

# MANY CULTURES, ONE TEAM

GUIDELINES FOR INCLUSIVE  
COLLABORATION



The logo for ENGIE, featuring a white curved line above the word "ENGIE" in a bold, sans-serif font.

# OUR COMMITMENT

Empowering  
our people to  
thrive in a diverse,  
inclusive workplace  
that values them  
for who they are.

At ENGIE, we act to accelerate the transition to a carbon-neutral economy while putting people at the heart of our mission. That means fostering an environment where everyone feels respected, empowered and valued for who they are.

Our **Diversity, Equity, and Inclusion** policy, Be.U@ENGIE, is grounded in respect for all identities and backgrounds.

**Racism has no place here.** We reject all forms of discrimination in order to ensure a respectful, inclusive, and equitable work environment.

We believe in action, not just words. That includes:

- Fostering an environment where every voice is heard
- Educating ourselves, challenging biases, and creating policies that promote equity
- Maintaining a culture of inclusiveness, respect, and fairness
- Giving everyone the opportunity to belong, grow and thrive

Everyone at ENGIE is part of this journey. We are all allies in building an inclusive workplace.

**This is our commitment.  
This is our responsibility.  
This is ENGIE.**



# Our stance

The United Nations defines racism as “any distinction, exclusion, restriction or preference based on race, color, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life”<sup>(1)</sup>.

The workplace doesn’t sit apart from the world. The assumptions, habits, and inequalities that shape society can surface in how people collaborate, lead, and make decisions. Racism is part of this reality. It appears in teams, in meetings, in moments that often go unchecked. This is not something that can be ignored. ENGIE chooses to face this directly through action, structure, and accountability.

Racism can take many forms. It can be direct or subtle, personal or repeated. A passing comment, a missed promotion, a pattern of exclusion—these moments can accumulate. They leave a mark not only on individuals but also on the collective energy of a team. They shape who feels seen, who gets heard, and who thrives.

ENGIE believes our workplace should be an inclusive environment where employees can be their authentic selves and belong. Our workplace should be a place that enables fairness, dignity and growth. That’s why we look closely at the realities within our organization. We choose to listen, learn, and change what needs changing.

Recognizing that the workplace reflects the broader world is the first step. From there, we act to make that reflection better, fairer, and more inclusive for everyone.

(1) ICERD (International Convention on the Elimination of All Forms of Racial Discrimination) - Article 1, Paragraph 1

# ORIGINS

one of our five DEI Be.U@ENGIE policy priorities. That includes race, ethnicity, nationality, and religion, acknowledging how they shape experience.

NEARLY  
1 IN 3

employees in Australia reported discrimination and/or harassment at work in 2023.<sup>(1)</sup>

OVER  
TWO THIRDS  
(69%)

of survey respondents from ethnic minorities in the UK (excluding white minorities) say they have experienced some form of discrimination in the workplace (61%) or when applying for a new job (65%) or both. And over one in four (29%) feel that their race or ethnicity has been a factor in not getting some jobs they’ve applied for.<sup>(2)</sup>

(1) Source: Diversity Council Australia  
(2) Findings based on a survey conducted in the United Kingdom and published by Ciphre (www.ciphre.com).

# Where do you stand?

The Racismeter is a self-check tool. It’s designed to help you recognize where you are on the spectrum of behaviors and attitudes related to racism, from active inclusion to harmful exclusion. Use it to reflect, build awareness, and support more equitable ways of thinking and acting.

“Racism shows up in many different forms: culture, ethnicity, nationalities, religion, skin color, social background, migrants...”

|  | 1                                                                                                                                                                                                                                                                                                                                  | 2                                                                              | 3                                                                         | 4                                                                                               | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 6                                                                                           | 7                                                                                                    | 8                                                                                                                             | 9                                                                                                                                                                 | 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 11                                                                      | 12                                                                                                                         | 13                                                                              | 14                                                                               |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--|
|  | <b>Positive representation:</b> Promote diversity and inclusion in all aspects of society.                                                                                                                                                                                                                                         | <b>Active support:</b> I am an upstander, standing with those who face racism. | <b>Equal treatment:</b> I treat everyone equally, irrespective of origin. | <b>Education and awareness:</b> I am curious to learn about the history and cultures of others. | <b>Indifference to injustices:</b> I do not recognize existing racial inequalities.                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Unconscious profiling:</b> I often assume behaviors or skills based on someone's origin. | <b>Cultural appropriation:</b> I use elements of a culture without understanding their significance. | <b>Microaggressions:</b> It's normal for me to compliment someone on their "good English" or ask "where are you really from?" | <b>Jokes and stereotypes:</b> I sometimes make "seemingly innocent remarks" about an origin or culture, or engage in banter that some would not deem appropriate. | <b>Racist insults and slurs:</b> I use offensive language related to origin.                                                                                                                                                                                                                                                                                                                                                                                              | <b>Systematic exclusion:</b> I deny opportunities due to ethnic origin. | <b>Institutional discrimination:</b> I lobby for and support laws or policies that create inequalities based on ethnicity. | <b>Spreading hate speech:</b> I propagate racist ideas, online or in real life. | <b>Physical violence or threats:</b> I attack others motivated by racial hatred. |  |
|  | <b>Respect and inclusion – no discrimination</b><br>You actively choose to learn, include, and stand with others. You treat people from all backgrounds with fairness and curiosity, and you recognize the value of diversity in everyday life. Your actions help create safe, welcoming, and equitable environments for everyone. |                                                                                |                                                                           |                                                                                                 | <b>Problematic behaviors – hidden discrimination</b><br>You may not intend harm, but some of your words or actions can reinforce stereotypes or dismiss others' experiences. These behaviors, though often subtle, contribute to a culture where inequality goes unchallenged. It's important to reflect, listen, and grow from these moments. It is also important to understand that these behaviors are unacceptable and in some countries may lead to coaching, warnings, disciplinary action or performance management. |                                                                                             |                                                                                                      |                                                                                                                               |                                                                                                                                                                   | <b>Manifest racism and unlawful behavior – open discrimination</b><br>You are engaging in or supporting behaviors that openly harm others based on their origin. This includes verbal abuse, exclusion, violence, or promoting racist ideas. Such actions are dangerous and deeply damaging, both to individuals and to society as a whole. This behavior has no place at ENGIE and is a serious breach of our Code of Conduct and may lead to termination of employment. |                                                                         |                                                                                                                            |                                                                                 |                                                                                  |  |

