



# 第二十五届组织发展年会

2021年6月08-09日，北京





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# 文化变革开启转型之旅

苏伊士亚洲



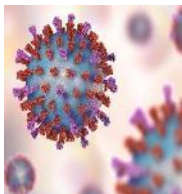
## Texte

1. 组织转型迫在眉睫
2. 文化变革策略与计划
3. 实施与成果
4. 持续变革



# 转型迫在眉睫

**Covid-19  
Epidemic**



**Fierce  
Competition**



**Resource  
Scarcity  
&  
Climate  
Change**



**The  
Uncertainty**



**SHAPING  
SUEZ 2030**



# SHAPING SUEZ 2030





# SHAPING SUEZ 2030



**Vision  
2030**



**Selective  
Growth**



**Organization  
&  
SPOT 2023**



**Culture  
&  
HR**

# 我们的远景

## Global Leader

To be the **partner of choice** of our customers with innovative solutions and technologies

## In Environmental

To reinforce our **pioneer role** to solve the planet's greatest challenges

## Services

In **all our activities**,  
Water, waste, smart and environmental solutions

# SELECTIVE GROWTH



Concentrate our Human  
and Financial Resources  
on projects that  
differentiate us

# ORGANIZATION & SPOT 2023



Increase performance and  
operate with greater agility,  
autonomy and customer  
closeness

# CULTURE & HR



Succeed thanks to our  
90,000 employees who  
share a common culture  
values

# 我们的价值观

## PASSION FOR ENVIRONMENT

- I contribute to preserve and restore the planet's natural capital
- I help in any of my actions to reduce, re-use, recycle, recover water and resources, and to have a positive impact on climate

## RESPECT

- I care for the safety and wellbeing of everyone
- I act ethically and with integrity
- I respect the diversity of skills, personalities & background of others
- I care for the social impact of my actions and act to reduce inequalities



## CUSTOMER FIRST

- I am accountable for clients and make things happen
- I am open-minded and innovative
- I use the agility of the organization to be competitive
- I develop a partnership culture to provide the best solutions to clients

## TEAM SPIRIT

- I collaborate at any level to team work
- I trust others, and learn from them
- I share information and promote open communication





我们的使命

从现在开始塑造可持续的环境！



# 当不确定成为确定

我们的远景 + 我们的使命 = 前行的罗盘



# 文化变革 战略和计划



赋能领导者



统一协调  
分布执行



保持灵活性  
与业务同步



有效沟通  
全员动员

# 执行计划

Beijing



Shanghai

Hong Kong



Macau



South East Asia

...

- 主要办公室到前线
- 领导人以身作则，到前线员工
- 跨业务线文化大使
- 从内部到外部

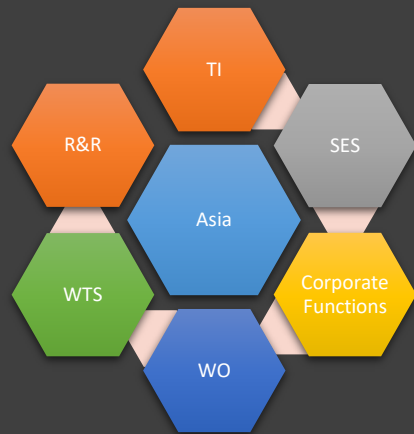
# 我们为什么如此热爱环境？



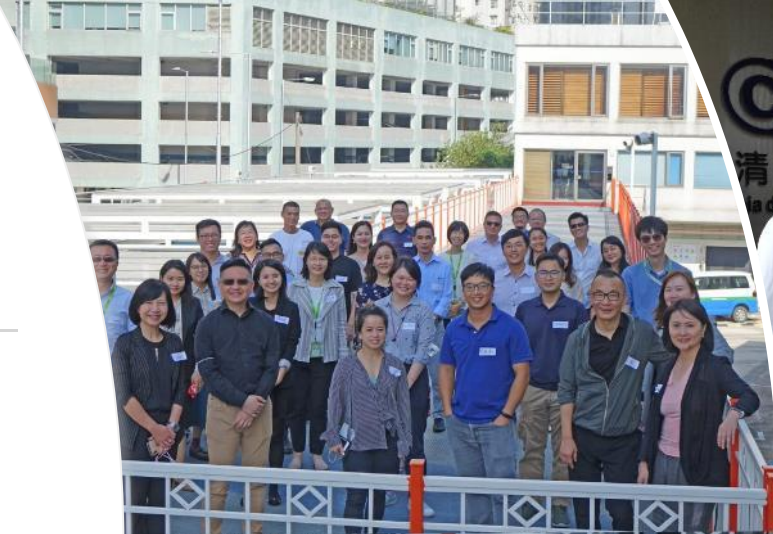
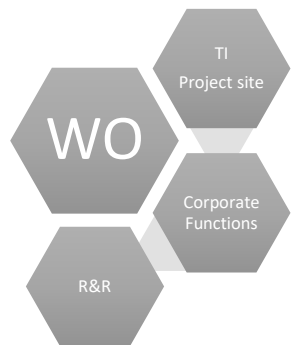
# 北京地区



