporting Initiative and Carbon Disclosure Project rating

The Group's sustainable development report has been rated B+ by the Global Reporting Initiative since 2009. This rating has been continued for 2011 (see page 88). GDF SUEZ responds annually to the Carbon Disclosure Project. Every year this international organization sends major listed companies a questionnaire on their greenhouse gas emissions and associated strategy. In 2011, GDF SUEZ obtained 87 out of 100 for the quality part of its reporting and a grade of B for the performance part (on a scale of A to E, with A being the top grade). These results position the Group among the best performers in its sphere of activity. ■

Close dialogue with SRI investors and analysts

The GDF SUEZ Group maintains close links with the SRI world.
SRI has gained increasing standing as an investment method in recent years worldwide and particularly in Europe, where this market rocketed from 1,000 billion euros in 2005 to 5,000 billion in 2009 in terms of assets under management in Europe (source: Eurosif 2010). The Group listens to the various calls from fund managers and specialist analysts – especially on questions concerning the fight against climate change, HSE (health, safety and environment) policy, governance, the social and environmental programs accompanying the Group's major industrial projects, and more generally, on the strategy and organization of GDF SUEZ regarding sustainable development.
2011 saw an increase in SRI lobbying, both from stakeholders in SRI as well as "traditional" investors. Meetings with investors on specific topics, telephone conference calls and the first SRI investor roadshow (organized in Paris on October 20, 2011) all help the Group to strengthen its links with the key players in the sector and present the initiatives being rolled out, including expansion in renewable energies and maintenance of a diversified energy mix, energy efficiency actions, the 10 quantitative targets for sustainable development, establishment of ESG analysis criteria for investment projects, and the high number of certified ESG indicators. This informative process relies on the joint efforts of the Financial Communications Department and the Business Strategy and Sustainable Development Department, backed by Group experts in each specific area. ■

Clarity and effectiveness of the processes highlighted by Oekom and SAM_

Like Oekom, SAM highlights the clear procedures that have been precisely defined by the Group through policies and charters and commends the quality of its risk management. The SAM 2011 rating rose sharply, from 69/100 in 2010 to 75/100 in 2011. This progress can be seen particularly in the economic (83/100 versus 72) and environmental (71/100 versus 66) areas, while the social issues stayed at the same level (69). According to SAM, GDF SUEZ's three main strengths are the performance measurement systems, "first-class" risk management and relationships with stakeholders. Since 2010, SAM has paid particular attention to the management of water in industrial processes, a point on which the Group is continuing to make improvements. For Oekom, management of environmental concerns and issues related to diversity are among the highest rated elements for GDF SUEZ. ■

Over
60
million GDF SUEZ shares are held by purely SRI funds, representing 7% of the capital held by institutional investors(1). SRI topics are now factored in by a growing number of "traditional" investors.

14
environmental indicators certified with reasonable assurance and 8 with moderate assurance(2).

5
social indicators certified with reasonable assurance and 22 with moderate assurance(2).

3
Health & Safety indicators with moderate assurance(2).

(1) Analysis at the end of November 2011.
(2) See environmental, social and health & safety reporting on pages 63 to 77.

2011 environmental reporting procedures

To ensure the transparency and reliability of published data, GDF SUEZ has initiated a process that progressively verifies, through its independent auditors, the quality of certain published indicators. This approach was used by Gaz de France from 1999 and by Suez from 2001.
GDF SUEZ conducts its environmental reporting using a dedicated tool that allows data to be reported following a defined methodology. This tool, called CERIS, is an environmental reporting IT solution for managing the network of environmental correspondents, dealing with the management and documentation of the scope of the environmental reporting, entering, controlling and consolidating indicators, printing reports and providing or publishing the documentation necessary to gathering data and controlling data feeds.

CERIS is deployed in each business line and thus covers the entire GDF SUEZ Group.

Some entities do not yet have direct access to CERIS; they complete an Excel version which is then imported into the program or they contribute at approved levels.

The legal entities included in the reporting scope are those whose activity is relevant in terms of environmental impact and which are fully or proportionately consolidated under IFRS financial consolidation rules, while legal entities whose sole activity is energy trading, financial activities or engineering are excluded from the reporting scope. The entities selected for reporting report the performance and impact of the industrial facilities in which they hold technical operational control, including facilities operated on behalf of third parties. Legal entities accounted for using the equity method are excluded.
This rule has been established to ensure maximum compliance with the Global Reporting Initiative (GRI) guidelines. The GRI is a structure of stakeholders or partners (from the business world, audit companies, human rights, environmental and labor organizations, and government representatives), which creates a shared framework for disclosing sustainable development data.

100% of the impacts reported are integrated for the fully consolidated entities. For entities proportionately consolidated, the environmental impacts are integrated in proportion to the Group's level of financial consolidation, whether it has 100% technical operational control or whether this is shared with other shareholders[(1)].

For the calculation of environmental management indicators of the type "proportion of relevant revenues covered by an environmental certification, by an environmental crisis management plan, etc.", the relevant revenues are estimated for each legal entity. To obtain relevant revenues, the activities deemed not relevant in terms of environmental impact (trading, finance and engineering) are subtracted from the consolidated revenues of each entity.

The procedures for environmental data reporting encompass general procedures based on standard instructions to be drafted and implemented at the appropriate levels of the reporting process.
The implementation of the procedures and instructions throughout the Group relies on a network of duly authorized environmental correspondents and coordinators. These procedures and instructions at the Group and business line level detail the collection, control, consolidation, validation and transmission of environmental data at the various levels of the organization as well as the rules defining scope and consolidation. They include technical documents that provide methodological guidelines for calculating certain indicators. Depending on its activities, each entity is assigned a profile which determines the indicators it must meet. The list of the entities included in the scope of environmental reporting is validated by each business line.

The descriptions of the indicators[(2)] used to measure the environmental performance of the Group's businesses have been revised on the basis of the Statutory Auditors' comments. They have been supplemented by comments from operational managers represented in dedicated working groups. All the documentation is available from the Group (Sustainable Development Department) upon request.

The following should be noted regarding the data published in this report:

1. For 2011, the overall reporting process has been shortened for the first time to four weeks, which has resulted in numerous constraints at all stages of the process.
In addition, to ensure delivery of all the necessary data within the required timescales, certain estimating methods have been defined and reviewed by the Statutory Auditors for the data which were not available for the full 12 months of the calendar year.

2. A merger with International Power PLC took place in 2010 and GDF SUEZ now holds 70% of all the voting rights in International Power. Consequently, International Power facilities have been included in the 2011 reporting season as part of the BEEI (Energy Europe & International) business line.
2011 was therefore a year of transition in which the International Power facilities had to be adapted to GDF SUEZ's timetable and reporting criteria.
In addition, as these reporting criteria were new for these facilities, it has not been possible to reconstruct historical data for 2010 or earlier including data for International Power. The historical data presented are therefore those for GDF SUEZ excluding International Power: For the majority of cases, this will explain any material discrepancies between 2011 and previous years. In addition, Agbar has significantly expanded its reporting scope on the Spanish sites, which has led to a linear variation in the index of water loss for drinking water distribution networks.

3. Since 2007, GDF SUEZ has been a signatory to the CEO Water Mandate, marking its intention to preserve water resources. In order to improve the Group's water management, the water indicators have been changed in accordance with the GRI. GDF SUEZ will thus be able to respond more comprehensively to external questionnaires: SAM, CDP water disclosure, CEO Water Mandate, etc. These new indicators are divided into four categories: Abstraction, Waste, Consumption, Reuse. This change in the indicators represents a significant adjustment and it is therefore necessary to consider 2011 as a transition phase in a process of improvement for GDF SUEZ.

4. Soucieux du devenir des déchets génConcerned about what becomes of the waste generated by its activities, GDF SUEZ Group has indicators on its waste recovery. These are based on definitions of waste and waste recovery established in the local regulations.

5. The reliability of the scope covered by environmental reporting is a GDF SUEZ priority which is evolving in an international context of business sales and acquisitions. This scope is determined on June 30 of the fiscal year. For disposals after this date, the entity is expected to complete the environmental questionnaire with the data available on the last day of the month preceding the disposal. Acquisitions made after June 30 are not taken into account, unless the Senior Vice President of the business line concerned has made an exceptional request and the data are available.

6. Data related to the activity of the LNG vessels, including impacts and consumption, have been incorporated as operating sites and are therefore reported as such. The vessels included are those for which GDF SUEZ owns a majority share or those operated by a majority-owned subsidiary of GDF SUEZ and vessels on long-term charter (> 1 year). This produces a list of 19 vessels: *Maran Gas Coronis, LNG Lerici, Grace Cosmos, Cheikh Bouamama, Lalla Fatma N'Soumer, BW Suez Everett, BW Suez Boston, Matthew, Tellier, Provalys, GDF SUEZ Global Energy, Gaselys, BW GDF SUEZ Paris, BW GDF SUEZ Brussels, GDF SUEZ Neptune (SRV), GDF SUEZ Point Fortin, GDF SUEZ Cape ANN (SRV), Gimi and Neo Energy.* If the vessels have ISO 14001 certification, this is also taken into account.

7. The environmental indicators of the Cartagena site are not reported due to a specific contractual arrangement: the Group has production capacity but does not bear the operating industrial risks.

8. For consistency, the factor for conversion of thermal energy produced (GWhth) into electric energy (GWhe) is set at 0.44 for all Group activities.

9. It should be noted that only leachates from class 2 storage centers are reported.

10. The correspondence between the Group's environmental performance indicators and the NRE law (New Economic Regulations) and the Global Reporting Initiative guidelines is documented in the summary table of environmental performance.

11. Significant environmental impacts resulting from the subcontractors at a Group facility during material services activities are included in the Group's impacts - except when a specific contractual clause provides that the subcontractor is liable for impacts generated at the site while providing the service. Data provided by subcontractors is not subject to systematic internal verification before being included in the Group data and is the sole responsibility of the subcontractors. The regulations and legal obligations related to the environment may differ from one country to another, and certain data are sometimes more difficult to collect (e.g., water consumption in the United Kingdom).

12. For 2011, SUEZ Environnement has no detailed information on the consumption of water and is not able to indicate the origin of the water consumed (e.g. network, surface or ground) or use (cooling or industrial). As the overall water consumption cannot be apportioned in the GDF SUEZ indicators, it is excluded from the published data and is included for information in a footnote. ■

(1) This consolidation method differs from that used to apportion electric power production capacity from renewable energies at the end of 2011 and shown on page 39.

(2) These have been audited by the Statutory Auditors.

(3) They lead to a different scope from that used for the calculation of renewable energy capacities shown on page 39. In particular, this scope includes pumping stations, incinerators and equivalent thermal input.