# Understanding racism and microaggressions



Racism doesn't always announce itself loudly. Often, it moves quietly through habits, assumptions, and systems that go unquestioned. Microaggressions are one of its most persistent forms.

These are the offhand comments, the backhanded compliments, the questions that single someone out as different. These are microaggressions—subtle, often unintentional slights that target someone based on race, identity, or background, leaving them feeling dismissed or out of place. On their own, they may seem trivial. Over time, they accumulate and send a clear message that the person this is aimed at doesn't fully belong. 1 in 3 employees has experienced microaggressions or discriminatory behavior at work<sup>(1)</sup>. These moments create distance, chip away at trust, and determine who feels safe speaking up. Understanding these patterns helps us name them, interrupt them, and build a culture where everyone is treated with dignity and recognized as a legitimate member of the workplace.

## Cognitive bias and stereotyping

Cognitive bias and stereotyping shape how we see others, even without realizing it. Our brains create categories to process information and make quick decisions. But it's in those categories that prejudice can begin, and someone can be reduced to an idea we've absorbed, not a person we've met. These shortcuts form from repeated messages in media, education, or upbringing, creating received ideas about entire groups of people. Stereotypes strip away nuance and reduce individuals to the single story of the category they've been placed in. In the workplace, this can shape who gets hired, who's trusted, and who is left out of the conversation. Recognizing these patterns helps interrupt them and opens the door to fairer, more thoughtful ways of working together.

## RACISM: MORE THAN PHYSICAL APPEARANCE

- Racism isn't limited to how someone looks. It can manifest in how we treat people's identities, cultures, and differences.**
- Cultural identity:** Racism can target someone's traditions, faith, clothing, or diet. These are signs of cultural difference that are often misunderstood or judged.
- Language and accents:** How someone speaks, their accent, or the name they carry can become grounds for exclusion.
- Assumed background:** Judgments about education, upbringing, or professional ability often reflect racial bias, not facts.
- Belonging:** When someone is treated as an outsider, even subtly, it reinforces the message that their presence needs to be explained or justified.

## Structural and systemic discrimination

Structural and systemic discrimination refers to the way racism becomes embedded in the rules, policies, and norms that shape institutions, including the workplace. These patterns don't rely on individual intent. Instead, they are built into processes that may appear neutral but consistently disadvantage certain groups. This can affect everything from who gets hired to how people are evaluated or promoted.

When access, recognition, or support are unevenly distributed along racial lines, the system itself reinforces inequality. Often, the impact goes unnoticed by those who benefit from it, while those affected face ongoing barriers that may be profoundly felt.

Examples include job criteria that don't account for diverse experiences, informal networks that exclude, or a culture that rewards similarity over difference. Addressing structural discrimination calls for reviewing how systems function, who they serve, and who they leave behind. Change begins when that awareness becomes action.

## Social and cultural reinforcement

Social and cultural reinforcement plays a powerful role in sustaining racism, often in ways that feel ordinary or go unchallenged. From childhood stories to media portrayals, dominant narratives shape how we understand difference, including who is valued, who is trusted, and who is cast as "other." These messages are repeated through television, advertising, and everyday conversation, creating a backdrop where stereotypes feel familiar and bias becomes normalized.

In the workplace, this shows up in expectations around professionalism, appearance, or communication styles that favor dominant cultural norms. It can influence who is seen as a leader, considered a "good fit," or who gets the benefit of the doubt.

Even humor can carry these patterns. When jokes or comments rely on stereotypes, they reinforce unequal dynamics, even when unintentional. Disrupting cultural reinforcement means questioning these assumptions, being mindful of the stories we tell, and actively choosing to value a wider range of voices and experiences.

## DIFFERENCES ACROSS THE WORLD

Racism plays out differently according to history, geography, and power. Some groups face displacement, others erasure. The forms vary, but the impact is lasting, and the patterns are recognizable from country to country. This is not confined to one region, system, or moment in time. It moves through culture, language, policy, and perception. Across the world, communities experience it differently, but the patterns reveal a consistent truth: Prejudice is everywhere. Whether it's Native Americans in the United States, people of African descent in France, or local communities in parts of Asia—these are just a few examples among many. Discrimination based on origin remains deeply rooted and widespread.

(1) According to MHFA England

# Recognizing bias

**Bias can be unconscious - a pattern we act on without realizing it - or subconscious, an underlying influence we sense but rarely name. Both can quietly shape how we interact with others and make decisions.**

Despite good faith or intention, bias can shape how we see and respond to others. It often slips into small moments, unspoken habits, and quiet assumptions. When we slow down and reflect, we notice the patterns and open the door to more fairness, awareness, inclusion and respect.

Bias can silently drive decisions. It can influence who we expect to lead a project, who we ask to take notes, or who we turn to for technical input. These choices can reflect assumptions we've picked up over time.