# 上海地区



# 澳门



# 客户优先

Priorité Client			
			
			
			
			
			
			

# TEAMS 团队挑战 – 如何通过 Teams 促进合作





有效沟通  
持续变革

# 沟通无极限



**WINNING SPIRIT, OUR NEW MINDSET LED BY 4 VALUES:**

- PASSION FOR ENVIRONMENT**
- TEAM SPIRIT**
- CUSTOMER FIRST**
- RESPECT**




**WINNING SPIRIT, OUR NEW MINDSET LED BY 4 VALUES:**

- PASSION FOR ENVIRONMENT**
- TEAM SPIRIT**
- CUSTOMER FIRST**
- RESPECT**




**WHY AM I SO PASSIONATE ABOUT THE ENVIRONMENT?**

Because I'm a proud agent of change. As part of a global leader in environmental services, I'm totally dedicated to help humanity preserve and restore the planet's natural resources. And by working to reduce, reuse, recycle and recover water and resources, I help to make a positive impact on the climate while supporting a circular economy.



**WHY DO I ENDEAVOR TO PUT THE CUSTOMER FIRST?**

Because entrepreneurship isn't just about starting a business. It's about making it succeed. Just like every employee, partner and stakeholder, I have the power to create, innovate and make a meaningful difference. My mind is wide open and I'm accountable for my actions. I endeavor to put the customer first while leveraging the company's efficiency and agility to increase competitiveness.



**WHAT DOES RESPECT MEAN TO ME?**

In its simplest form, it's about valuing others and living the golden rule. Because I genuinely care for the safety and well-being of those around me, I respect the diversity of people's skills, personalities and backgrounds. And I'm fully aware of the social impact of my deeds. I act ethically and with integrity, and I'm determined to fight to reduce inequalities.




Local adaptation




**为什么我要努力把客户放在第一位?**

因为我一直心怀使命，渴望创造价值，为顾客提供卓越的服务。作为一家全球领先的环保服务提供商，我致力于通过创新和卓越的业务能力，为客户带来切实的环保效益。我努力与每一位客户建立互信、透明的伙伴关系，为客户提供量身定制的解决方案，为他们的可持续发展赋能。

**共赢精神，四大价值观指导下新的思维模式**

- 环境热情**
- 团队精神**
- 客户至上**
- 相互尊重**



**为什么我如此热爱环境?**

因为我热爱安全，渴望改变。作为一家全球领先的环保服务提供商，我始终秉持着对每一位员工的关爱，并致力于通过创新和卓越的业务能力，为客户带来切实的环保效益。我努力与每一位客户建立互信、透明的伙伴关系，为客户提供量身定制的解决方案，为他们的可持续发展赋能。



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**相互尊重对我来说意味着什么?**

简单地说，就是尊重他人。生活中处处都有尊重。我真诚地关心每个人的安全与健康，并尊重每个人的背景、个性和技能。我充分认识到每个人的多样性对团队和组织的成功至关重要。我始终秉持诚信、透明和尊重的原则，致力于减少不平等现象。



**团队精神如何强化我的角色?**

就像体育运动一样，只有团队合作才能在比赛中获胜。在团队中，每个人都有自己的角色，但只有当每个人都尽其所能时，团队才能发挥出最大的潜力。我努力与每一位同事建立互信、透明的伙伴关系，为客户提供量身定制的解决方案，为他们的可持续发展赋能。



# 动员全员



To give meaning to our staff's daily work



To have a deeper understanding of their businesses

18 员工发展 / Staff Lead

## “热爱环境壁画”工作坊 "Passion for Environment Fresco" Workshop



3 地点  
Workshop  
Shanghai & Macau

11 工作坊  
workshops

210+ 参与人数  
participants

苏伊士集团在积极应对气候变化方面一直走在前列。苏伊士集团通过 Climate Change 工作组和“热爱环境壁画”工作坊，让集团全球 10,000 多名员工参与到了解气候变化和可持续发展的实践中。苏伊士集团通过工作坊，向员工提供了一个平台，让他们可以分享自己的想法，并共同制定应对气候变化的策略。苏伊士集团通过工作坊，让员工可以分享自己的想法，并共同制定应对气候变化的策略。

SUEZ has teamed up with the Climate Change, as a chair by the Intergovernmental Panel on Climate Change (IPCC), to launch the Passion for Environment Fresco Workshop. It is hoped that SUEZ's 10,000 staff worldwide will be able to gain a better understanding of the reasons and impacts of climate change and environmental pollution through the game workshop, which is based on collective intelligence and creativity, as well as to pass this information to more people around, and make the staff understand the mission and

significance of their work. Currently, 1000+ registered leaders of global workshops, and will continue to do so for a year or two. In Asia, we have organized 11 workshops in Beijing, Shanghai and Macau, with over 210 participants in attendance. We will carry out activities successively in other regions in the future.