environmental indicators

■ Moderate assurance ■■ Reasonable assurance

Verified	Published indicators	Units	GDF SUEZ 2010	GDF SUEZ 2011	Coverage 2011	BEF 2011	BEEI 2011	B3G 2011	BI 2011	BES 2011	SE 2011	NRE ref.	GRI ref.
	Environmental management systems[2]	**% rev.**											
■■	Relevant share of revenues covered by an EMAS certification	% rev.	7.6%	8.9%	98.54%	0.0%	16.5%	0.0%	0.0%	2.0%	0.4%	3	4.8
■■	Relevant share of revenues covered by an ISO 14001 certification (non EMAS)	% rev.	44.5%	51.6%	98.74%	67.3%	52.8%	1.7%	76.9%	31.5%	66.3%	3	4.8
	Relevant share of revenues covered by other external EMS certifications	% rev.	13.5%	2.8%	99.59%	0.1%	1.1%	0.8%	0.0%	6.6%	5.8%	3	4.8
	Relevant share of revenues covered by an internal certification (but not by a certified EMS)	€k	18.9%	20.1%	99.64%	8.0%	26.8%	88.6%	12.1%	6.6%	6.3%	3	4.8
	Environmental expenses (CAPEX and OPEX)	**€**	5,690,144.7	2,782,270.8	**92.56%**	**8,264.5**	**833,433.4**	**19,685.4**	**168,227.9**	**118,774.4**	**1,633,885.1**	**5**	**EN30**
	Complaints (for incidents with an environmental impact)	**No.**	98	159	**98.69%**	**1**	**108**	**-**	**3**	**8**	**39**	**5**	**EN28**
	Convictions (for incidents with an environmental impact)	**€k**	93	24	**98.68%**	**-**	**8**	**-**	**-**	**-**	**16**	**5**	**EN28**
	Compensation paid for convictions (for incidents with an environmental impact)	**€k**	783.9	1,918.335	98.51%	-	1,675.0	-	-	-	**243.3**	8	EN28
■■	**Renewable – Net installed capacity (electric and thermal)**	**MWeq**	13,357.3	16,650.1	**99.72%**	**4,680.2**	**10,573.9**	**-**	**-**	**354.1**	**1,041.9**	**1**	**EN5 - EN6**
	Share of renewable resources in installed capacities	**%**	18.8%	17.7%	**99.72%**	**65.3%**	**14.4%**	**0.0%**	**-**	**2.9%**	**67.4%**	**1**	**EN5 - EN6**
■■	**Renewable – Electricity and heat generated**	**GWheq**	61,434.4	68,333.8	**99.84%**	**13,272.4**	**51,952.6**	**-**	**-**	**916.4**	**2 192.4**	**1**	**EN5 - EN6**
	Energy generated – share of large hydraulic	%	82.2%	78.5%		86.0%	81.3%	-	-	0.0%	0.0%	1	EN5 - EN6
	Energy generated – share of small hydraulic	%	1.7%	1.8%		2.3%	1.4%	-	-	19.8%	0.0%	1	EN5 - EN6
	Energy generated – share of wind	%	4.4%	8.7%		11.7%	8.5%	-	-	2.4%	0.0%	1	EN5 - EN6
	Energy generated – share of geothermal	%	0.1%	0.069%		0.0%	0.0%	-	-	5.1%	0.0%	1	EN5 - EN6
	Energy generated – share of solar	%	0.0%	0.042%		0.0%	0.0%	-	-	1.2%	0.0%	1	EN5 - EN6
	Energy generated – share of biomass	%	7.9%	7.5%		0.0%	8.8%	-	-	59.8%	0.0%	1	EN5 - EN6
	Energy generated – share of biogas	%	1.4%	1.5%		0.0%	0.0%	-	-	6.8%	44.3%	1	EN5 - EN6
	Energy generated – share of the incineration of the biodegradable part of waste	%	1.8%	1.9%		0.0%	0.0%	-	-	5.0%	55.7%	1	EN5 - EN6
	Energy recovered from waste treatment					-	-	-	-	65.2	**3,690.9**		
■■	Electricity sold (incineration. CET and STEP)	GWheq	3,457.6	3,756.1	99.44%	-	-	-	-	234.9	1,997.3	1	EN6
■■	Heat sold (incineration. CET and STEP)	GWhth	1,651.6	2,232.3	99.39%	17,625.5	490,905.3	3,546.0	2,731.8	41,103.4	3,678.5	1	EN6
■■	**Primary energy consumption – Total**	**GWh**	403,092.1	559,590.4	**99.91%**	**0.0%**	**36.1%**	**0.0%**	**0.0%**	**4.6%**	**0.0%**	**1**	**EN3**
	Share of coal/lignite	%	24.5%	32.0%		78.9%	58.4%	90.6%	99.7%	82.6%	11.6%	1	EN3
	Share of natural gas	%	66.8%	62.0%		0.0%	1.3%	20.0%	0.3%	7.5%	-26.3%	1	EN3
	Share of fuel oil (heavy and light)	%	2.6%	2.3%		21.1%	1.0%	0.0%	0.0%	0.2%	16.2%	1	EN3
	Share of substitute fuels	%	3.1%	1.7%		0.0%	3.0%	0.0%	0.0%	4.5%	0.0%	1	EN3
	Share of biomass	%	4.1%	2.9%		0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	1	EN3
	Share of waste (excluding biomass)	%	0.1%	0.043%		0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	1	EN3
	Share of other fuels	%	0.2%	0.2%		-	1,533.8	407.2	520.8	427.4	4,729.8	1	EN3
■■	**Electricity consumption – Total (self-consumption excluded)**	**GWh**	6,520.4	7,619.0	**99.96%**	**51.1%**	**41.3%**	**13.0%**	**-**	**45.4%**	-	**1**	**EN3**
■■	**Energy efficiency of fossil fuel power plants (including biomass)**	**%**	43.9%	41.9%	99.33%	43.9%	29.1%	-	42.6%	-	49.3%	1	EN5 - EN6
	Total GHG emissions	**t eq CO_2**	111,410,448.8	156,924,178.9	**96.08%**	**5,920,452.5**	**132,400,651.0**	**2,104,288.9**	**1,581,122.4**	**8,893,157.3**	**6,024,506.8**	**1**	**EN16**
■■	**Total GHG emissions (excluding tertiary emissions)**	**t eq CO_2**	109,324,454.3	156,899,254.0	**96.75%**	**5,919,252.5**	**132,393,095.1**	**2,103,502.7**	**1,565,739.6**	**8,893,157.3**	**6,024,506.8**	**1**	**EN16**
	GHG emissions per unit of activity – Energy generation [6]	kg eq CO_2/MWh	351.4	417.0		264.5	424.3	1,614.4	-	415.5	722.4	1	EN16
	GHG emissions per unit of activity – Exploration, Production of gas [3]	kg eq CO_2/MWh	7.1	4.7		-	10.2	4.7	-	-	-	1	EN16
	GHG emissions per unit of activity – Gas storage [4]	kg eq CO_2/MWh	1.2	1.2		-	1.5	-	1.1	-	-	1	EN16
	GHG emissions per unit of activity – Gas transportation (excluding LNG vessels) [4]	kg eq CO_2/MWh	0.9	1.9		-	2.8	-	0.8	-	-	1	EN16
	GHG emissions per unit of activity – LNG terminals [4]	kg eq CO_2/MWh	1.5	1.6		-	6.0	-	0.3	-	-	1	EN16
	GHG emissions per unit of activity – Gas distribution [5]	kg eq CO_2/MWh	3.7	1.0		-	0.4	-	2.6	-	-	1	EN16
	GHG emissions per unit of activity – Incineration [7]	kg eq CO_2/T	386.1	393.3		-	-	-	-	-	393.3	1	EN16
	GHG emissions – Vehicle fleet	t eq CO_2	846,844.5	883,743.9	95.25%	19,640.7	24,085.0	32,086.1	18,397.8	168,144.7	621,389.7	1	EN16
■	**Total NOx emissions**	**t**	106,514.7	170,186.3	**99.54%**	**1,380.2**	**142,034.6**	**4,872.9**	**670.1**	**16,556.9**	**4,671.6**	**1**	**EN20**
	NOx emissions per unit of activity - Energy generation [6]	g/MWheq	415.9	539.1		61.9	548.2	-	-	807.0	1,373.0	1	EN20
	NOx emissions per unit of activity – Exploration, Production of gas [3]	mg/MWh	7,029.2	15,348.7		-	5,650.3	15,366.9	-	-	-	1	EN20
	NOx emissions per unit of activity - Gas storage [4]	mg/MWh	2,807.3	2,009.2		-	761.0	-	2,141.4	-	-	1	EN20
	NOx emissions per unit of activity – Gas transportation (excluding LNG vessels) [4]	mg/MWh	707.3	1,032.4		-	2,715.9	-	427.5	-	-	1	EN20
	NOx emissions per unit of activity – LNG terminals [4]	mg/MWh	326.0	257.0		-	606.9	-	154.8	-	-	1	EN20
■	**Total SO_2 emissions**	**t**	184,924.0	196,563.5	**99.74%**	**834.1**	**189,500.7**	**1,081.9**	**9.8**	**4,700.2**	**436.8**	**1**	**EN20**
	SO_2 emissions per unit of activity – Energy generation [6]	g/MWheq	761.4	661.3		37.4	759.8	923.5	-	229.1	128.4	1	EN20
■	**TOTAL PARTICLE EMISSIONS**	**t**	7,923.8	13,276.2	**99.51%**	**86.9**	**12,556.8**	**99.0**	**-**	**477.3**	**56.2**	**1**	**EN20**

environmental indicators

■ Moderate assurance ■■ Reasonable assurance

Verified	Published indicators	Units	GDF SUEZ 2010	GDF SUEZ 2011	Coverage 2011	BEF 2011	BEEI 2011	B3G 2011	BI 2011	BES 2011	SE 2011	NRE ref.	GRI ref.
	Industrial and desalinated water											1	
	Total abstraction – Fresh water	Mm³		791.1	99.70%	4.6	775.0	0.1	0.2	11.3	-	1	
	Total abstraction – Excluding fresh water	Mm³		2,128.3	99.23%	-	2,098.9	24.5	4.8	-	-	1	
■	**Total consumption (11)**	**Mm³**	**71.0**	**44.0**	**99.60%**	**0.1**	**34.3**	**0.1**	**0.2**	**9.3**	**-**	**1**	**EN8**
	Cooling and heating water											1	
	Total abstraction – Fresh water	Mm³		6,329.1	99.70%	-	6,327.8	-	-	1.2	-	1	
	Total abstraction – Excluding fresh water	Mm³		7,332.6	99.23%	1,247.9	5,710.1	24.3	321.5	28.9	-	1	
■	**Total consumption (10) (11)**	**Mm³**	**110.3**	**192.2**	**99.60%**	**-**	**167.5**	**24.3**	**-**	**0.5**	**-**	**1**	**EN8**
■■	**Linear loss index**	**m³/km/day**	**12.9**	**14.2**	**98.05%**	**-**	**-**	**-**	**-**	**-**	**14.2**	**-**	**-**
■■	**Annual pollution load treated - metric tons DBO5/year**	**t**	**691,795.2**	**857,037.8**	**100.00%**	**-**	**-**	**-**	**-**	**914.0**	**856,123.8**	**2**	**EN26**
■	**Total quantity of non-hazardous waste and by-products discharged (including sludge)**	**t**	**6,843,677.0**	**7,685,509.1**	**99.74%**	**2,132.1**	**4,348,095.7**	**67,861.4**	**45,866.5**	**158,620.3**	**3,062,933.1**	**1**	**EN22**
	Fly ash, APC residues	t	3,131,016.5	2,960,837.7	100.00%	-	2,630,294.4	-	-	41,486.5	289,056.8	1	EN22
	Ash, clinker	t	2,328,439.2	2,592,226.7	100.00%	-	1,264,629.6	-	-	65,652.2	1,261,945.0	1	EN22
	Desulfurization by-products	t	278,721.3	292,995.6	100.00%	-	292,983.2	-	-	12.4	-	1	EN22
	Sludge (purification and drinking water production plants)	t	842,839.7	1,174,672.1	98.53%	-	-	-	-	2,256.0	1,172,416.1	1	EN22
■	**Total quantity of non-hazardous waste and by-products recovered (including sludge)**	**t**	**5,406,841.5**	**5,783,807.3**	**98.93%**	**3,223.7**	**3,917,559.4**	**47,691.3**	**28,684.4**	**115,542.9**	**1,671,105.7**	**1**	**EN22**
■■	**Total quantity of hazardous waste & by-products discharged (excluding radioactive waste)**	**t**	**556,441.3**	**764,276.0**	**99.77%**	**699.7**	**277,035.3**	**42,289.2**	**13,591.9**	**29,391.3**	**401,268.6**	**1**	**EN22**
■■	**Total quantity of hazardous waste & by-products recovered (excluding radioactive waste)**	**t**	**17,307.7**	**39,776.5**	**99.70%**	**286.1**	**9,709.2**	**21,625.8**	**1,746.8**	**6,408.7**	**-**	**1**	**EN22**
	Tonnage of waste recovered (energy and materials)/ Metric tons of waste treated	**%**	**41.1%**	**47.7%**	**99.65%**	**-**	**-**	**-**	**-**	**25.6%**	**47.7%**	**1-2**	**EN6**
	CET - Energy sold (biogas)/waste for landfill	**kWh/t**	**46.8**	**54.3**	**100.00%**	**-**	**-**	**-**	**-**	**-**	**54.3**	**1-2**	**EN6**
	Incineration - Energy sold/waste incinerated with energy recovery	**kWh/t**	**414.2**	**411.9**	**100.00%**	**-**	**-**	**-**	**-**	**30,560.1**	**396.3**	**1-2**	**EN6**
	Quantity of leachates collected	**m³**	**3,786,068.0**	**3,729,263.1**	**100.00%**	**-**	**-**	**-**	**-**	**-**	**3,729,263.1**	**1**	**EN22**
■	**Quantity of leachates treated (externally or internally)**	**m³**	**3,786,068.0**	**3,729,263.1**	**100.00%**	**-**	**-**	**-**	**-**	**-**	**3,729,263.1**	**1**	**EN22**
	Sanitation - Sludge recovered / STEP sludge production (9)	**%**	**0.45**	**0.54**	**99.10%**	**-**	**-**	**-**	**-**	**1.00**	**0.53**	**1-2**	**EN22**
	Radioactive gas emissions (1)											**1**	**EN24**
	Rare gases	TBq	5.1	40.96	100.00%	-	41.0	-	-	-	-	1	-
	Iodines	GBq	0.1	0.13	100.00%	-	0.1	-	-	-	-	1	-
	Aerosols	GBq	0.0	0.14	100.00%	-	0.1	-	-	-	-	1	-
	Radioactive nuclear waste	**m³**	**275.3**	**338.3**	**100.00%**	**-**	**338.3**	**-**	**-**	**-**	**-**	**1**	**-**
	Radioactive liquid waste – Beta and gamma emitters	**GBq**	**10.1**	**21.49**	**100.00%**	**-**	**21.5**	**-**	**-**	**-**	**-**	**1**	**-**
	Radioactive liquid waste – Tritium	**TBq**	**102.6**	**88.42**	**100.00%**	**-**	**88.4**	**-**	**-**	**-**	**-**	**1**	**-**
	Share of "green" trucks in fleet	**%**	**97.6**	**89.8**	**96.93%**	**-**	**-**	**-**	**-**	**-**	**0.903**	**1**	**EN29**
	Share of "alternative fuel" trucks in fleet	**%**	**4.33**	**4.80**	**96.93%**	**-**	**-**	**-**	**-**	**-**	**0.049**	**1**	**EN29**

(1) The Belgian nuclear authority (Agence Fédérale de Contrôle Nucléaire – AFCN) issued a new directive on the declaration of radioactive waste. This new procedure was adopted in 2011 at the Doel nuclear plant, which explains the main changes between the data for 2010 and 2011. Further changes are expected in 2012 when the Tihange nuclear plant also applies this new procedure.
(2) The revenues are calculated from the share of activities covered in each business multiplied by the consolidated revenues by business.
(3) Ratios calculated on the basis of energy production (natural gas and oil).
(4) Transport/storage/terminal ratios on the basis of m³ transported/injected and withdrawn by the quantities stored/regasified, and the caloric value of gas (kWh/m³).
(5) Ratios calculated on the basis of quantities of gas distributed corrected for climate variations (for France, representing 0.4% of the quantities of gas distributed).
(6) Ratios calculated on the basis of the quantity of electric and thermal energy generated.
(7) Only the incineration activities of SUEZ Environnement are taken into account.
(8) Water reused/Water abstracted.
(9) Only the sludge from SUEZ Environnement activities is taken into account.
(10) The total water consumption of SUEZ Environnement, covering all types of water, is not included in this total and amounts to 9,032,677.65 m³. (see point 12 of the 'note on procedure' section).
(11) In 2011, GDF SUEZ instituted a new procedure to measure its impacts on water resources. As a result, comparison with the 2010 data is no longer relevant (see point 3 in the 'note on procedure' section).
(12) In consolidation: Operational data are consolidated for financial reporting at 100%; environmental reporting meets the financial consolidation and applies the concept of technical operational control.
In scope: the environmental reporting integrates thermal equivalence as well as the SUEZ Environnement incinerators and pumping stations unlike the operational reporting published with the financial results.