It can look like skipping over a candidate with a name we don't recognize. Speaking more slowly or loudly to someone who speaks with an accent. Assuming a colleague isn't senior because of how they look or dress. Giving someone less room to speak because we expect them to be less experienced.

These moments rarely feel significant to the person making the choice. But for the person on the receiving end, they add up, and they're remembered.

Identifying bias doesn't eliminate it. Change begins when we're willing to pause, question our reasoning and reactions, and choose a different response. These small but mighty shifts in awareness open space for more thoughtful actions that can reshape how we work, lead, and connect.

34%

of Canadians say they have definitely or probably experienced negative effects from bias or discrimination at work.<sup>(1)</sup>

UP TO  
2x  
MORE LIKELY

In France, a white-appearing candidate has up to double the chance of a job interview compared to an equally qualified minority candidate.<sup>(2)</sup>



(1) Source: Pollara Strategic Insights  
(2) French government study reveals minorities face discrimination for jobs at major firms - French24

# The impact of racism

Whether subtle or overt, discrimination isolates individuals, disrupts teams, and shifts group dynamics in lasting ways. Understanding these impacts helps reveal what often goes unseen.

## Individual

**Racism changes how a person experiences their workday.** It influences how they are spoken to, how they are evaluated, how they are included and how they feel they belong. Being treated differently because of one's origin shapes self-perception and professional confidence. Over time, these experiences affect mental and physical health. A person may feel pressure to stay quiet, overcompensate, or withdraw. This can lead to fatigue, reduced motivation, and limited career growth. The impact often extends outside the workplace, affecting personal life and relationships. When racism is present, the individual carries the consequences in ways that are usually unseen by others.

## Team

**Teams rely on clarity, collaboration, and mutual respect.** When racism enters a team environment, it disrupts that foundation. Some people are excluded from opportunities, others are left out of conversations, and trust becomes uneven. Colleagues begin to notice changes in tone, participation, and group dynamics. This weakens communication and slows down decision-making. Motivation drops when people feel they are not evaluated fairly or given space to contribute. Over time, the team becomes less cohesive, and confidence in leadership may decline.

35%

of workers in USA report burnout linked to workplace discrimination. Hostile environments increase stress and reduce engagement<sup>(1)</sup>.



(1) Source: U.S News. <https://www.usnews.com/news/national-news/articles/2021-05-24/report-finds-racism-prevalent-in-the-workplace>



## Author

**The person responsible for a racist act is accountable for its impact.** Whether through language, decisions, or patterns of exclusion, their actions influence the workplace around them. When someone treats others unequally, it affects working relationships and professional credibility. Colleagues may become more guarded or less trusting. The individual may lose respect or influence. These effects can unfold quietly but have lasting consequences. Owning the outcome of one's behavior is part of professional responsibility and accountability.

## Group

**Groups develop culture through habit, tone, and shared behavior.** When racism is present, it shows who is visible, heard, and supported. Patterns form around access, recognition, and opportunity. Some people stop participating fully. Others lose trust in the group's ability to protect and include. These dynamics affect morale, engagement, and retention. A group that does not address racism risks becoming less open and less effective over time. Responsibility is shaped by the systems and expectations the group upholds.

50%

Discrimination leads to 50% higher absenteeism rates. Mental health impacts reduce productivity and attendance<sup>(2)</sup>.

(2) Source: SHRM (Society for Human Resource Management) <https://www.keeevee.com/workplace-discrimination-statistics#general-workplace-discrimination-statistics>

# Our shared responsibilities

Racism does not always announce itself. It can show up in a question, a glance, or what goes unsaid. How we choose to respond matters. Each of us has a role in preventing against racism and discrimination in all its forms. Recognizing it means staying alert to the small and the repeated. Responding means showing we won't let harm pass unchallenged. These moments belong to all of us, and we have a shared responsibility to act.

A COLLEAGUE'S NAME IS REPEATEDLY MISPRONOUNCED IN MEETINGS, EVEN AFTER CORRECTION.

**As a colleague:**

**Take the lead:** Pronounce their name correctly. If needed, gently repeat the correct pronunciation so others follow.

**As a manager:**

**In the moment:** Let's pause - names matter. Let's pronounce the name correctly going forward.  
**Follow up:** Ask if it keeps happening – it's on us to get it right.

AN EMPLOYEE IS ASKED, "WHERE ARE YOU REALLY FROM?" AFTER STATING THEIR CULTURAL IDENTITY.

**As a colleague:**

**Calmly speak up:** "They have already shared where they are from and it is important that we respect their response for an inclusive workplace."

**As a manager:**

**In the moment:** Questions like that can come across as questioning someone's identity or belonging, even if that wasn't the intent. In our workplace, we respect how people choose to identify and share their background. Let's make sure our conversations reflect that standard.

SOMEONE'S HAIR IS TOUCHED

**As a colleague:**

**Step in and say:** "It can make people uncomfortable when you touch them without their permission. It is best to ask before touching someone."

**As a manager:**

**In the moment, say:** "At our workplace it is not acceptable to touch each other without their consent. It is important that moving forward we all respect each others' personal space."  
**To the impacted employee, say:** "I am sorry you had to experience that and that it may have made you feel uncomfortable. As your manager it is important that I help to set the standard of what is acceptable in our workplace."

A COLLEAGUE IS PASSED OVER FOR PROMOTION. YOU UNDERSTAND THEY RECEIVED NO EXPLANATION, EVEN THOUGH YOU ARE AWARE THEY HAVE STRONG PERFORMANCE AND EQUAL QUALIFICATIONS.

