



## Risk factors and control

### 2.1 Risk management process

The material risks to which the Group is exposed, based on its own assessment, are described below. Other, less significant risks or risks unknown to date could also affect the Group. If these risks were to

materialize, they could have a negative impact on the Group's operations, financial position and earnings, image and outlook, and/or on the ENGIE share price.

## 2.1 Risk management process

### 2.1.1 Enterprise risk management policy

The Group has adopted an Enterprise Risk Management (ERM) policy, the principles of which are consistent with professional standards (including ISO 31000 and the Federation of European Risk Management Associations). The policy sets out ENGIE's ambition to "manage its risks in order to ensure its performance".

The Group's Enterprise Risk Management Policy applies to the Group's businesses and controlled entities, while observing the rules of governance that apply to each entity.

This policy promotes risk-taking at a reasonable level from a legal perspective, acceptable to generally held opinion and economically viable. It stipulates that all managers are risk managers. Generally, the Management Committees of the Group's entities are the main bodies that determine the actions to be taken to manage risks, except when a specific risk committee is created, such as for market risk.

To achieve this aim, the Group has appointed the Risk Management Director as Chief Risk Officer. His objective is to ensure the effectiveness of the risk management system. He coordinates the designated Chief Risk Officers of each of the BUs and Corporate Functions. These Chief

Risk Officers assess the BU's or Function's overall risk exposure and ensure that risk mitigation plans are implemented.

Risk analysis and coordination of action plans are performed in collaboration with all the Group's functional lines.

Each year, the Group's ERM process begins with a risk review by the Executive Committee. An ERM campaign is then launched across the Group, setting out guidelines for risk management throughout the year. It highlights priority risks, each of which is coordinated by an Executive Committee member and will be monitored specifically by one of the Board's standing committees (see Section 4.1.1.2.3 "Standing committees"). It results in a new Group risk review that is presented to the Executive Committee, then to the Audit Committee. After examining the review, the Audit Committee gives its opinion on the effectiveness of the risk management system to the Board of Directors.

Knowledge of risks resulting from feedback from operating entities and functional departments is supplemented by interviews with directors, an analysis of publications by external analysts and a review of major events.

### 2.1.2 Crisis management

ENGIE may have to face crisis situations. The Group has defined a crisis management policy, which sets out the general principles and the roles of the various participants, and has set up a dedicated organization.

The Group is thus equipped with a warning, analysis and decision-making system to manage crises at the relevant organizational level.

The effectiveness of the system is regularly assessed by means of internal controls and appropriate exercises.

### 2.1.3 Risk and insurance coverage

ENGIE's Insurance Department is responsible for preparing, establishing and managing insurance programs in the areas of Group asset protection (against property damage and loss of earnings), personal protection, third-party claims (civil liability) and automobile insurance, and for prevention.

For each of these areas:

the amounts insured depend on the financial risks resulting from potential claim scenarios and coverage conditions offered by the market (available capacities and tariff conditions);

financing is optimized: low or moderate hazard risks are covered by self-insurance plans, through deductibles and retentions or through the use of the Group's reinsurance company whose commitments on a cumulative basis represent a maximum estimated loss of approximately 0.14% of the Group's 2018 revenues.

However, the Group could, in certain cases, be required to pay out sizable compensation not covered by the current insurance program or could incur very high costs that its insurance policies do not reimburse or reimburse inadequately. Although the Group has excellent insurance coverage, specifically with regard to civil liability and environmental risks, it could be liable beyond the maximum insured amount or for events not covered (primarily due to the common insurance exclusions).

#### 2.1.3.1 Civil liability

A civil liability program for corporate officers and managers covers the representatives of ENGIE, its subsidiaries and Group representatives within its equity holdings.

A general civil liability program (including for environmental damage) has been taken out for all the entities for a total amount of €800 million. This program predominantly provides first-euro coverage or coverage for



## Risk factors and control

### 2.3 Operational risks

---

#### 2.3.4 Ethical risks

The main risks identified are: corruption, violations of human rights, non-compliance to competition and/or embargo rules, fraud and breaches of personal data. Any breach of the ethical principles of the Group could constitute a legal and reputational risk (see Note 28 of Section 6.2.2 “Notes to consolidated financial statements”).

In order to prevent as far as possible these risks from materializing, ethical compliance policies and procedures are deployed throughout the entire Group and they are applicable in all our controlled entities. The Ethics, Compliance and Privacy Department promotes their implementation within the Group, relying on the management line and the Ethics & Compliance Officers and Data Protection Managers networks. Those policies and procedures are instrumental in the

compliance to new Sapin II laws and Duty of Vigilance as well as to the European Regulation n°2016/679 on the protection of personal data.

Ethical risks are analyzed annually and action plans are implemented if necessary. Moreover, risks relating to corruption and human rights are specifically assessed as part of the Group’s risk analysis process (see Section 4.2 “Ethics, Compliance and Privacy”).

In addition, the policy on the analysis of ethical risks relating to investment projects and major contracts and the human rights guidelines applicable to the whole Group require the entities to analyze corruption risks and human rights risks for every new project.