* Coverage:
- For a sum, calculations are based on the primary indicators composing it.
- For a ratio, the lowest rate between numerator and denominator is used.

Units of measurement

- **% rev.** = percentage of revenues
- **No.** = number
- **W** = watt = unit of measurement for power or energy per unit of time = 1 joule/second
- **Wh** = watt hour = unit of measurement for energy developed by a capacity of 1 W for 1 hour = 3,600 joules
- **We** = electric watt / Whe = electric watt hour = unit of measurement of power and electrical energy
- **Wth** = thermal watt / Whth = thermal watt hour = unit of measurement of power and thermal energy
- **Weq** = watt equivalent = unit of measurement for electric and thermal power (For 2008, GDF SUEZ set the equivalence at 1 Whth = 0.44 Whe)
- **Wheq** = watt hour equivalent = unit of measurement for electric and thermal power (For 2008, GDF SUEZ set the equivalence at 1 Whth = 0.44 Whe)
- **Bq** = becquerel = radioactivity unit of measurement
- **t** = metric ton = 1,000 kilograms
- **t.eq.CO_2** = metric ton equivalent of CO_2 (1 T CH_4 = 21 t CO_2)
- **kg.eq.CO_2** = kilogram equivalent of CO_2 (1 kg CH_4 = 21 kg CO_2)
- **m³** = cubic meter
- **k** = kilo = 103
- **M** = mega = 106
- **G** = giga = 109
- **T** = tera = 1012

analysis of environmental data 2011

There are certain impediments to comparing the environmental indicators for 2010 and 2011. Unlike social domain, on which the integration of International Power in 2011 had a relatively marginal influence (about 2% in terms of workforce), in increasing the electrical power production assets of GDF SUEZ by about one third, the merger significantly increased the Group's environmental impacts.
Emissions of GHG thus increased mechanically from 111.4 to 156.9 Mteq, of NOx from 106.5 to 170.2 kt, of SO_2 from 184.9 to 196.6 kt and of particles from 7.9 kt to 13.3 kt.

But beyond the published figures – spanning more than 10 years – within the Group, the environmental indicators collected from its operating sites enable each GDF SUEZ entity to manage its environmental performance. They provide indications on the changing impacts of activities at these sites and help inform choices to establish actions to reduce these impacts. They also help judge the worth of previous actions undertaken.

Accordingly, each family of indicators is periodically reviewed in order to improve the definitions, calculation methods and appropriate level of detail. In 2011, two families were completely revised to take account of the Group's needs and the growing concerns of its stakeholders.

Biodiversity_

By the end of 2010, the biodiversity indicators collected to date were deemed insufficient to respond to future challenges. It was therefore decided to replace the two indicators used since 2008, the year of the merger between GDF and Suez, with four new indicators so that action plans could be defined for its sensitive sites in Europe by 2015 (cf. inset page 69).

Notices of these indicators were accompanied by information defining the various terms and detailing the procedure to identify the sites concerned so that coherent and consistent data could be collected.

Detailed feedback will be studied without waiting the usual two or three years for the full maturity of any new indicator. Already, we are learning from the information that has been collected:

- The Water and Waste businesses, by their nature, have long integrated biodiversity management and instituted action plans very early on to preserve or promote biodiversity at their sites.
- Businesses related to infrastructures, and particularly those related to natural gas distribution and transportation, have greater difficulty implementing their action plans than other industrial activities, due to the hundreds of miles of ducts and pipelines across different regions. Nevertheless, some exemplary operations (maintenance and planting of flora along the gas pipeline corridors in forests, for example) demonstrate that these businesses are taking the right approach.
- In energy production, nearly a third of sensitive sites have already initiated action plans to preserve or promote biodiversity, both in France and other countries where, very often, the regulations impose few or no constraints on industry in this area.


Wildlife - Brazil.

1	**Biodiversity analysis – Total number of sites**
2	**Biodiversity analysis – Number of sensitive sites / sites presenting a risk of impact on biodiversity**
3	**Biodiversity analysis – Number of sensitive sites in terms of biodiversity whose potential impact on species/habitat is covered by an action plan** This indicator applies to all sites identified as sensitive in the second indicator for which an action plan has been put in place to contain the biodiversity risk. The action plan is targeted and covers the preservation, conservation or restoration of the species/habitat(s) in the protected area or region considered as rich in neighborhood biodiversity.
4	**Biodiversity analysis – Number of sites, sensitive or not in terms of biodiversity, that have put in place a voluntary action plan to promote biodiversity** This indicator applies to all sites identified, sensitive or not, identified in the first indicator for which a voluntary action plan has been put in place to contain the biodiversity risk. This can include all action plans, except for those already counted in the third indicator.


PALYJA - Jakarta, flowers.

Water_

The Water indicators have been substantially revised this year to make them compliant with the GRI guidelines, to gain a better appreciation of the water footprint of the Group's activities and to provide a better response to external questionnaires: CDP water disclosure (communication of CDP information on water), CEO Water Mandate, etc.

By distinguishing between fresh water and salt water in accordance with the future ISO 14046 standard on the water footprint, three categories of use have been defined – cooling water, industrial process water, desalinated water – each category having four indicators representing a flow type – abstraction, waste, consumption, reuse.

A dedicated procedure guide has been produced for each category, supplemented by detailed illustrations. Here too, in-depth feedback from the businesses will be organized to collect the views of contributors to this new version of indicators.

The new version of the Water indicators has brought to light some double counting which has previously led GDF SUEZ to overestimate its consumption (e.g. industrial water reused as cooling water). We will be able to analyze these results in greater detail at the end of 2012 and identify appropriate improvement actions. ■

note on procedure for the social indicators 2011

1. Tools used_

Magnitude, a financial consolidation program, was used for social data for 2011.

This software product collects, processes, and reports data entered by local companies that are subsidiaries of the GDF SUEZ Group.

The financial consolidation method is attributed to each of these entities, including in the HR phase: full consolidation (FC), proportional consolidation (PC) and equity method (EM).

The social analyses in this report relate exclusively to fully consolidated entities, companies which GDF SUEZ controls in both capital and management terms, and do not take into account proportionately consolidated entities.

Once a company is fully consolidated in GDF SUEZ's financial statements, its social data are 100% integrated, regardless of the amount of the company's capital owned.

2. Scope of reporting_

A scope of reporting is attached to each indicator, corresponding to the coverage of the indicator as a percentage of the Group workforce (workforce of companies fully consolidated in the GDF SUEZ financial statements).

Some companies may not have sent their data, or there may be some inconsistencies in the data provided, in which case we will exclude the data in question from the scope of reporting.

In 2010, the social data of the Agbar group retroactively covered the full year based on the management scope of this group at the time it became fully consolidated.

3. Methods for the consolidation of indicators_

The quantitative social data in this report come from the Group's financial consolidation program. After collection, they were processed and consolidated according to clearly defined procedures and criteria.

Structural data, workforce flow, working conditions, training and safety data were consolidated by aggregation.

The following should be noted regarding the data published in this report:

GDF SUEZ Group data include the data from the six business lines, Corporate data and GDF SUEZ Trading data (for 2011).

1. The geographical breakdown of employees corresponds to that of the IFRS financial reporting scope. Although the companies in the Global Gas & LNG business line are located in Africa, they are considered part of Europe.

All employees of the Agbar Group are employed from Spain and therefore come under the European Union.

2. In the socio-professional breakdown, for greater consistency, administrative employees are recognized under "senior technicians and supervisors".

3. Although it is a core feature of business culture in France, the French concept of "cadres" (managers) is sometimes difficult to appreciate in other countries where GDF SUEZ is present. This can lead to a slight underestimation of the number of managers as some entities may only have counted their senior managers in this category.

4. The employee turnover indicator only takes into account dismissals and resignations.

It is calculated from yearly movements compared with the average staffing level.

Starting in 2011, all information concerning staff movements (recruitments, new permanent contracts, turnover, voluntary turnover) is calculated on a constant scope basis, i.e. the reporting entities included in the full consolidation scope at December 31, 2010 and still included in the full consolidation scope at December 31, 2011.

5. Given the timescales involved, data on training and hours worked is not always final and therefore reflects the most recent situation, including a forecast of workforce, training expenses and hours worked by year-end.

6. With respect to the number of people with disabilities, the figures cited represent the total number of persons with declared disabilities at the end of the period for the business line concerned.

These figures provide the best information possible on the integration of disabled workers in the companies of GDF SUEZ. We do not consider it relevant to provide a coverage scope for this indicator since some entities may not be in a position to collect it due to local regulatory constraints.

7. The days of absence per person indicator is calculated as follows: total number of hours of absence / 8 / average workforce. The convention used for the whole Group is 8 hours of work per day.

8. The indicator used for remuneration is the ratio of average gross wage for workers and technicians related to the national minimum wage per country. The average gross wage is obtained by plotting the annual gross wage to the average monthly FTE (full-time equivalent) workforce.

The ratio enables the relative level of average wages of full-time workers and technicians in the country to be assessed.

The percentage of reporting depends primarily on the existence and availability of a national minimum wage. Overall it is close to 80% but varies from 44% at the Global Gas & LNG business line (no minimum national wage in Germany) to 100%.
Note that the ratio is not calculated for Belgium at BEEI which has not declared workers and technicians. The data on the national minimum wage come from Eurostat. ■