**As a colleague:**

**Offer support:** Encourage them to raise their concerns with their line manager or human resources.

**As a manager:**

**In the moment:** Contact your HR Business Partner and request for an independent review. If you were involved in any of the selection decisions for promotion, take a moment to review your own notes of the interview to reflect whether bias shaped your decision, intentionally or not.

RACE DRIVES  
38%

of discrimination cases reported globally.<sup>(1)</sup>

A TEAM MEMBER SAYS, "GO BACK TO YOUR COUNTRY." OTHERS HEAR IT. THERE'S NO APOLOGY.

**As a colleague:**

**Respond immediately:** "That comment is not appropriate and doesn't reflect the inclusive values we have at ENGIE. Everyone deserves to feel respected and safe at work, regardless of their background. Let's keep our workplace welcoming for all". Support the person affected and help them raise the issue.

**As a manager:**

**Escalate and say:** "Comments of this nature are serious and not acceptable at ENGIE. It breaches our policies including our Code of Conduct". The matter needs to be raised with human resources so that a process of formal disciplinary action can be considered. It is important to support the person who affected by this comment through the process to ensure we have an inclusive workplace.

(1) UNESCO launches the Global Alliance on Racism and Discriminations after the 4th edition of the Global Forum - [unesco.org](https://unesco.org)

# What holds us accountable

We are committed to providing a workplace free from racial discrimination, backed by legal frameworks and internal policies that determine how discrimination is handled across our Group.

## Global standards, no exceptions

ENGIE operates under international human rights conventions that apply to all our entities, in every location. These include the UN Guiding Principles, ILO Convention 111, the OECD Guidelines, and the Universal Declaration of Human Rights. They set a shared expectation for equity across hiring, advancement, daily conduct, and workplace culture.



## Standards that extend beyond the core

ENGIE's legal and ethical commitments are not limited to direct employees or majority-owned entities. They apply across subsidiaries, joint ventures, and external partners, wherever our Group holds operational control. These obligations are reinforced through the Vigilance Plan, Code of Conduct, and ethics procedures. Responsibility is not outsourced. We also have expectations of our suppliers as outlined in the ENGIE Code of Conduct in Supplier Relations. Our standards apply to subcontractors, suppliers, temporary workers and visitors to our sites.



## Backed by the global agreement

Global Framework Agreement on Fundamental Rights and ENGIE's social responsibility formalise our Group's commitments to human and workplace rights, including protections against racism and discrimination. It applies across all subsidiaries where we hold operational control and extends to suppliers and partners. Built with employee representatives and international unions, it strengthens how these standards are applied across our global footprint.

## Protected channels and escalation paths

ENGIE's internal systems allow for safe, confidential reporting. Employees can raise concerns without fear of retaliation, through ENGIE whistleblowing system or local channels such as your HR manager. Reports are investigated. Action is taken. These systems are active parts of our infrastructure and apply to every employee and stakeholder, in every role.

## The role of the Ethics Code Conduct

ENGIE's Ethics Code of Conduct applies globally and clearly defines unacceptable behavior. Any employee found to have engaged in racism or discrimination may face disciplinary action, including a warning, suspension, or dismissal. Managers are held to an elevated standard. Preventing harm, stepping in, and reporting incidents are part of their responsibility.

## Consequences under the law

In many of the countries we operate in, racial discrimination in the workplace can constitute a crime. Penalties vary and local laws may shift, but ENGIE's standards do not. For example, in France, discrimination can be punished by the correctional court whether the perpetrator is a natural person (individual) or a legal person (company or organization). Discriminatory acts may include refusing to hire, taking disciplinary action against, or dismissing someone on illegal grounds, making job, internship, or training opportunities subject to criteria prohibited by law, or denying access to students from vocational courses.

If the perpetrator is a natural person, penalties include up to 3 years of imprisonment and a fine of €45,000.

If the perpetrator is a legal person, penalties include a fine of up to €225,000 and possible additional penalties, including publicizing the court decision in the press.



Alert out ethics team of discriminatory behavior at [ethics@engie.com](mailto:ethics@engie.com)

# Lived experience

## MAKING JOKES AND COMMENTS ABOUT THE COLOR OF MY SKIN

### BRAZIL

I believe that respect, equity, and valuing diversity are non-negotiable pillars for a healthy, ethical, and productive corporate environment. However, I continue to experience situations that hurt my dignity as a black man. I've entered meeting rooms and been greeted with looks of surprise and suspicion, as if it were unlikely that I was the leader of that process. I've heard comments disguised as "jokes" about my hair, my appearance and my features—as if they were incompatible with a "leadership profile". I have felt the weight of having my origin, my skin tone and my culture put on trial, being the target of stereotypes, exclusions and insinuations in the workplace. These practices—even when presented as harmless jokes—perpetuate a system of exclusion and reinforce structural racism. Being anti-racist is a collective duty, but it is also an individual urgency. Because I know from my own experience that there is only excellence where there is respect.

### FRANCE

The use of swear words like "Tabarnak," "Câlisse," and "Esti" in my presence, or nicknames like "Hey, Caribou, come here" shouted in a hallway to refer to me, is quite common when people meet me for the first time. It reduces my cultural identity to expressions with a meaning that people tend to not understand. And it's a real shame. Even after several years, I still have trouble getting used to it. P.S.: We use the expression "moose" in French Canadian, not "caribou."

## MOCKING MY CULTURAL IDENTITY

## WHERE ARE YOU REALLY FROM?

### FRANCE

At the beginning of my career, I was often asked where I came from. When I explained that I was born and raised in France, they would respond, "No, but really, where are you from?" I am Black, and for them, it didn't match the identity I had just described. These same people were often surprised by my level of education, my eloquence, and my style of dress. I didn't fit the stereotypes they had in mind.