内部通讯  
communications



### Why are I so passionate about the environment?

Passion is a joint effort of change. As part of a global leader in environmental services, its duty is determined to help the world prosper and restore the planet's natural resources. And by working to reduce, reuse, recycle and rethink water and resources, I wish to make a positive impact on the world while supporting a circular economy.

Get and embrace of us makes contribution to our mother earth, as SUEZ offers, a sense of pride.



Let's use our collective intelligence to understand more about the environmental issues by a gamified learning workshop.

### So local for the excellent fresco!



Passion for Environment Fresco is rolling out across the Group and starting with China.



Have an eye on our Passion for Environment!



内部通讯

内部通讯  
Internal communications



### "Passion for environment is at the heart of the SUEZ 2025 workshop plan."

At SUEZ, we share the same commitment to contribute to protect and restore the planet's natural capital. Help in any of its actions to reduce, reuse, recycle, restore water and resources, and to have a positive impact on climate.

### Action to Step: The upcoming ENGAGE workshop

To discuss about our responsibility for environment as a common objective, a professional in environmental industry and a member of SUEZ



2 locations  
Shanghai & Chengde

8 workshops

160+ participants

In Shanghai workshop, participants from different business areas contributed to the same activities, more again demonstrating SUEZ's values of ENGAGE and WATER CARE.



### What's next?



Let's be more your passion for environment!



# 由内而外 扩大影响



SUEZ Asia @suezASIA · Sep 21, 2020

2019 was 2nd warmest year ever recorded. Partnering up with @climate\_collage, @suezASIA holds a series of workshops to raise awareness among employees. Let's rally to limit global warming to 1.5°C to ensure a more #sustainable environment. #ClimateChange #ClimateEmergency #SDG13



Joyce Lim · 1st  
Lead Marketing Specialist at SUEZ - Water Technologies & Solutions  
4mo · 🌐

#sustainableenvironment. #SDG13 #climateemergen



SUEZ Asia  
7,486 followers  
4mo · Edited · 🌐

2019 was the second warmest year ever recorded. #ClimateChange has a far-reaching impact on economies and lives. To help raise aw ...see more



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2019 was the second warmest year ever recorded. #ClimateChange has a far-reaching impact on economies and lives. To help raise awareness among our employees, we partnered up with The Climate Collage to organise a seri...see more



# ...员工的声音

green life  
circular economy

Shaping SUEZ 2030

green office Positive impact on climate

Positive impact on natural capital and biodiversity

SD awareness

green energy

natural capital Circularity, traceability

Positive impact on public health and quality of life

digitalization & smart solutions SD management

Contribution to local anchoring

## Digitalization & Smart solutions

- e-billing
- advance solutions

## Corporate management

- people orientated

## Utilization of green energy is our commitment

- Using of certified green power
- continuous improvement on energy efficiency
- electric car

## Innovation is in our DNA

- R&D center
- New technologies

## Inspiration of life – go green!

- green transportation
- veggie food

## The purpose for the preservation and restoration of natural capital

- NRW efforts
- Water conservation/ recycling
- rainfall collection

## A green workplace is a benefit to us all

- Paperless officing
- On-line meetings
- Green rooftop

## Sustainability awareness

promotion is our full-time job

- Extend to all stakeholders, and next generation

## Circularity – one of the 5 pillars for our value proposition

- Provide sustainable solution to clients
- zero emission operation
- GHG reduction



have on the whole environment and what kind of consequences there will be

**Passion for Environment  
Fresco Workshop**

# 由想法到行动

## transforming Food Waste into Resources

### Shanghai

**31.40kg**

organic fertilizer produced

*\*July – Dec. 2020*

**1,294kg**

carbon emission reduced

**OFFICE TO HOME**

1<sup>st</sup> July 2020

Dear colleagues, we have together 11 bags of fresh compost ready for you to pick up. For those who are interested, please come to Annie quickly before it runs out!!!

A new batch of homemade compost is ready!



### Beijing

**198kg**

food waste collected

*\* In 2020*

**800kg**

carbon emission reduced



### Macau

Joined the government DSPA on the propose of reduction of WASTE at source and run it at our staff canteen





谢谢!

让我们从现在开始塑造可持续环境!