social indicators

■ Moderate assurance ■■ Reasonable assurance for 2011

		NRE	GRI	Energy France BL 2011	Energy France BL 2010	Energy France BL 2009	Energy Europe & International BL 2011	Energy Europe & International BL 2010	Energy Europe & International BL 2009	Global Gas & LNG BL 2011	Global Gas & LNG BL 2010	Global Gas & LNG BL 2009	Infrastructures BL 2011	Infrastructures BL 2010	Infrastructures BL 2009	Energy Services BL 2011	Energy Services BL 2010	Energy Services BL 2009
EMPLOYMENT																		
Total workforce		1	LA1	10,824	11,033	10,787	26,797	25,002	24,279	2,222	2,452	2,310	17,803	17,500	17,341	77,203	75,872	76,766
Breakdown by geographic region	□□	1	LA1															
France		1	LA1	10,824	11,033	10,787	80	103	114	857	1,028	984	17,599	17,436	17,274	41,139	39,473	39,701
Belgium		1	LA1				7,064	7,215	7,603	20	23	20	0		0	10,477	10,426	10,278
Other European Union		1	LA1				9,960	10,646	10,915	1,149	1,216	1 162	204	64	67	19,237	19,809	20,387
Other European countries		1	LA1					0	0	177	167	139				2,772	2,797	2,927
Total Europe		1	LA1	10,824	11,033	10,787	17,104	17,964	18,632	2,203	2,434	2 305	17,803	17,500	17,341	73,625	72,505	73,293
North America		1	LA1				2,406	2,035	2,012		0	1		0	0	355	337	367
Latin America		1	LA1				3,324	3,263	2,259		4	3		0	0	871	784	868
Asia - Middle-East - Oceania		1	LA1				3,963	1,740	1,376	19	14	1		0	0	2,296	2,196	2,182
Africa		1	LA1					0	0			0		0	0	56	50	56
% of restitution				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Breakdown by socio-professional category		1	LA1															
Managers	■■	1	LA1	2,558	2,436	2,242	5,539	4,998	5,142	1,119	1,302	1,211	3,739	3,518	3,393	13,887	13,282	13,050
Non-managers	■■	1	LA1	8,266	8,597	8,545	21,258	20,004	19,137	1,103	1,150	1,099	14,064	13,982	13,948	63,316	62,590	63,716
% of managers				23.6%	22.1%	20.8%	20.7%	20.0%	21.2%	50.4%	53.1%	52.4%	21.0%	20.1%	19.6%	18.0%	17.5%	17.0%
% of non-managers				76.4%	77.9%	79.2%	79.3%	80.0%	78.8%	49.6%	46.9%	47.6%	79.0%	79.9%	80.4%	82.0%	82.5%	83.0%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Breakdown by type of contract		1	LA1															
Permanent		1	LA1	92.9%	93.4%	94.3%	96.8%	96.3%	96.0%	95.8%	95.0%	95.6%	95.1%	95.5%	96.0%	93.0%	93.5%	93.4%
Other		1	LA1	7.1%	6.6%	5.7%	3.2%	3.7%	4.0%	4.2%	5.0%	4.4%	4.9%	4.5%	4.0%	7.0%	6.5%	6.6%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Age pyramid of permanent employees	□	1	LA1															
< 25 years	■	1	LA1	4.4%	6.0%	6.2%	2.9%	3.0%	3.6%	0.6%	1.0%	1.9%	5.1%	4.9%	4.9%	4.5%	4.6%	5.1%
25-29 years	■	1	LA1	13.5%	14.3%	14.6%	12.1%	12.8%	13.6%	9.8%	11.1%	11.1%	10.3%	9.5%	9.0%	11.6%	11.8%	11.9%
30-34 years	■	1	LA1	15.7%	15.0%	14.9%	15.6%	15.9%	15.5%	16.0%	16.3%	16.2%	11.4%	11.1%	10.8%	13.4%	13.1%	12.8%
35-39 years	■	1	LA1	16.6%	16.5%	16.9%	15.2%	15.0%	15.0%	16.4%	17.0%	15.8%	12.7%	12.7%	12.0%	12.8%	13.2%	13.4%
40-44 years	■	1	LA1	14.8%	13.8%	13.0%	16.1%	15.9%	16.1%	14.0%	12.8%	11.9%	12.5%	12.2%	12.4%	15.0%	15.3%	15.5%
45-49 years	■	1	LA1	12.5%	12.6%	12.7%	13.3%	13.4%	13.6%	12.3%	12.1%	13.2%	15.1%	16.7%	18.8%	15.2%	15.0%	14.7%
50-54 years	■	1	LA1	13.4%	13.9%	13.8%	12.5%	12.9%	13.1%	14.1%	14.9%	16.0%	23.8%	24.6%	24.8%	13.4%	13.2%	13.2%
55-59 years	■	1	LA1	8.1%	7.0%	7.0%	9.1%	8.6%	8.0%	13.4%	11.8%	11.2%	8.5%	7.8%	6.8%	10.6%	10.5%	10.3%
60-64 years	■	1	LA1	1.0%	0.8%	0.7%	2.8%	2.2%	1.4%	3.3%	3.0%	2.6%	0.7%	0.5%	0.4%	3.2%	3.1%	2.9%
> 65 years	■	1	LA1	0.1%	0.0%	0.1%	0.4%	0.3%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.3%	0.3%	0.3%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women employees	□□	3	LA13	3,481	3,461	3,539	6,657	6,524	6,673	674	737	712	4,010	3,835	3,629	9,399	9,086	9,087
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Diversity and equal opportunities																		
Proportion of women in the workforce	■■	3	LA13	32.2%	31.4%	32.8%	24.8%	26.1%	27.5%	30.3%	30.1%	30.8%	22.5%	21.9%	20.9%	12.2%	12.0%	11.8%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management		3	LA13	29.2%	27.7%	26.5%	22.0%	22.7%	21.1%	29.5%	30.3%	31.4%	27.5%	26.9%	25.2%	14.3%	13.8%	13.2%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of work/study trainees in the workforce	■	1	LA1	3.6%	3.5%	3.4%	0.4%	0.4%	0.3%	1.5%	1.4%	1.7%	4.8%	4.3%	3.7%	2.9%	2.7%	2.8%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of employees with a disability		7		2.3%	1.9%	1.6%	0.5%	0.7%	0.6%	1.8%	1.6%	1.3%	2.7%	2.2%	2.1%	1.9%	1.6%	1.5%
% of employees < 25 years in permanent hires	■	1		23.1%	19.9%	24.7%	19.2%	20.7%	21.4%	4.6%	6.5%	7.9%	35.3%	38.8%	33.3%	20.9%	23.8%	23.0%
% of employees > 50 years in permanent hires	■	1		5.0%	3.3%	4.8%	5.3%	4.1%	2.9%	8.6%	7.4%	11.2%	4.1%	5.0%	4.1%	9.1%	9.6%	8.9%
Staff and job movement																		
Number of permanent hires (at constant scope)	■	1	LA2	676	603	632	1 462	1 404	1 912	151	230	241	1,015	727	658	7,087	5,684	5,407
Number of fixed-term hires (at constant scope)	■	1	LA2	691	646	622	651	563	662	47	76	63	611	510	494	4,968	4,340	4,084
Hiring rate	■	1	LA2	12.6%	11.4%	13.7%	9.1%	8.4%	10.4%	8.8%	13.3%	15.0%	9.3%	7.1%	6.7%	15.9%	13.2%	12.7%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Rate of hiring on permanent contract	■	1	LA2	49.5%	48.8%	55.7%	69.2%	71.8%	73.9%	76.3%	76.2%	78.3%	62.4%	58.8%	57.1%	58.8%	56.7%	57.1%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Turnover	■	1	LA2	6.6%	5.1%	6.0%	6.3%	5.4%	9.8%	4.1%	3.3%	2.5%	1.4%	0.8%	0.4%	8.0%	7.3%	6.3%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Voluntary turnover	■	1	LA2	4.1%	3.7%	4.2%	3.7%	2.8%	2.3%	3.6%	2.7%	2.1%	1.3%	0.7%	0.2%	4.6%	3.8%	3.6%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Professional development																		
% of workforce trained	■■	6	LA10	75.3%	58.5%	73.5%	80.5%	83.8%	77.4%	79.8%	90.7%	82.0%	81.9%	77.6%	66.7%	58.5%	64.3%	59.6%
% of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.47%	99.69%	100.00%	86.56%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
% of women in workforce trained		6	LA10	32.12%	34.9%	33.6%	24.1%	25.2%	27.9%	28.7%	30.2%	31.0%	18.2%	17.9%	16.8%	10.1%	10.3%	10.6%
% of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.47%	99.69%	100.00%	86.56%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
% of managers and non-managers in workforce trained:		6	LA10															
- Managers		6	LA10	24.2%	23.9%	21.2%	19.5%	20.0%	21.0%	50.5%	55.2%	57.8%	18.6%	17.9%	18.2%	18.1%	18.1%	16.8%
- Non-managers		6	LA10	75.8%	76.1%	78.8%	80.5%	80.0%	79.0%	49.5%	44.8%	42.2%	81.4%	82.1%	81.9%	81.9%	81.9%	83.2%
- % of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.47%	99.69%	100.00%	86.56%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
Total number of hours of training	■	6	LA10	276,197	250,984	261,744	1,069,302	940,181	1,006,246	62,656	75,150	31,092	486,772	480,457	438,515	1,237,705	1,104,437	1,181,197
% of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.04%	99.69%	100.00%	52.69%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
Hours of training by topic:		6	LA10															
- Business techniques				46.8%	52.7%	58.3%	48.8%	49.4%	45.9%	49.0%	27.0%	22.6%	52.6%	52.8%	52.4%	47.4%	45.9%	47.5%
- Quality, safety, environment				16.6%	17.6%	15.3%	18.1%	19.7%	15.2%	26.4%	22.5%	4.7%	22.2%	23.7%	24.2%	31.8%	34.6%	31.8%
- Languages				3.6%	3.2%	2.3%	8.5%	12.0%	12.3%	10.6%	19.1%	23.9%	2.6%	1.7%	1.6%	3.5%	2.9%	3.4%
- Other				33.0%	26.5%	24.2%	24.7%	18.9%	26.6%	13.9%	31.5%	48.9%	22.7%	21.9%	21.8%	17.3%	16.5%	17.4%
- % of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.04%	99.69%	100.00%	52.69%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
Number of hours of training per person trained	■	6	LA10	34	39	33	49	55	54	35	34	20	34	36	38	28	26	29
% of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.04%	99.69%	100.00%	52.69%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
Number of hours of training per woman trained		6	LA10	35	30	27	46	43	55	38	29	27	28	29	30	27	26	29
% of reporting				98.12%	100.00%	100.00%	98.34%	81.92%	94.04%	99.69%	100.00%	52.69%	100.00%	100.00%	99.99%	99.08%	86.02%	88.80%
Training expenses per hour of training (A)		6	LA10	38	36	44	22	21	18	79	78	111	56	51	42	30	26	26
% of reporting				97.58%	100.00%	100.00%	98.34%	81.92%	91.55%	99.69%	100.00%	52.69%	100.00%	100.00%	99.99%	99.08%	85.67%	88.80%
Training expenses per person trained (A)		6	LA10	1,321	1,407	1,480	1,070	1,135	958	2,755	2,677	2,193	1,888	1,827	1,603	834	687	744
% of reporting				97.58%	100.00%	100.00%	98.34%	81.92%	91.55%	99.69%	100.00%	70.96%	100.00%	100.00%	99.99%	99.08%	85.67%	88.80%
Work conditions		2	LA7															
Days of absence per person	■	2	LA7	18	16	19	12	11	11	15	10	15	19	20	21	12	12	12
% of reporting				98.63%	100.00%	100.00%	100.00%	100.00%	99.98%	100.00%	100.00%	99.21%	100.00%	100.00%	99.99%	100.00%	100.00%	100.00%
Overtime		2	LA7	0.8%	0.8%	1.2%	4.1%	3.5%	3.0%	1.0%	2.5%	2.2%	2.5%	2.5%	2.4%	2.7%	2.9%	2.8%
% of reporting				98.63%	100.00%	100.00%	100.00%	100.00%	99.98%	100.00%	100.00%	99.21%	100.00%	100.00%	99.88%	100.00%	100.00%	99.99%
Remuneration																		
Average worker/technician wage compared to national minimum wage in 2011			Annual average national minimum wage in 2011 in €															
France			16 380	1.51									1.72			1.45		
Belgium			16 983													1.95		
Spain			8 980				3.88									3.09		
Netherlands			17 093				2.72			3.90						2.45		
United Kingdom			13 662				2.14						2.89			2.11		
Luxembourg			21 091													1.65		
Romania			1 886				5.33									3.09		
Poland			4 184				3.50									3.22		
Czech Republic			3 831													3.66		
Hungary			3 368				3.76									3.45		
Slovakia			3 804													2.37		
Portugal			6 790				5.13									2.94		
Greece			10 354													2.26		
Slovenia			8 977															
Turkey			4 619				4.71											
United States			11 286				6.42											
% of reporting				95.99%			61.56%			43.77%			99.62%			83.02%		