### NORTHAM

I have had people comment about my hair, touch it without consent, attempt to touch it, make a spectacle of how it moves, changes, and sharing their preference for my curly or straight hair state. I have often responded with physically removing their hands from my hair, saying very directly "do not touch my hair". I remember an instance where I was invited on site to establish a partnership with a new organization. One of the partners thanked my white male colleague and intern for coming, shook their hands, and proceeded to walk off—despite me being with them. I introduced myself as the Director of Outreach—he stood there stunned. I shook his hand and thanked him for inviting me, my colleague, and intern to their event. I was happy to have been able to share my experience and it be received.

## WHEN RESPECT ISN'T GIVEN, BUT DEMANDED

### FRANCE

Sometimes, people ask me which school I attended before they even care about my name. And of course, since I don't have a degree from a prestigious engineering school, there's often no time for my name. I'm considering taking evening classes to get an engineer degree, just to stop hearing: "Yes, but you're not an engineer..."

## MORE THAN JUST A DEGREE

# BEING DEFINED BY MY APPEARANCE

## FRANCE

I showed up with my natural curly/kinky hair, and a colleague looked at me and said my hair was “unruly,” then laughed and added that its texture reminded her of broom bristles. She suggested I should straighten it to be more “presentable.”

## UK

Throughout my career, I have encountered subtle forms of Islamophobia, often disguised as jokes or casual remarks. Whether it's being questioned repeatedly about why I don't drink, joked about as if I'm “missing out,” or even subtly excluded from social events—it all reinforces a sense of being an outsider. I've heard colleagues make sweeping, insensitive remarks about “backward” Muslim countries. When I point this out, it's often dismissed or met with awkward silence. These everyday moments may seem small but they create an environment where Muslims are subtly othered. Challenging these biases is key to fostering an inclusive workplace where all employees, regardless of faith, feel respected and valued.

## UK

Throughout my career, I have regularly encountered microaggressions that have shaped my understanding of the barriers faced by marginalised groups. A lighter example is the repeated question, “Where are you from?” When I respond with “London,” the person often asks again, as if my answer is incorrect. Despite being British, speaking with a British accent, and having lived here my whole life, my skin colour makes me visibly different. These everyday moments create an othering effect—a constant reminder that, as an ethnic minority, I am seen as an outsider. Addressing microaggressions like these is key to fostering an inclusive workplace where everyone feels they belong.

# WHEN YOUR IDENTITY IS QUESTIONED EVERY DAY

# BELONGING—EXCEPT WHEN YOU'RE MUSLIM

## FRANCE

This gap between reality and prejudices often led some people to touch my hair without my permission, give me nicknames like “the tigress” or “Josephine,” and ask intrusive questions about my religion. People thought I have also been hired as a “quota” and then belittled daily; my decisions were never respected, and my skills were constantly questioned because I was “too confident for a Black woman.”

# TOO CONFIDENT FOR A BLACK WOMAN

# EXCLUDING ME BECAUSE OF MY ORIGIN

## FRANCE

During a professional meeting with a French colleague, I, an Asian employee working in France, noticed some lack of clarity between us. I mentioned that there were cultural and professional differences between us, highlighting my background in finance and industry compared to their marketing experience and the need for a discussion. In response, my French colleague said, “I think you are not competent to be an employee of ENGIE.” I was deeply shocked by this remark but, due to the hierarchical relationship, I couldn't find the right words to respond.

# The workplace we're building

ENGIE is shaping a workplace where people are respected, included, protected, and feel they belong. Across the Group, structures are in place to support full contribution, speaking up, and recognition that isn't shaped by bias or assumption.

A workplace is shaped by how people treat one another and by the standards that are expected, reinforced, and protected. At ENGIE, inclusion is built through decisions, behavior, and systems that make space for difference and respond when that space is denied. This approach holds across roles, regions, and teams. It asks for consistency, attention, and care. Respect shows up in tone, in access, in who is supported without question. It is a shared responsibility.

Creating a workplace free from racism and discrimination requires continuous effort and the active participation of everyone at ENGIE. This work begins with each of us through the choices we make, the standards we uphold, and the way we support one another every day. When inclusion and equity are part of our everyday environment, they become part of how we move through the world. This extends outside our workplace, shaping the way we engage with others and strengthening the communities we're part of. Through each action we take here, we help influence the world in a direction we believe in.

€150  
BILLION IN  
UNTAPPED VALUE<sup>(1)</sup>

Reducing inequality linked to ethnic origin could lift GDP by 7% over 20 years,- adding €150 billion to the economy. Equity benefits everyone. Discrimination lawsuits cost US employers \$470 million annually. Failing to address workplace bias has significant financial implications.

CONFIDENCE  
IN PROTECTION  
IS INCREASING<sup>(2)</sup>

In 2022, reported rights-related claims in France rose by 9%.

35%

Companies with racial diversity in leadership are 35% more likely to outperform competitors. Diverse perspectives enhance business outcomes.<sup>(3)</sup>

(1) The Economic Cost of Workplace Discrimination in France - Billions of euros in lost potential - France Stratégie  
(2) Racist, xenophobic, and anti-religious crimes increased in France in 2022  
(3) Source: McKinsey, "Why Diversity matters" (2015)

BELONGING

# Our work in action

Our work to make ENGIE a zero-tolerance environment has been in motion for some time, continuing to evolve, strengthen, and deepen. Every step forward brings us closer to the workplace we're committed to building together.