social indicators

■ Moderate assurance ■■ Reasonable assurance for 2011

		NRE	GRI	Environment BL 2011	Environment BL 2010	Environment BL 2009	GDF SUEZ Group* 2011	GDF SUEZ Group* 2010	GDF SUEZ Group* 2009
EMPLOYMENT									
Total workforce		1	LA1	80,410	79,554	65,895	218,873	214,808	200,644
Breakdown by geographic region	□□	1	LA1						
France		1	LA1	34,982	34,792	32,398	108,319	106,603	103,965
Belgium		1	LA1	2,121	2,092	2,050	20,447	20,409	20,510
Other European Union		1	LA1	28,935	30,104	19,167	59,496	61,843	51,698
Other European countries		1	LA1	85	81	78	3,034	3,045	3,144
Total Europe		1	LA1	66,123	67,069	53,693	191,296	191,900	179,317
North America		1	LA1	3,362	3,347	3,281	6,123	5,719	5,661
Latin America		1	LA1	272	252	269	4,467	4,303	3,399
Asia - Middle-East - Oceania		1	LA1	5,459	4,892	4,582	11,737	8,842	8,141
Africa		1	LA1	5,194	3,994	4,070	5,250	4,044	4,126
% of restitution				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Breakdown by socio-professional category		1	LA1						
Managers	■■	1	LA1	11,181	10,665	8,649	40,673	38,562	35,826
Non-managers	■■	1	LA1	69,229	68,889	57,246	178,200	176,246	164,818
% of managers				13.9%	13.4%	13.1%	18.6%	18.0%	17.9%
% of non-managers				86.1%	86.6%	86.9%	81.4%	82.0%	82.1%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Breakdown by type of contract		1	LA1						
Permanent		1	LA1	91.4%	91.3%	92.3%	93.1%	93.2%	93.7%
Other		1	LA1	8.6%	8.7%	7.7%	6.9%	6.8%	6.3%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Age pyramid of permanent employees	□	1	LA1						
< 25 years	■	1	LA1	3.0%	3.1%	3.6%	3.7%	3.9%	4.4%
25-29 years	■	1	LA1	9.1%	9.4%	9.6%	10.7%	11.0%	11.2%
30-34 years	■	1	LA1	12.7%	12.3%	11.7%	13.5%	13.1%	12.8%
35-39 years	■	1	LA1	14.6%	15.0%	15.2%	14.0%	14.2%	14.3%
40-44 years	■	1	LA1	16.3%	16.7%	16.9%	15.4%	15.5%	15.5%
45-49 years	■	1	LA1	16.8%	16.6%	16.5%	15.3%	15.3%	15.4%
50-54 years	■	1	LA1	13.9%	13.7%	13.6%	14.4%	14.4%	14.5%
55-59 years	■	1	LA1	9.9%	9.6%	9.3%	9.9%	9.5%	9.2%
60-64 years	■	1	LA1	3.2%	3.2%	3.2%	2.9%	2.7%	2.5%
> 65 years	■	1	LA1	0.5%	0.5%	0.5%	0.3%	0.3%	0.3%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women employees	□□	3	LA13	15,939	15,450	12,190	41,732	40,578	37,297
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Diversity and equal opportunities									
Proportion of women in the workforce	■■	3	LA13	19.8%	19.4%	18.5%	19.1%	18.9%	18.6%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management		3	LA13	26.5%	25.6%	24.2%	22.6%	22.1%	20.9%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of work/study trainees in the workforce	■	1	LA1	1.7%	1.4%	1.6%	2.3%	2.1%	2.2%
% of reporting				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of employees with a disability		7		1.7%	1.5%	1.5%	1.7%	1.5%	1.5%
% of employees < 25 years in permanent hires	■	1		15.5%	15.5%	17.2%	19.3%	20.6%	21.1%
% of employees > 50 years in permanent hires	■	1		10.9%	13.2%	11.0%	9.0%	9.7%	8.3%
Staff and job movement									
Number of permanent hires (at constant scope)	■	1	LA2	6,728	5,086	4,490	17,261	13,909	13,562
Number of fixed-term hires (at constant scope)	■	1	LA2	10,568	8,962	5,478	17,626	15,164	11,484
Hiring rate	■	1	LA2	21.6%	20.6%	15.7%	16.4%	14.7%	12.9%
% of reporting				100.00%	100.00%	98.43%	100.00%	100.00%	99.48%
Rate of hiring on permanent contract	■	1	LA2	38.9%	36.4%	46.1%	49.5%	47.4%	54.9%
% of reporting				100.00%	100.00%	98.43%	100.00%	100.00%	99.48%
Turnover	■	1	LA2	6.7%	6.5%	7.4%	6.6%	6.0%	6.5%
% of reporting				100.00%	100.00%	98.43%	100.00%	100.00%	99.48%
Voluntary turnover	■	1	LA2	3.6%	3.0%	3.3%	3.7%	3.1%	3.1%
% of reporting				100.00%	100.00%	98.43%	100.00%	100.00%	99.48%
Professional development									
% of workforce trained	■■	6	LA10	69.4%	61.2%	59.7%	68.2%	66.3%	63.5%
% of reporting				100.00%	98.15%	98.02%	99.32%	92.14%	94.23%
% of women in workforce trained		6	LA10	18.0%	19.1%	18.7%	17.8%	18.3%	18.8%
% of reporting				100.00%	98.15%	98.02%	99.32%	92.14%	94.23%
% of managers and non-managers in workforce trained:		6	LA10						
- Managers		6	LA10	15.1%	15.0%	15.1%	18.7%	18.9%	18.6%
- Non-managers		6	LA10	84.9%	85.0%	84.9%	81.3%	81.1%	81.4%
- % of reporting				100.00%	98.15%	98.02%	99.32%	92.14%	94.23%
Total number of hours of training	■	6	LA10	1,364,624	1,126,976	900,174	4,577,388	4,043,876	3,886,320
% of reporting				100.00%	90.56%	98.02%	99.32%	92.14%	93.80%
Hours of training by topic:		6	LA10						
- Business techniques				24.6%	28.4%	30.6%	42.2%	43.3%	43.5%
- Quality, safety, environment				40.4%	36.6%	41.7%	28.6%	28.6%	27.2%
- Languages				5.4%	5.2%	4.1%	5.3%	5.9%	6.0%
- Other				29.7%	29.8%	23.6%	24.0%	22.2%	23.3%
- % of reporting				100.00%	90.56%	98.02%	99.32%	92.14%	93.80%
Number of hours of training per person trained	■	6	LA10	24	26	23	31	32	32
% of reporting				100.00%	90.56%	98.02%	99.32%	89.35%	93.80%
Number of hours of training per woman trained		6	LA10	26	25	26	32	30	34
% of reporting				100.00%	90.56%	98.02%	99.32%	89.35%	93.80%
Training expenses per hour of training (A)		6	LA10	22	22	25	NS	NS	NS
% of reporting				100.00%	90.56%	97.98%			
Training expenses per person trained (A)		6	LA10	550	532	579	NS	NS	NS
% of reporting				100.00%	98.15%	97.98%			
Work conditions		2	LA7						
Days of absence per person	■	2	LA7	12	12	12	NS	NS	NS
% of reporting				100.00%	100.00%	100.00%			
Overtime		2	LA7	4.3%	4.4%	4.9%	NS	NS	NS
% of reporting				100.00%	100.00%	100.00%			
Remuneration									
Average worker/technician wage compared to national minimum wage in 2011		**Annual average national minimum wage in 2011 in €**							
France		16 380		1.59			NS		
Belgium		16 983		1.51					
Spain		8 980		2.69					
Netherlands		17 093		2.05					
United Kingdom		13 662		2.08					
Luxembourg		21 091		1.55					
Romania		1 886		4.46					
Poland		4 184		1.92					
Czech Republic		3 831		2.27					
Hungary		3 368							
Slovakia		3 804		2.16					
Portugal		6 790		1.92					
Greece		10 354							
Slovenia		8 977		3.00					
Turkey		4 619		1.71					
United States		11 286		4.77					
% of reporting				77.12%					

*GDF SUEZ Group comprises six business lines, Corporate and GDF SUEZ Trading.

analysis of social data 2011

At December 31, 2011, the Group's workforce numbered 218,873 employees, an increase of 4,065 employees, or 1.89%.

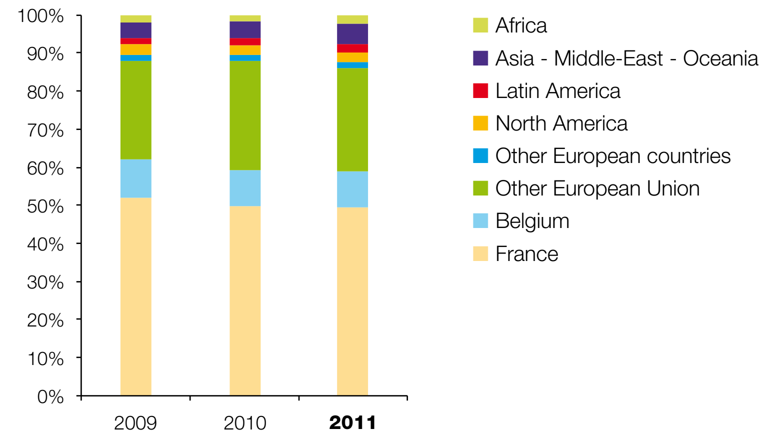
A key event in 2011 was the Group's integration of the International Power Group, representing 3,168 employees at the end of December 2011, spread across 34 entities, based in 13 countries mainly in Asia, the Middle East, Oceania and Europe.

In 2011, three geographic areas became more important for the Group:

- Asia, the Middle East and Oceania grew by 32.7% compared with 2010, which is an increase of 2,895 employees due to International Power in Australia, the Middle East, Pakistan, and Indonesia, and the expansion of the Group's activities in Bahrain and Australia (Sita Australia).
- Africa grew by 29.8% compared with 2010, an increase of 1,206 employees due to the integration of Sita Maroc in the consolidation scope and expansion of the Sita El Beida activity.
- North America grew by 7.1%, an increase of 404 employees due to the activities of International Power in the United States and growth in the Group's activity in Canada (with SE North America Canada). ■

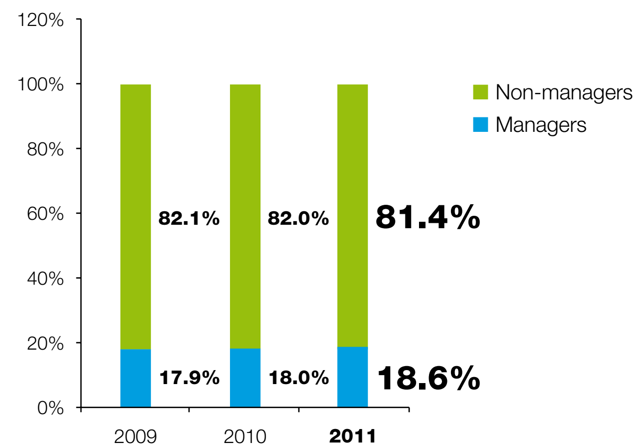
Group employees

Europe accounts for 87.4% of the Group's employees, with France and Belgium having 59% of the Group's workforce.



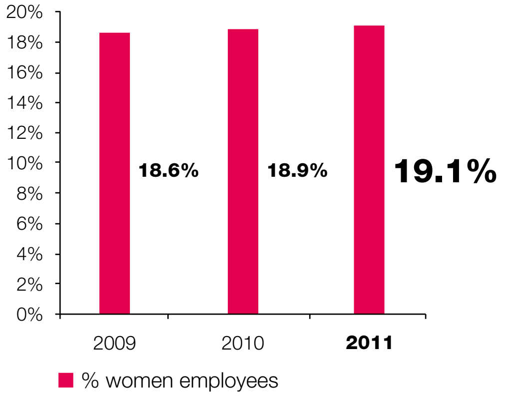
Structure of Group employees

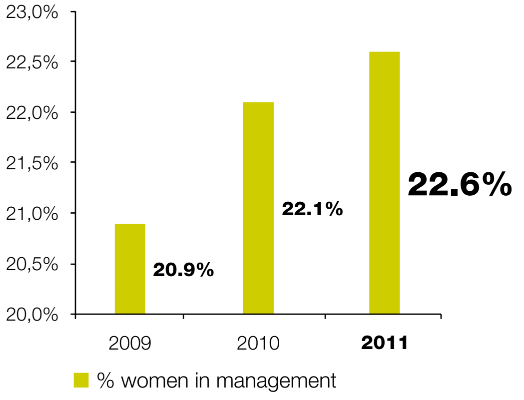
In terms of the structure of the Group's employees, the increasingly technical nature of the business was manifested by a higher proportion of managers: 18.6% in 2011 (versus 18% in 2010) and senior technicians and supervisors: 33.8% in 2011 (versus 32.9% in 2010).



Proportion of women

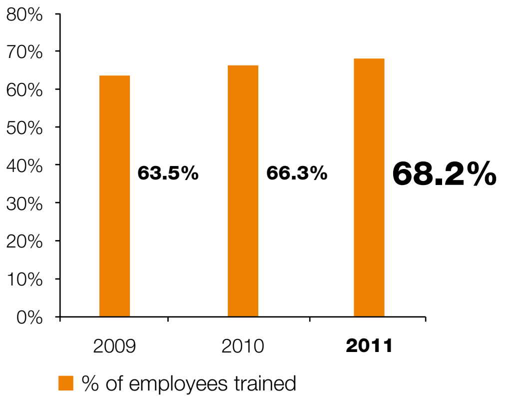
The proportion of women in the Group is increasing, across the entire workforce and in management. Women represented 19.1% of the workforce, an increase of 0.2 percentage points, and 22.6% of management, an increase of 0.5 percentage point, boosted by the Group's gender equality policy. Over 7,600 women were hired in 2011, representing 22% of the Group's new hires (up 1 percentage point over 2010).

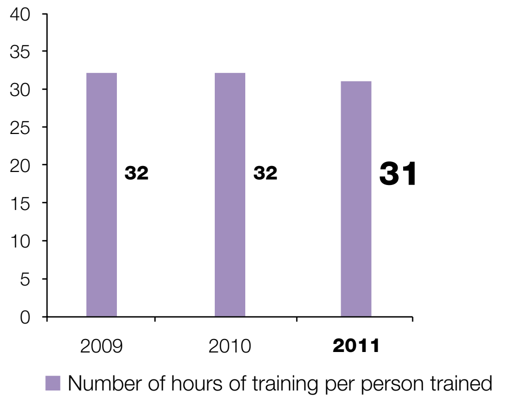




Training

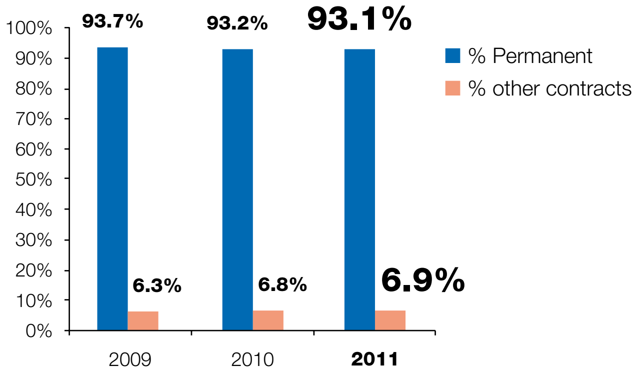
More training was provided than in 2010, with 68.2% of the Group's workforce taking training, representing over 4.5 million hours of training and, on average, 31 hours of training per person trained. The collection of data on training was also improved in 2011.





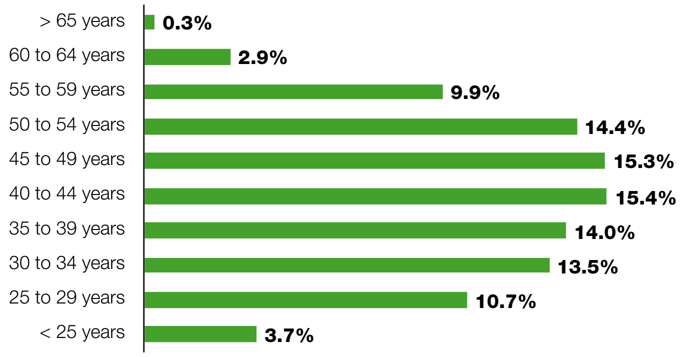
Type of contracts

93.1% of Group employees had permanent contracts in 2011, which is down 0.1 percentage point due to the expansion of work-study programs: 2.3% of employees were on a work-study contract in 2011 *versus* 2.1% in 2010.



Age pyramid

The average age in the Group is 42, the over-55s representing 13% of the workforce on fixed-term contracts, and the 60-64 age group 2.9%, which does not suggest any mass-scale departures from the Group due to retirement over the short term.
This age pyramid, coupled with a moderate voluntary turnover rate (3.7%), a dynamic training policy (68.2% of employees trained in 2011) and specific management for the "experts" population, enables the Group to integrate competences into a long perspective.



2011 health & safety indicators procedure

The POG 01 health & safety reporting reference specifies the definition of the indicators and the scope and procedure for reporting, audit and consolidation.
The scope of health & safety reporting is fully consolidated companies, i.e. companies controlled by GDF SUEZ in terms of capital and management.
It should be noted that the Environment and Energy France business lines include data in their reporting for entities acquired for three years after their consolidation in the Group; this results in a slight difference in scope of the workforce covered by the two sets of reporting.
For several years, the Statutory Auditors have audited the reliability of the safety indicators. This ensures that, after collection, the health & safety data are audited and consolidated according to clearly defined procedures and criteria.
They have not detected any material anomaly that could call into question the reliability of the data.
In 2011 for the first time, the Statutory Auditors also conducted an initial review of the consolidation of a health indicator, the number of new cases of occupational illness. ■

■ Moderate assurance ■■ Reasonable assurance

	Energy France BL			Energy Europe & International BL			Global Gas & LNG BL			Infrastructures BL			Energy Services BL			Environment BL			GDF SUEZ		
	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009
SAFETY AT WORK*																					
Number of fatal accidents (employees) ■	0	1	0	0	0	2	0	0	0	1	3	2	3	1	3	4	5	4	8	10	11
Frequency rate ■	10.7	12.7	14.3	1.5	1.6	2.2	0.8	1.0	2.3	3.4	4.4	3.4	7.4	7.9	8.7	14.1	16.3	15.4	8.6	9.7	9.7
Severity rate (under French reporting criteria) ■	0.44	0.52	0.46	0.05	0.07	0.08	0.02	0.01	0.09	0.14	0.09	0.2	0.36	0.38	0.39	0.66	0.68	0.64	0.40	0.42	0.41
Severity rate (under ILO reporting criteria)	0.30	0.36		0.04	0.05		0.02	0.01		0.13	0.08		0.19	0.23		0.40	0.43		0.24	0.26	0.25
% of reporting	100%	100%	100%	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		100%	100%		99%	100%	100%

results in 2011

The health and safety results for Group employees continued to improve. The frequency rate, 8.6 at the end of 2011, has been cut by over half since 2004, when it stood at 18.1. This frequency rate is in line with the Group's objective at the end of 2011 (of below 8.6). The severity rate, 0.40 at the end of 2011, has been cut by nearly one third since 2004(1), when it was 0.62, and the mortality rate from an accident at work for Group employees (number of deaths from an accident at work / 100,000,000 hours worked) also improved, from 4.3 in 2004 to 2.4 in 2011.
The Group's progress in 2011 is the result of improvements at all the business lines, and particularly at Energy France, Energy Europe & International and Energy Services, which have more than halved their accident frequency since 2006.

The frequency rate achieved by the Group in each of its businesses in 2010 came within the first level of frequency rate classification for comparable companies (source: internal benchmark created from published data for 2010).

The frequency rate for accidents at work among temporary employees also improved, dropping from 21.8 in 2007 to **18.5** in 2011.

This improvement is not applicable to the number of deaths by fatal accident of external service providers and temporary staff (15 in 2011 *versus* 13 in 2006).

The health and safety results are closely monitored by the Executive Committee and the Board of Directors. They are relayed via the subsidiary's newsletter and the Group intranet and are also included in a quarterly letter from the Executive Board to Senior Managers. ■

(1) In this section, all figures prior to July 2008, the date of the merger between the Gaz de France and Suez groups, are an aggregate of the separate data of Gaz de France and Suez.

Statutory Auditors' report on the review of selected environmental and social indicators

This opinion from the Statutory Auditors relates to the environmental and social data published in the 2011 Registration Document of GDF SUEZ. The page numbers quoted refer to that document and not to this brochure.

At the request of GDF SUEZ and in our capacity as the company's Statutory Auditors, we performed a review with the aim of providing assurance on the environmental and social indicators selected by GDF SUEZ and identified by the symbols ■ or ■■ in sections 3.3 and 3.4 of the Registration Document for 2011 and at Group level ("the Data").

The Data have been prepared under the responsibility of the GDF SUEZ Executive Board, in accordance with the internal reporting criteria composed of all procedures in the reporting system on:
• environmental data,
• social data,
and can be consulted at the Business Strategy and Sustainable Development Department (Environment, Climate), the HR Control Department and the Health, Safety and Management Systems Department, and are summarized in sections 3.3.8 and 3.4.3 of the Registration Document (hereinafter the "Reporting Criteria"). It is our responsibility, based on the work performed, to express a conclusion on the Data. The conclusions expressed below relate solely to the Data and not to the entire sustainable development report.

Nature and scope of the work_

We conducted our procedures in accordance with the applicable professional guidelines.

Moderate assurance

We conducted the following due diligence in order to provide moderate assurance that the selected Data(1), identified by the symbol ■, do not contain any material anomalies. A higher level of assurance would have required more extensive work. We have assessed the Reporting Criteria with respect to their relevance, reliability, objectivity, clarity and completeness.

- We have interviewed persons concerned by the application of the Reporting Criteria at the Sustainable Development Department (Environment, Climate), HR Control and the Health, Safety and Management Systems Department at the head office and at the business lines: Energy France (BEF), Energy Europe & International (BEEI), Global Gas & LNG (B3G), Infrastructures (BI), Energy Services (BES) and SUEZ Environnement (SE).
- For the environmental data, we selected 39 entities(2) on which we carried out the following due diligence: detailed reviews on 50 sites belonging to these entities, analytical procedures and consistency tests at 39 selected entities. For the social data, we performed our procedures at 30 selected entities(3).
- In addition, we carried out analytical reviews and consistency tests for 6 additional entities(4) for environmental reporting and 14 additional entities(5) for social reporting.
- We examined the calculations on a test basis, and verified the Data reporting at different consolidation levels.

Reasonable assurance

For the indicators(6) identified by the symbol ■■, the degree of precision applied to the measurement and the more extensive nature of our work than that previously described, particularly in terms of the number of tests performed, enable us to express reasonable assurance.

To assist us in conducting our work, we referred to the environment and sustainable development experts of our firms under the responsibility of Mr. Eric Duvaud for Ernst & Young, Mr. Eric Dugelay for Deloitte & Associés and Ms. Emmanuelle Rigaudias for Mazars.

Comments on the procedures_

We have the following comments with respect to the reporting process:

Environmental reporting

The reporting process underwent significant change in several respects in 2011, especially shorter deadlines for reporting the data and extending the scope of reporting to new entities (including those of International Power). In addition, the reporting criteria changed on the monitoring of water consumption in order to take better account of the Group's impact on water resources. The internal control system in place had to be strengthened at the business line level for all water consumption indicators, water loss per length of mains, and for the calculation of revenues for the management indicators (relevant revenues covered by EMAS certification and by ISO14001 certification).

Social reporting

The strengthening of the internal control system undertaken over recent years should be pursued for all the entities, particularly for the indicators for "percentage of workforce trained", "number of hours of training" and "lost work days" used for calculating the "occupational accident severity rate" indicator.

Conclusion_

Moderate assurance

We wish to express a qualification on the following Data:

- The "Total consumption of water for industrial process" contains some uncertainty due to the numerous anomalies related to changes in the indicator which have been identified and corrected within the BEEI entities covered in the course of our work.

On the basis of our work and subject to the foregoing qualification, we did not identify any material anomaly liable to call into question the fact that the Data marked with the symbol ■ have been established, in all significant aspects, in accordance with the above-mentioned Reporting Criteria.

Reasonable assurance

In our opinion, the Data marked by the symbol ■■ were prepared, in all material respects, in accordance with the above-mentioned Reporting Criteria. ■

Neuilly-sur-Seine and Paris-La Défense, March 6, 2012

The Statutory Auditors

DELOITTE & ASSOCIÉS	ERNST & YOUNG et Autres	MAZARS
Véronique Laurent Pascal Pincemin	Pascal Macioce Charles-Emmanuel Chosson	Isabelle Sapet Thierry Blanchetier

(1) The Data are as follows [The contribution to Group Data from the entities selected for our work is given in brackets. It takes into account the work conducted during site visits and also supplementary work carried out at the entities]: SO_2 emissions (76%); NOx emissions (73%); Total particle emissions (68%); Total consumption of water for industrial processes (including desalinated water) (34%); Consumption of cooling water (71%); Non-hazardous waste and by-products discharged (78%); Non-hazardous waste and by-products recovered (80%); Quantities of leachates treated (89%); Proportion of work-study employees in workforce (56%); Age pyramid (59%); % of employees under 25 years old in new permanent hires (61%); % of employees over 50 years old in new permanent hires (56%); Number of new permanent hires (on a constant consolidation basis) (55%); Number of new hires on fixed-term contracts (on a constant consolidation basis) (56%); Rate of new hires (55%); Rate of new hires on permanent contracts (55%); Turnover (ratio to number of resignations and dismissals) (53%); Voluntary turnover (ratio to number of resignations) (50%); Total number of hours of training (60%); Number of hours of training per person trained (60%); Days of absence per person (64%); Number of fatal accidents; Frequency rate of occupational accidents of Group staff (ratio to number of accidents with work stoppage) (58%); Severity rate of accidents at work (ratio to number of days of work stoppage (58%).

(2) BEEI: Electrabel SA (BU and Doel site), Electrabel Nederland (BU and Maxima site), Zandvliet Power, Tractebel Energia (BU, Jorge Lacerda site and consolidation review of hydroelectric power plants of Cana Brava, Salto Santiago, Salto Osorio, Itasa), SENA (BU and sites of Coleto Creek, Hays, Red Hills, Astoria Energy power plant), Glow (Glow Energy Phase 1& 2, Glow Energy CFB3; Glow Phase 4, Glow SPP1, Glow SPP2 & 3, Glow IPP), Sohar, Al Kamil, TNP (BU and Pluak Daeng), HHPC (Huay Ho), Saltend, Deeside, Rugeley, Turbogas, Voghera, Dunamenti, GDF Suez Energy Romania, GDF Suez Energia Polska SA, Loy Yang B, Pelican Point Power, Hazelwood; B3G: GDF Suez E&P (BU and consolidation review of GDF Suez E&P UK Ltd); BEF: DK6, CNR, SPEM; BI: GrDF (one site and consolidation review); BES: Electricité de Tahiti (BU et site de Punaruu), Cofely Espana (BU and Districtlima site), Cofely Sud Est (BU and SEVE site), Cofely Centre Ouest (BU and PSA Rennes site); SE: Agbar (BU and Aguas de Murcia site), Degrémont (BU and Gabal and Samra), United Water (BU and Burbank and Idaho sites), Lyonnaise des Eaux France (BU and Dunkirk site), Sita France (BU, SMECO Pontmain and K2 Les Aucrais sites and consolidation review of Centre Ouest Region), Sita UK (BU, Kirklees EFW and Jameson Road LF sites and consolidation review of Processing North West region), Sita Czech Republic (BU and Hanou LF site), Teris France (BU and SCORI Airvault site), Sita Treatment (BU and Wos Hautrage site).

(3) BEEI: Electrabel, Electrabel Nederland, Glow, SENA, International Power America, Tractebel Energia Consolidated, LoyYang B, GDF Suez Energia Polska; BGGL: DGC status, Appro status, Head Office BGGL status; BEF: Savelys, CNR; BI: GRTGaz, GrDF, Storengy; BES: Group Ineo, Cofely Netherland NV, Cofely Limited, Cofely Italia, Cofely France, Cofely IDF Tertiaire, Fabricom SA; SE: Sita France, Sita UK, Sita CZ, Sita Ile de France, Sita Centre Est (ex-MOS), Lyonnaise des Eaux France, United Water, Agbar, Eurawasser.

(4) LNG business area, Sita Waste Services, Sita Netherlands, Sita Australia, Sita Deutschland, Hidd.

(5) N-Allo, Distrigaz Sud, GDF Direction CO/CHP, Endel, Axima France, Cofely Services, Cofely AG, Cofely Sud Ouest, Sita Sud, Sita Nederlands, Sita Polska, Sita Deutschland, LYDEC, Elengy.