## Employee networks: built from the inside

Across the Group, our people have created spaces that reflect lived experience. These include BEEN (Black ENGIE Employee Network), hOla! for Hispanic and Latino colleagues, and AAPI for our Asian American and Pacific Islander colleagues. These groups are peer-driven. They connect people, bring visibility to issues, and push us to move from policy into daily action.



## Committees and local action

Our DEI committees lead the way on how we implement action throughout our locations. They shape hiring practices, guide learning around bias, and back initiatives that reflect the realities of each region. This work is direct, grounded, and tailored to reflect each local community's needs.

## Partnerships with purpose

We've joined coalitions that push for racial equity across industries. These partnerships expand our reach and keep us connected to what's happening outside our walls. In the United States, this includes CEO Action for Diversity and Inclusion, a major coalition of CEOs committed to advancing diversity, equity, and inclusion in the workplace. In France, that includes *Ensemble pour A.G.I.R* (Together for A.G.I.R: Act to Guarantee Inclusion and Reduce discrimination based on cultural, geographical, and social origins), a national initiative committed to inclusion and to reducing discrimination tied to cultural, geographic, or social origin.



## Be.U@ENGIE policy

ENGIE's "Be.U@ENGIE" policy is designed to cultivate an environment where everyone feels free to be themselves and fully contribute to the Group's collective ambition. This policy emphasizes embracing individual uniqueness while promoting unity within the organization. It serves as a foundational framework for our diversity, equity, and inclusion efforts.

## Origins: naming what shapes us

We've made "Origins" one of our core focus areas across diversity and inclusion. That includes race, ethnicity, nationality, and religion, acknowledging how they shape experience. We build tools, set targets, drive awareness and adjust behavior to make sure our differences are respected.



# Everyday acts, everyday responsibility

A mini-guide to recognize, prevent and respond to racism at every stage of the employee journey—from recruitment to career progression—at ENGIE. Tailored to Colleagues, Managers, HR and Leaders.