(6) The Data are as follows [The contribution to Group Data from the entities selected for our work is given in brackets. It takes into account the work conducted during site visits and also supplementary work carried out at the entities]: Relevant revenues covered by EMAS or ISO1400 environmental management systems (52%); Renewable energy – installed capacity (56%); Renewable energy – electricity and heat produced and sold (64%); Primary energy consumption (60%); Electricity consumption (74%); Energy efficiency of fossil-fuel fired plants (ratio to energy production) (58%); Greenhouse gas emissions (excluding vehicle fleet) (66%); Water loss per length of mains (85%); Polluting load treated (sanitation) (92%); Hazardous waste and by-products discharged (87%); Hazardous waste and by-products recovered (35.3%); Energy recovery associated with waste processing (electricity) (99.9%); Energy recovery associated with waste processing (heat) (88.3%); Total workforce (59%); Managers in workforce (52%); Non-managers in workforce (workers, technicians, senior technicians and supervisors) (61%); Women in workforce (56%); Proportion of women in workforce (56%); Percentage of workforce trained (58%).

statement of financial position

In € million	Note	December 31, 2011	December 31, 2010 (1)	January 1, 2010 (1)
NON-CURRENT ASSETS				
Intangible assets, net	10	13,226	12,780	11,420
Goodwill	9	31,362	27,933	28,355
Property, plant and equipment, net	11	90,120	78,703	69,665
Available-for-sale securities	14	3,299	3,252	3,563
Loans and receivables at amortized cost	14	3,813	2,794	2,426
Derivative instruments	14	2,911	2,532	1,927
Investments in affiliated companies	12	2,619	1,980	2,176
Other assets		1,173	1,440	1,696
Deferred tax assets	7	1,379	1,909	1,659
TOTAL NON-CURRENT ASSETS		149,902	133,323	122,886
CURRENT ASSETS				
Loans and receivables at amortized cost	14	1,311	1,032	947
Derivative instruments	14	5,312	5,739	7,405
Trade and other receivables	14	23,135	20,501	18,915
Inventory		5,435	3,870	3,947
Other assets		9,455	6,957	5,094
Financial assets at fair value through income	14	2,885	1,713	1,680
Cash and cash equivalents	14	14,675	11,296	10,324
Assets classified as held for sale	2	1,298	0	0
TOTAL CURRENT ASSETS		63,508	51,108	48,312
TOTAL ASSETS		213,410	184 430	171 198
Shareholders' equity		62,930	62,114	60,194
Non-controlling interests		17,340	8,513	5,241
TOTAL EQUITY	16	80,270	70,627	65,436
NON-CURRENT LIABILITIES				
Provisions	17	14,431	12,989	12,790
Borrowings and debt	14	43,375	38,179	32,155
Derivative instruments	14	3,310	2,104	1,792
Other financial liabilities	14	684	780	911
Other liabilities		2,202	2,342	2,489
Deferred tax liabilities	7	13,038	12,437	11,856
TOTAL NON-CURRENT LIABILITIES		77,040	68,830	61,993
CURRENT LIABILITIES				
Provisions	17	1,751	1,480	1,263
Borrowings and debt	14	13,213	9,059	10,117
Derivative instruments	14	5,185	5,738	7,170
Trade and other payables	14	18,387	14,835	12,887
Other liabilities		16,738	13,861	12,332
Liabilities directly associated with assets classified as held for sale	2	827	0	0
TOTAL CURRENT LIABILITIES		56,100	44,973	43,769
TOTAL EQUITY AND LIABILITIES		213,410	184,430	171,198

N.B. Amounts in tables are expressed in millions of euros. In certain cases, rounding may cause non-material discrepancies in the lines and columns showing totals and changes.

(1) Data at December 31, 2010 and December 31, 2009 restated; See Note 1.2.

income statement

In € million	Note	December 31, 2011	December 31, 2010
Revenues		90,673	84,478
Purchases		(46,695)	(44,672)
Personnel costs		(12,775)	(11,755)
Depreciation, amortization and provisions		(7,115)	(5,899)
Other operating expenses		(17,226)	(14,381)
Other operating income		2,116	1,025
CURRENT OPERATING INCOME	4	8 978	8,795
Mark-to-market on commodity contracts other than trading instruments		(105)	(106)
Impairment of property, plant and equipment, intangible assets and financial assets		(532)	(1,468)
Restructuring costs		(189)	(206)
Scope of consolidation		1,514	1,185
Other non-recurring elements		18	1,297
INCOME FROM OPERATING ACTIVITIES	5	9 684	9,497
Financial expenses		(3,383)	(2,810)
Financial income		778	589
FINANCIAL INCOME	6	(2 606)	(2,222)
Income tax expense	7	(2,119)	(1,913)
Share in net income of affiliated companies	12	462	264
NET INCOME		5 420	5,626
Net income Group share		4,003	4,616
Net income from non-controlling interests		1,418	1,010
Earnings per share (euros)	8	1,8	2,1
Diluted earnings per share (euros)	8	1,8	2,1

statement of **cash flows**

In € million	December 31, 2011	December 31, 2010
NET INCOME	5,420	5,626
- Share in net income of affiliated companies	(462)	(264)
+ Dividends received from affiliated companies	265	273
- Net depreciation, amortization and provisions	7,431	7,331
- Scope of consolidation, other non-recurring elements	(1,497)	(2,592)
- Mark-to-market on commodity contracts other than trading instruments	105	106
- Other items with no cash impact	130	121
- Income tax expense	2,119	1,913
- Financial income	2,606	2,222
Cash generated from operations before income tax and working capital requirements	**16,117**	**14,736**
+ Tax paid	(1,853)	(2,146)
Change in working capital requirements	**(426)**	**(258)**
CASH FLOW FROM OPERATING ACTIVITIES	13,838	12,332
Acquisitions of property, plant and equipment and intangible assets	(8,898)	(9,292)
Control of subsidiaries obtained net of cash and cash equivalents acquired[(1)]	(1,745)	(737)
Acquisitions of shares in affiliated companies and joint ventures	(119)	(139)
Acquisitions of available-for-sale securities	(258)	(510)
Disposals of property, plant and equipment and intangible assets	167	405
Control of subsidiaries lost net of cash and cash equivalents ceded	1,024	412
Disposals of shares in affiliated companies and joint ventures	1,570	1,239
Disposals of available-for-sale securities	76	847
Interest received on non-current financial assets	81	39
Dividends received on non-current financial assets	138	128
Change in loans and receivables originated by the Group and other	60	(176)
CASH FLOW FROM INVESTING ACTIVITIES	(7,905)	(7,783)
Dividends paid	(4,363)	(3,918)
Repayment of borrowings and debt	(6,517)	(7,424)
Change in financial assets at fair value through income	(1,146)	16
Interest paid	(1,977)	(1,565)
Interest received on cash and cash equivalents	212	141
Increase in borrowings and debt	8,114	8,709
Increase/decrease in capital	569	563
Purchase/sale of treasury stock	(362)	(491)
Issuance of perpetual deeply subordinated notes by SUEZ Environnement		742
Changes in shareholdings in controlled entities	2,974	(455)
CASH FLOW FROM FINANCING ACTIVITIES		(3,683)
Impact of changes in exchange rates and other	(58)	106
TOTAL CASH FLOW FOR THE PERIOD	3,379	972
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	11,296	10,324
CASH AND CASH EQUIVALENTS AT END OF PERIOD	14,675	11,296

(1) Including impact related to the acquisition of International Power plc presented in Note 2.1.

GRI index

PART I: DECLARATION OF GROUP PROFILE				
	Description	Level of communication of information	Reference	Reason for partial level of communication
	1. Strategy and analysis			
1.1	Declaration by the CEO	Total	p. 02-03	
1.2	Description of main risks and opportunities	Total	p. 08-15, 20-23	
	2. Profile of organization			
2.1	Name of the organization	Total	cover, p. 04-05	
2.2	Products and/or services	Total	p. 04-05, 33-35	
2.3	Operational structure	Total	p. 04-05; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
2.4	Registered Office	Total	4th cover	
2.5	List of countries of establishment	Total	p. 04-05; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
2.6	Ownership structure and legal form	Total	4th cover	
2.7	Markets	Total	p. 04-05; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
2.8	Size of organization	Partial	p. 04-05, 80-82; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	Not carried out
2.9	Significant decisions concerning location and changes over the operating period	Total	http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
2.10	Distinctions	Total	p. 55	
	3. Reporting parameters			
3.1	Reporting period	Total	2011: p. 2, 4-5, 62	
3.2	Date of most recent report	Total	http://www.gdfsuez.com/fr/groupe/publications/publications/	
3.3	Reporting cycle	Total	Annual; p. 62-67, 70-74, 77	
3.4	Contact person	Total	3rd cover	
3.5	Process for preparing report content	Partial	Carried out within the Group	
3.6	Scope	Total	p. 4-5, 64-67, 72-74; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
3.7	Restriction of report scope	Total	p. 62-67, 70-74, 77	
3.8	Reporting base for joint-ventures, etc.	Total	p. 62-67, 70-74, 77	
3.9	Data estimation methods, calculation basis	Partial	p. 62-69, 70-76, 77	Confidential information
3.10	Reformulation	Partial	p. 62-67, 70-76, 77	Confidential information
3.11	Changes to reporting methods	Total	p. 62-63, 70-71	
3.12	Standard information	Total	p. 83-86	
3.13	Insurance policy	Total	p. 78-79	
	4. Governance and commitment			
4.1	Governance structure	Total	p. 23-26; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.2	Is the head of the highest governing body also a member of the executive?	Total	p. 23-26; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.3	Independent members of the highest governing body	Total	p. 23-26; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.4	Mechanisms available to shareholders and employees	Total	http://www.gdfsuez.com/en/group/publications/publications/2011Registration Document http://www.gdfsuez.com/en/finance/shareholders/advisory-committee/shareholders-advisory-committee/	
4.5	Remuneration of Board members	Total	http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.6	Prevention of processes that could give rise to conflicts of interest	Total	p. 23-25; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.7	Expertise of the highest governance body	Total	p. 23-25; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.8	Internal codes of conduct, missions, values	Total	p. 29, 36-37	
4.9	Process at Board of Directors level	Total	p. 23-24, 36; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.10	Evaluation of the performance of the highest governing body	Total	p. 23-24, 36; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.11	Explanation of the precaution principle	Total	p. 23-24, 36; http://www.gdfsuez.com/en/group/publications/publications/2011 Registration Document	
4.12	Charters, principles and external development of initiatives to which the organization subscribes	Total	p. 29, 36-37; http://www.unglobalcompact.org/COPs/detail/12314	
4.13	Significant memberships of national or international associations	Total	p. 29, 36-37, 42; Rapport Sustainable Development 2010 p. 41; http://www.unglobalcompact.org/COPs/detail/12314	
4.14	List of stakeholders involved in the organization	Total	p. 20-21, 28, 36-37, 42-44, 61	
4.15	Basis for identifying and selecting stakeholders	Total	p. 42-44, 46-49, 51-57	
4.16	Collaborative approaches with stakeholders	Total	p. 42-44, 46-47, 62-63	
4.17	Key aspects of collaboration with stakeholders	Total	p. 42-44, 47, 48-49, 54-57, 68-69, 75-77	

	Description	Level of communication of information	Reference	Reason for partial level of communication
PART II: DECLARATION OF THE MANAGERIAL APPROACH				
4. Governance and commitment				
	Economic performance	Total	p. 80-82	
	Market presence	Total	p. 06-05	
	Indirect impacts on the economy	Total	p. 06-17, 20-21	
Declaration on EN management approach				
	Material	Total	p. 66-67	
	Energy	Total	p. 64-65	
	Water	Total	p. 66-67	
	Biodiversity	Total	p. 68-69	
	Emissions, effluents and waste	Total	p. 64-69	
	Products and services	Total	p. 32-35, 39-41	
	Compliance	Total	p. 12-13	
	Transport	Total	p. 66-67	
	Global	Total	p. 64-67	
Declaration on LA management approach				
	Employment	Total	Issues p. 14-15, objectives p. 27, p. 50-55	
	Work/management relations	Total	p. 50-55	
	Occupational health & safety	Total	p. 56-57	
	Training and education	Total	p. 52-53	
	Diversity and equal opportunities	Total	p. 50-51	
	Equal pay	Partiel	p. 27, 55	Confidential information
Declaration on HR management approach				
	Investment and acquisition practices	Total	Issues p. 12-13, 35-37	
	Non-discrimination	Total	Issues p. 12-13 , 36-37	
	Freedom of association and collective bargaining	Total	Issues p. 12-13, 36-37	
	Child labor	Total	Issues p. 12-13, 36-37	
	Forced or compulsory labor	Total	Issues p. 12-13, 36-37	
	Safety practices	Total	Issues p. 16-17, 45, 56-57	
	Rights of local populations	Total	p. 36-37	
	Evaluation	Partial	p. 36-37	
	Remediation	Total	p. 34-35	
Declaration on SO management approach				
	Community	Total	Issues p. 10-11, 42-44, 48-49	
	Corruption	Total	Issues p.12-13, 36-37	
	Public policy	Total	p. 42-43	
	Anti-competitive behavior	Total	Issues p. 12-13, 36-37	
	Compliance	Total	Issues p. 12-13, 36-37, 42-43	
Declaration on PR management approach				
	Health and safety of clients	Total	Issues p. 16-17, 45	
	Labeling of products and services	Total	Issues p. 16-17, 45	
	Marketing communications	Total	p. 31-35, 39-41	
	Customer privacy	Total	p. 33-35, 36-37	
	Compliance	Total	p. 36-37	
PART III: PERFORMANCE INDICATORS				
Economic				
EC1	Direct economic value	Partiel	p. 80-83; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
EC2	Financial implications of climate change	Partiel	p. 8-9, 20-23, 39-41	Confidential information
EC6	Policy, practices and proportion of expenditure for local suppliers	Total	http://www.gdfsuez.com/en/group/ethics-and-compliance/ charter-and-guidelines/codes-of-conduct-charters-and-guidelines/codes-of-conduct-charters-and-guidelines/	
EC7	Local recruitment	Total	p. 51	
EC8	Investments in infrastructure development	Total	p. 10-11, 42-44, 48-49	
EC9	Understanding and description of significant direct economic impacts including extent of impact	Partial	p. 20-21	Confidential information
Environmental				
EN1	Material used by weight or volume	Total	p. 63-67	
EN2	Percentage of material that has been used or recycled	Partial	p. 64	Confidential information
EN3	Direct energy consumption	Total	p. 64-65	
EN5	Energy saved due to energy efficiency	Total	p. 41, 64-65	
EN6	Initiatives aimed at increasing energy yield or the use of renewable energy		p. 31, 32, 33-35, 39-40, 41	
EN8	Total water consumption.	Total	p. 66-67	
EN 10	Percentage and total volume of recycled and reused water	Partial	p. 47	
EN 11	Location and size of sites owned, leased, managed or close to protected zones and those with high biodiversity potential	Partial	p. 68-69	
EN12	Description of significant impacts of activities, products and services on biodiversity in protected zones and those with high biodiversity potential	Partial	p. 68-69	
EN13	Protected or restored habitats	Partial	p. 46, 68-69	
EN14	Strategies, actions in progress and future plans for managing impacts on biodiversity	Total	p. 46; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	
EN16	Direct and indirect greenhouse gas emissions	Partial	p. 64, 65	
EN17	Quantity of other pertinent indirect greenhouse gas emissions	Partial	p. 64, 65	
EN18	Initiatives to reduce greenhouse gas emissions and the reductions achieved	Total	p. 26-29, 31, 32, 33- 35, 39-40, 41	
EN20	Atmospheric emissions of NOx and SOx	Total	p. 64-65	
EN22	Total mass of waste	Partial	p. 66-67	
EN26	Initiatives aimed at mitigating environmental impact	Total	p 31, 32, 33-35, 39, 41, 46-47	
EN28	Monetary value of significant penalties	Total	p. 64	
Social: Employment rights and practices				
LA1	Total workforce by type of job, contract and geographic zone	Total	p. 72-75	
LA2	Staff turnover	Partial	p. 72-75	Confidential information
LA4	Percentage of employees covered by collective agreements	Partial	http://www.gdfsuez.com/en/sustainable-development/social-commitments/developing-group-social-responsibility/social-dialogue/social-dialogue/	Confidential information

	Description	Level of communication of information	Reference	Reason for partial level of communication
PART III: PERFORMANCE INDICATORS				
LA6	Percentage of total workforce represented in mixed management-health agent committees and safety committees that help to supervise and advise on health and safety programs.	Partial	p. 56-57 : http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
LA7	Percentage of occupational accidents, professional illnesses, lost workdays and rate of absenteeism	Total	p. 77	
LA8	Educational, training, advisory, prevention and risk control programs put in place to support employees, their families or members of the community concerning serious illnesses	Total	p. 42, 44, 55-57, 72-74	
LA9	Health and safety issues covered by formal agreements with unions	Total	http://www.gdfsuez.com/en/sustainable-development/social-commitments/health-safety-policy/health-and-safety-a-specific-corporate-responsibility-challenge/	
LA10	Average number of training hours per annum, employee and occupational category	Total	p. 72-74	
LA11	Programs for managing skills and experience to enhance employability of the employees and assist them in retirement strategies	Total	p. 52-53; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	
LA12	Percentage of employees benefiting from career assessment and development, by gender	Total	http://www.gdfsuez.com/en/sustainable-development/ social-commitments/developing-group-social-responsibility/ professional-gender-equality/professional-gender-equality/	
LA13	Composition of governance bodies and breakdown of employees by employee category according to gender, age group, ethnic minority and other diversity factors.	Partial	p. 27, 54-55: http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
LA14	Report on basic pay and male/female remuneration by category of employee at the main operating sites	Partial	p. 72-74	Confidential information
Human rights				
HR2	Selection of suppliers based on impact on human rights	Total	p. 36-37; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document http://www.unglobalcompact.org/COPs/	
HR3	Total number of employees trained in policies and procedures on human rights according to activities, including the percentage of employees trained	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document http://www.unglobalcompact.org/COPs/	Confidential information
HR4	Total number of discrimination incidents and measures taken	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
HR5	Operations and suppliers identified as presenting a risk to the right to exercise freedom of association and collective bargaining and measures taken to uphold these rights	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
HR6	Operations and suppliers identified as presenting a significant risk of incidents involving child labor and measures taken to contribute to the effective abolition of child labor	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
HR7	Operations and suppliers identified as presenting a significant risk of incidents involving forced or obligatory child labor, and measures taken to contribute to the elimination of all forms of forced or obligatory child labor	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
HR11	Number of complaints on human rights filed, reviewed and resolved	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
Social: Solidarity				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Partial	p. 36-37, 42-44, 45, 48-49	Confidential information
SO2	Percentage and total number of business units analyzed for risks related to corruption	Total	p. 36-37; p.42-44; http://www.gdfsuez.com/en/group/ publications/publications/2011 Registration Document	
SO3	Employees trained in anti-corruption policies and procedures	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
SO4	Measures taken in response to corruption incidents	Total	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	
SO5	Public policy positions and participation in development of public policies and lobbying	Total	p. 42-43; http://www.gdfsuez.com/en/group/ethics-and-compliance/charter-and-guidelines/ethics-charter/	
SO8	Cost of significant fines and total number of non-pecuniary sanctions for non-compliance with current laws and regulations	Partial	p. 36-37; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
SO10	Measures for prevention and mitigation implemented in operations with significant potential or real negative impacts on local communities	Total	p. 36-37; http://www.gdfsuez.com/en/group/ethics-and-compliance/charter-and-guidelines/ethics-charter/	
Social: Responsibility for the products				
PR2	Total number of incidents of non-compliance with the regulations and voluntary codes on the health and safety impacts of products and services in their life cycle, by type of result	Partial	p. 36-37; http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
PR4	Total number of incidents of non-compliance with the regulations and voluntary codes on product and service information and labeling by type of result	Partial	http://www.gdfsuez.com/en/group/publications/ publications/2011 Registration Document	Confidential information
PR5	Practices related to customer satisfaction including the results of customer satisfaction surveys	Total	http://www.gdfsuez.com/fr/developpement-durable/engagements-envers-nos-clients/engagements-envers-nos-clients/	
PR6	Programs for compliance with laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	Partial	p. 34, 35, 43	Confidential information
PR7	Total number of incidents of non-compliance with the regulations and voluntary codes relative to marketing communication	Partial	p. 36-37; http://www.gdfsuez.com/en/group/publications/ publications/2011	Confidential information
PR8	Total number of complaints for infringement of private life of clients and loss of clients' data	Total	http://www.gdfsuez.com/fr/accueil/mediateur/le-mediateur-de-gdf-suez/	
PR9	Cost of significant fines for non-compliance with laws and regulations relative to the supply and use of products and services	Partial	p. 36-37; http://www.gdfsuez.com/en/group/publications/ publications/2011	Confidential information

Global Reporting Initiative™

Déclaration GRI Vérification du Niveau d'Application

GRI certifie par la présente que **GDF SUEZ** a présenté son rapport "Rapport Développement Durable 2011" au Service Rapports du GRI qui en a conclu que le rapport remplit les critères correspondants au Niveau d'Application B+.

Les Niveaux d'Application GRI indiquent dans quelle mesure le contenu des Lignes directrices G3.1 ont été appliquées dans le rapport de développement durable soumis.
La Vérification confirme que le type et le nombre d'informations qui correspondent à ce Niveau d'Application ont été traités dans ce rapport et que l'Index du contenu GRI a démontré une représentation valable des informations requises, comme décrites dans les Lignes directrices G3.1 du GRI.

Les Niveaux d'Application n'informent pas sur la performance développement durable du rédacteur, ni sur la qualité des informations contenues dans le rapport.

Amsterdam, 12 Avril 2012

B+ GRI REPORT GRI CHECKED

Nelmara Arbex
Directrice générale adjointe
Global Reporting Initiative

Le "+" a été ajouté à ce Niveau d'Application car GDF SUEZ a soumis (une partie de) ce rapport pour vérification externe. GRI respecte le jugement du rédacteur concernant le choix des auditeurs externes et la portée de la vérification.

Le Global Reporting Initiative (GRI) est une organisation basée sur un réseau, il était pionnier dans le développement du cadre de reporting développement durable le plus appliqué dans le monde, et il s' est engagé à l'améliorer en continu et à inciter son application dans le monde entier. Les Lignes directrices GRI détaillent les principes et les indicateurs que les organisations peuvent utiliser pour mesurer et rendre compte de leur performance économique, environnementale et sociale. www.globalreporting.org

***Clause d'exclusion:** Lorsque le rapport développement durable contient des liens externes, y compris du matériel audiovisuel, cette déclaration couvre uniquement le matériel soumis à GRI à la date de la vérification, le 4 Avril 2012. GRI exclut explicitement tout changement qui ont été apporté à ce type de matériel ultérieurement.*

compliance with UN Global Compact principles

The UN Global Compact was launched in 2000 under the auspices of the United Nations. The Compact invites businesses and other organizations to support and apply in their sphere of influence ten principles in the fields of human rights and standards for labor, the environment and the fight against corruption.

GDF SUEZ signed up to the Global Compact in 2000 and chairs the French network of the Global Compact.

As a major world-scale industrial company, GDF SUEZ is concerned with respecting the ten principles of the Global Compact by setting responsible growth at the heart of its strategy in all its businesses.

The sustainable development policy, governance principles and the main charters of the GDF SUEZ Group integrate the principles of the Global Compact.

Since 2010, GDF SUEZ has produced an annual progress report in the category of advanced company. Information on the 24 criteria required for a company to be in this category may be consulted online on the Global Compact website. ■

www.unglobalcompact.org

	Principles of the Global Compact	References
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Pages 11- 17, 20-29, 36-37, 43, 51-57
Principle 2	make sure that they are not complicit in human rights abuses.	Pages 11- 17, 20-29, 36-37, 43, 51-57
LABOR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Pages 11-17, 20-29, 36-37, 43, 51-57
Principle 4	the elimination of all forms of forced and compulsory labor;	Pages 11- 17, 20-29, 36-37, 43, 51-57
Principle 5	the effective abolition of child labor; and	Pages 11- 17, 20-29, 36-37, 43, 51-57
Principle 6	the elimination of discrimination in employment and occupation.	Pages 11-17, 20- 29, 36-37, 51-57
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Pages 7-9, 11, 14-16, 17-19, 20-29, 27-29, 39-41, 45-47, 47-48
Principle 8	undertake initiatives to promote greater environmental responsibility; and	Pages 7-9, 20-29, 39-41, 45
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	Pages 7-9, 20-29, 39-41, 44-47,
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Pages 12-13, 20-29, 36-37

glossary

ADEME
Agence de l'Environnement et de la Maîtrise de l'Énergie. A French government agency created in 1990 which provides solutions to businesses, local authorities and private individuals on sustainable development issues.

CO_2
A carbon gas produced by respiration of humans, animals and plants, notably in the combustion of organic compounds. CO_2 is implicated as the principal greenhouse gas in global warming.

Cogeneration
A technique by which a single fuel is used to simultaneously produce heat and electricity.

CSR
Corporate Social Responsibility. An organization's responsibility *vis-à-vis* the impacts of its decisions and activities on society and the environment, translating into ethical and transparent behavior which (i) contributes to sustainable development, including the health and well-being of society, (ii) takes into account the expectations of stakeholders, (iii) complies with the laws in force and is consistent with international standards for behavior and (iv) is integrated throughout the organization and implemented in its relations (source ISO 26000).

EMS
Environmental Management System. Method of managing an entity (company, department, etc.) aimed at evaluating and reducing the environmental impact of its activities.

GHG
Greenhouse Gases. Gases, such as CO_2 and methane, which absorb some of the sun's rays and contribute to global warming.

Global Compact
A United Nations initiative launched in 1999 at the Davos Forum, which encourages businesses to adopt and respect ten basic values in the field of human rights, employment standards, environmental standards and anti-corruption measures.

Governance
System by which an organization makes and implements decisions in pursuit of its objectives (source ISO 26000).

GRI
Global Reporting Initiative. An international initiative launched in 1997 to develop a reporting framework and rules aimed at companies concerned about sustainable development.

ISO 14001
International quality standard on environmental policies created in 1996. Companies that apply for certification are audited by an accredited independent international body.

ISO 26000
The ISO 26000 international standard provides guidance on social responsibility for all types of organizations, regardless of their size or location. The standard defines the terms, principles, practices, and core subjects on social responsibility and ways of integrating social responsibility within the organization. The standard is intended to assist organizations to contribute to sustainable development by encouraging them to go beyond mere legal compliance.

ISRS7
ISRS7 is a global system based on the International Safety Rating System for measuring, improving and demonstrating health and safety, environmental and business performance.

LNG
Liquefied Natural Gas. Gas turned into liquid by lowering its temperature to -163°C, reducing it to one-six-hundredth of its original volume.

NRE Law
French law on new economic regulations. A French law passed in 2001 which requires listed companies to publish their social and environmental data in a dedicated report.

OSART
The Operational Safety Review Team, created in 1981 by the International Atomic Energy Agency, conducts audits of nuclear power plants to produce recommendations and suggestions for improving safety and to identify best practices to share among nuclear power operators.

Renewable energy
Energy produced from natural elements (sun, wind, water, earth) generating little or no waste and pollutants.

SRI
Socially Responsible Investment. Individual or collective investment based on social, environmental, ethics and corporate governance criteria, while aiming for a financial return.

Stakeholders
Individual or group that has an interest in the decisions or activities of an organization (source ISO 26000).

UNEP
United Nations Environment Program. A United Nations body created in 1972 to coordinate its environmental activities, assist countries in implementing environmental policies and promote sustainable development.

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For more information, see the Group's publications on the website **www.gdfsuez.com**

This document has been printed by an environmentally friendly printer on paper of certified origin.

The GDF SUEZ 2011 Sustainable Development Report was released at the Shareholders' Meeting held in Paris on April 23, 2012.
It is available on the GDF SUEZ website (gdfsuez.com) where all the Group's publications can be consulted, downloaded or ordered.

Unless otherwise mentioned, all the figures in this document are as at December 31, 2011. They exclusively concern the fully consolidated (FC) companies and assets in the accounts of GDF SUEZ, of which the Group has management and capital control. Their financial, social and operational data are 100% consolidated irrespective of the actual percentage holding of the capital.

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Our values

drive
commitment
daring
cohesion

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