| WHAT?                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WHO?                                                                                                                                                                                                                                                                                                                                                                    | 1. RECOGNIZE                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2. PREVENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3. RESPOND                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                         | <b>RACISM AND BIAS DON'T ALWAYS SHOW THEMSELVES LOUDLY, BUT THEY APPEAR IN PATTERNS. KNOWING WHERE AND HOW TO LOOK MATTERS</b>                                                                                                                                                                                                                                                                                                                                                     | <b>CREATING A CULTURE OF EQUITY CALLS FOR CLEAR, EVERYDAY ACTIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>WHEN AN INCIDENT OCCURS, REACTIVITY AND FOLLOW-THROUGH ARE ESSENTIAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>EMPLOYEE</b><br>You are the heartbeat of your team's culture: your everyday interactions, willingness to support colleagues, and readiness to speak up when something's not right shape an inclusive environment. Through active listening and solidarity, you help ensure everyone feels valued and respected.                                                      | <b>As an employee</b> <ul style="list-style-type: none"><li>• <b>Meeting exclusion:</b> Notice who gets spoken over or excluded in meetings.</li><li>• <b>Problematic assumptions:</b> Question repeated jokes, assumptions or habits that make someone uncomfortable.</li><li>• <b>Unequal backing:</b> Pay attention to who gets backed—and who doesn't.</li></ul>                                                                                                               | <b>As an employee</b> <ul style="list-style-type: none"><li>• <b>Correct name usage:</b> Use people's names correctly.</li><li>• <b>Avoid assumptions:</b> Avoid assumptions about ability or character based on accent, looks or background.</li><li>• <b>Support colleagues:</b> Back colleagues when their input is missed or dismissed.</li><li>• <b>Openness to feedback:</b> Stay open to being corrected.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>As an employee</b> <ul style="list-style-type: none"><li>• <b>Immediate support:</b> When you witness bias or exclusion, offer support to those affected and acknowledge their experiences.</li><li>• <b>Safe reporting:</b> Speak up when it feels safe, and use the appropriate reporting channels if necessary.</li><li>• <b>Accountability:</b> If you misstep, listen without defensiveness, take accountability, and commit to doing better.</li></ul>                                                                                                                                                                  |
| <b>MANAGER</b><br>As a manager, you set and maintain the standards within your team. Your close connection allows you to spot early warning signs, anticipate tensions, and drive corrective action – a responsibility that comes with the duty to act when needed. You bridge corporate direction with on-the-ground reality, relying on HR support for complex cases. | <b>As a manager</b> <ul style="list-style-type: none"><li>• <b>Input distribution:</b> Check who you rely on for input, who gets key tasks, and who gets left out – and act on any imbalance, as it's your duty to do so.</li><li>• <b>Discomfort signals:</b> Watch for withdrawal, hesitation or signs of discomfort.</li><li>• <b>Onboarding welcome:</b> Think about how newcomers are welcomed, especially when their background differs from the rest of the team.</li></ul> | <b>As a manager</b> <ul style="list-style-type: none"><li>• <b>Advance notice:</b> Inform the team in advance and encourage a warm, attentive welcome.</li><li>• <b>Inclusive mentoring:</b> Appoint a mentor or buddy—ideally from a different background—to guide the newcomer.</li><li>• <b>Informal invitations:</b> Encourage invitations to the staff canteen or for coffee breaks.</li><li>• <b>Mutual introductions:</b> Organize mutual introductions during team meetings.</li><li>• <b>Regular check-ins:</b> Schedule regular check-ins to monitor integration.</li><li>• <b>Active invitations:</b> Actively invite under-represented colleagues to share their views.</li><li>• <b>Cultural moments:</b> Introduce 10-minute "Cultural Diversity Moments" for voluntary cultural sharing in team meetings.</li><li>• <b>Strict evaluation grid:</b> Stick strictly to the pre-validated evaluation grid for recruitment and internal mobility.</li><li>• <b>Role rotation:</b> Rotate who conducts the interview and who poses key questions.</li><li>• <b>Structured debrief:</b> Debrief your impressions with a peer or HR to counterbalance unconscious bias.</li></ul> | <b>As a manager</b> <ul style="list-style-type: none"><li>• <b>Immediate acknowledgment:</b> Acknowledge any racist comment or micro-aggression as soon as it occurs.</li><li>• <b>Direct intervention:</b> Address the behavior respectfully and focus on the act rather than questioning intent and escalate when formal performance management or investigation may be required.</li><li>• <b>Employee support:</b> Support the impacted employee and involve HR when needed.</li><li>• <b>Clear follow-up:</b> Ensure follow-up actions are taken to reinforce a culture of respect and belonging.</li></ul>                 |
| <b>HR</b><br>As the cornerstone of systemic equity, HR designs and evolves recruitment, training, and sanctions policies. You ensure every process reinforces diversity and inclusion, while guiding managers and employees through sensitive situations.                                                                                                               | <b>As HR</b> <ul style="list-style-type: none"><li>• <b>Exit interviews:</b> Listen carefully in exit interviews and during feedback sessions.</li><li>• <b>Pattern tracking:</b> Track recurring issues across teams and over time.</li></ul>                                                                                                                                                                                                                                     | <b>As HR</b> <ul style="list-style-type: none"><li>• <b>Fair processes:</b> Design and regularly revisit fair recruitment, mobility and career-management processes.</li><li>• <b>Continuous training:</b> Lead workshops on unconscious bias, micro-aggressions and inclusive behaviors.</li><li>• <b>Monitoring tools:</b> Provide managers with checklists (interview grids, anti-bias questions, mentoring plans).</li><li>• <b>Insight-based actions:</b> Propose interventions from trends that have been identified from exit interviews and in ENGIE&amp;Me surveys.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>As HR</b> <ul style="list-style-type: none"><li>• <b>Confidential handling:</b> Ensure every report of racism or discrimination is taken seriously, handled confidentially, and investigated promptly.</li><li>• <b>Managerial guidance:</b> Guide managers through difficult conversations and corrective actions, including performance management.</li><li>• <b>Ongoing support:</b> Support impacted employees throughout the process.</li><li>• <b>Insight-driven improvements:</b> Leverage insights from each case to strengthen training, improve practices, and build a more resilient, equitable culture.</li></ul> |
| <b>LEADER</b><br>In your strategic role, you embody and amplify the company's zero-tolerance stance on racism. By taking a visible stand and actively sponsoring diverse talent, you create powerful momentum that turns commitments into concrete, lasting change.                                                                                                     | <b>As a leader</b> <ul style="list-style-type: none"><li>• <b>Informal feedback:</b> Listen to informal comments, anecdotes or testimonials about team culture.</li><li>• <b>Talent visibility:</b> Note who benefits from your sponsorship or support and who remains in the shadows.</li></ul>                                                                                                                                                                                   | <b>As a leader</b> <ul style="list-style-type: none"><li>• <b>Active sponsorship:</b> Identify and sponsor talent who've overcome social or cultural barriers.</li><li>• <b>Public commitment:</b> Speak out internally and on social media about the company's zero-tolerance stance on racism.</li><li>• <b>Bias-free policies:</b> Support updates to policies that remove bias at the source.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>As a leader</b> <ul style="list-style-type: none"><li>• <b>Unwavering stance:</b> Demonstrate through words and actions that responding to racism is non-negotiable.</li><li>• <b>Public communication:</b> Speak publicly about the company's zero-tolerance policy and accountability.</li><li>• <b>Organizational backing:</b> Back managers and HR when corrective measures are needed.</li><li>• <b>Systemic response :</b> Champion systemic responses (policy updates, restorative efforts) following major incidents.</li></ul>                                                                                       |

# Interrupting bias: how to hire fairly

Bias can quietly shape how we assess others, often without our awareness. It operates in hiring, performance reviews, team dynamics, and daily interactions. To reduce its impact, we must be able to name it, recognize when it appears, and take consistent steps to interrupt it.

## TYPES OF BIAS

**PRIMACY EFFECT**

First impressions carry more weight than later information, shaping opinions before someone has a chance to show their full self.

**RECENCY EFFECT**

The last thing said or done can dominate recall, distorting an overall evaluation.

Stereotype bias assumptions based on race, culture, or identity replace a person's actual qualities or behavior.

**SIMILARITY BIAS**

We favor those who feel familiar, in background, education, or values, even when it's not relevant to performance.

**CONTRAST EFFECT**

We judge someone in comparison to others, rather than on their own merits.

**HALO EFFECT**

A single strength leads to an overly positive overall impression.

**HORN EFFECT**

A single weakness or discomfort leads to an unfairly negative judgment.

**ROSENTHAL EFFECT**

Expectations influence outcomes. Believing someone will succeed or fail can unconsciously shape their experience.

## STEPS TO INTERRUPT BIAS

**BEFORE INTERACTIONS**

Prepare structured questions or criteria. Remove irrelevant details like names or photos when reviewing résumés. Define what matters most for the role or task.

**DURING**

Stick to the same questions or standards for each person. Stay present. Focus on behavior and responses, not on comfort or familiarity.

**AFTER**

Cross-check with others. Reflect on what influenced your judgment. Ensure your conclusions are based on evidence, not impression.

# Resources and networks

Discrimination can't be addressed in theory. It requires practical structures: safe spaces to speak up, access to support, and systems that respond with accountability.

## Employee Resource Groups (ERGs)

ERGs are employee-led groups that support underrepresented communities across ENGIE. They create space, build connection, and bring lived experience into the business. Groups are open to all employees. Participation means listening, showing up, and backing the people the group exists to represent.

### ERG contacts – North America

**AAPI (Asian American & Pacific Islanders)<sup>(1)</sup>**  
erg-aapi.engiena@engie.com

**BEEN (Black ENGIE Employees Network)<sup>(2)</sup>**  
been.engiena@engie.com

**hOla! (Hispanic Latin America Network)<sup>(3)</sup>**  
holaerg.engiena@engie.com

### Diversity managers

Diversity Managers support ENGIE's inclusion policies and act as a contact point for employees, managers, and representatives. They lead local actions, help resolve issues, and guide people to the right internal support. They work within HR, and all conversations are confidential.

### The ethics alert system

If you experience or witness racism - report it! Reports are confidential and can be made anonymously. Every alert triggers an internal review, and action is taken when needed.

### To report

- Email: [ethics@engie.com](mailto:ethics@engie.com)
- Toll-free: 00 800 2348 2348
- From France: 00 331 45 51 03 67
- North America (voice message): 1-866-553-4733

(1) An inclusive organization for API employees at all stages of the talent pipeline supporting, creating and sustaining a culture of diversity, equity and inclusion for the mutual benefit of employees and ENGIE through programming and policy objectives.  
(2) Creating and supporting an inclusive, equitable, and nurturing work culture for Black employees and to influence and support ENGIE North America's commitments to diversity and inclusion, Black communities and businesses.  
(3) Focused on working together as ENGIE employees to create and support an inclusive, equitable, and rewarding work environment for Hispanic/Latino employees and to influence and support ENGIE North America's commitment to diversity and inclusion.



# GLOSSARY

### ALLYSHIP

The practice of emphasizing social justice, inclusion, and human rights by members of an in-group, to advance the interests of an oppressed or marginalized out-group.

### ANTI-RACISM

The active process of identifying and opposing racism by changing systems, organizational structures, policies, practices, and attitudes to redistribute power in an equitable manner.

### ASSIMILATION

It refers to the process by which individuals or groups of differing cultural backgrounds are absorbed into the dominant culture of a society. This involves adopting the traits, behaviors, and norms of the dominant culture to the extent that the assimilating group becomes socially indistinguishable from other members of that society.

### BIPOC

An acronym for Black, Indigenous, and People of Color, used to emphasize the unique experiences of Black and Indigenous people among people of color.

### COLOR-BLINDNESS

The belief that treating people equally means ignoring race, which can lead to ignoring the unique challenges faced by different racial groups.

### CULTURAL APPROPRIATION

The adoption of elements of one culture by members of another culture, often without permission and usually for profit or personal gain.

### CULTURAL COMPETENCE

The ability to understand, communicate with, and effectively interact with people across cultures.

### DECOLONIZATION

The process of deconstructing colonial ideologies of the superiority and privilege of Western thought and approaches.

### DISCRIMINATION

Unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex.

### DIVERSITY

The state of being diverse or having a range of different things; the practice or quality of including or involving people from a variety of social and ethnic backgrounds, genders, sexual orientations, and other characteristics.

### ETHNOCENTRISM

Evaluating other cultures according to the standards of one's own culture, often with a belief in the superiority of one's own culture.

### HARASSMENT

Harassment refers to aggressive pressure or intimidation that is unwelcome and unwanted. It can include actions such as threats, bullying, or coercion, and often involves repeated behavior that creates a hostile environment for the victim.

### IMPLICIT BIAS

The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

### INSTITUTIONAL RACISM

Patterns by which racial inequality is structured through key cultural institutions, policies, and systems.

### INTERSECTIONALITY

A framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege.

### MARGINALIZATION

The process whereby something or someone is pushed to the edge of a group and accorded lesser importance.

### MICROAGGRESSION

Everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, that communicate hostile, derogatory, or negative messages to target people based solely on their membership of a marginalized group.

### MULTICULTURALISM (in an organizational context)

An approach that acknowledges, values, and actively supports the diverse cultural, racial, and ethnic identities within an organization, promoting inclusion through differentiated policies and practices.

### RACISM

Any distinction, exclusion, restriction or preference based on race, color, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.

### RESTORATIVE JUSTICE

A system of criminal justice that focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.

### STRUCTURAL RACISM

A system in which policies, practices, cultural representations, and other norms work in various ways to perpetuate racial group inequity. In the workplace. This includes the way cultural history, decision making processes and power dynamics can result in unequal outcomes for employees of different racial or ethnic backgrounds.

### SYSTEMIC RACISM

The policies and practices entrenched in established institutions, which result in the exclusion or promotion of designated groups.

### TOKENISM

The practice of making only a perfunctory or symbolic effort to be inclusive to members of minority groups.

### UNIVERSALISM (in an organizational context)

A perspective that emphasizes equal treatment and uniform standards for all individuals, often prioritizing shared human values over cultural or racial distinctions.

### WHITE PRIVILEGE

The unearned advantages and benefits that society gives to white people, often without their awareness.

## ACKNOWLEDGMENTS

We would like to thank all those who generously shared their valuable insights and provided support throughout the development of this guide.

July 2025

Photo credits: ENGIE mediacenter, Getty Images, iStock.  
Design, writing and production: TERRE DE SIENNE



1 Place Samuel de Champlain, Fbg de l'Arche  
92930 Paris la Défense Cedex

France

[www.engie.fr](http://www.engie.fr)