---

#### 2.3.5 Risks related to human resources

In the context of its ambitious transformation plan (new businesses, digitization, etc.) the Group could encounter difficulties in ensuring that it has the right skills to support its development and to unite employees around its business plan.

The skill risk relates as much to quality (adaptation of skills to new activities) as to skills volumes (shortage in the labor market).

The transformation plan could also undermine employee engagement, resulting in individual or collective attitudes that are not aligned with the behaviors required for the transformation or to at-risk situations regarding occupational well-being.

##### 2.3.5.1 Workforce competencies

Developing the employability of its workforce is one of the Group’s main HR priorities.

Pursuing the commitments made in the European Social Agreement, which it signed on April 8, 2016, ENGIE is providing HR support for the transformation in three key ways: anticipating the skills needed and managing changes in the Group’s jobs (ENGIE Skills prospective approach), stimulating the internal labor market (ENGIE Mobility) and training (ENGIE Schools, in particular) (see Section 3.4.1 “Human resources development and mobility policies”).

##### 2.3.5.2 Employee commitment

Given the scale and speed of the Group’s transformation, it needs to support managers and employees to give meaning to the changes and promote buy-in.

In October 2018, for the third consecutive year, the Group carried out its “ENGIE & Me” engagement survey to measure employee buy-in and adapt its action plan.

Via its “ENGIE Leadership Way” program, ENGIE promotes managerial behavior that fosters innovation and employee development (see Section 3.4.1.4 “Targeted development policies”). In addition, the Group provides a “co-leader” training program for its 30,000 managers. ENGIE is also particularly attentive to the prevention of psychosocial risks.

By communicating regularly about innovation, new business models, and other topics related to the transformation, the Group aims to strengthen internal support and encourage dialogue with employees.

##### 2.3.5.3 Occupational well-being

The steps taken since 2016 to adapt the Corporate headquarters’ organization, to push forward ways of working and more generally to anchor the Group’s transformation are accompanied by different measures aiming at preventing, detecting and remedying at-risk situations, regarding occupational well-being, inherent to this type of transformation.

---

#### 2.3.6 Risks related to health and safety and protection of Group assets

##### 2.3.6.1 Health and safety at work

The Group is committed to eradicating fatal accidents and reducing workplace accidents and occupational illnesses. The Group health and safety policy was agreed with the union federations at European level and subsequently worldwide. An action plan was defined for the period 2016-2020, which was strengthened in 2017 with a specific action program called “No Life at Risk”, the aim of which is to develop the safety culture and the commitment and vigilance of all individuals in order to protect their lives and those of others, involving everybody working on behalf of the Group. (see Section 3.4.6 “Health and safety policy”). In 2018, the focus was put on the health and safety of subcontractors.

##### 2.3.6.2 Employee safety

The international scope of the Group means that some employees and other parties such as subcontractors may be exposed to health and safety risks, the threat of which warrants a specific organization incorporating a “country watch”. Wherever it operates, the Group continually assesses the risks related to terrorism, armed conflict, political or social unrest, organized or ordinary crime and, more generally, the occurrence of “unconventional” situations.

### 3.4.5 Employee relations

At Group level, employee relations are organized around two representative bodies that are privileged forums for consultation between management and employee representatives.

#### The European Works Council (EWC)

With 41 full members representing the Group's 135,000 employees throughout Europe, the purpose of the EWC is to develop and strengthen European social dialogue, ensure balanced representation between the Group's countries and main business activities, and develop social dialogue within these activities. A secretariat with 13 members representing eight countries meets once every two months.

In 2018, the EWC held four plenary meetings, along with eight EWC secretariat meetings, and eight meetings of the health and safety, social, strategy and research working groups.

#### French Group Works Council

This body, which represents more than 72,500 employees in France, has 30 full members. Two meetings were held in 2018.

#### Group collective bargaining agreements

On November 22, 2017, Isabelle Kocher and three European trades union federations industriAll Europe, EPSU and FETBB, signed a European agreement on professional gender equality. This agreement for an indefinite term reaffirms by extending the 2012 agreement that the promotion of equal opportunity, equal treatment and diversity of employees is an absolute priority for the Group. ENGIE also remains true to the commitments made under the global agreement on fundamental rights, social dialogue and sustainable development signed in 2010. The renewal of the diversity label in 2017 in France (first obtained in 2014) and the signing of the international Labor Organisation's (LO) Disability Charter in 2016.

### 3.4.6 Health and safety policy

#### 3.4.6.1 Results

As in previous years, performance in terms of frequency and severity of accidents involving Group employees continued to improve in 2018. The rates of accidents at work were as follows:

- a lost-time injury frequency rate for Group employees of 3.4, in the scope extended since January 1, 2016 to include all activities under ENGIE's management. This good result relative to the Group's 2018 target of FR of <3.5 confirms the progress of previous years, and shall be appreciated in view of the current transformation of the Group's activities towards more service activities that are more exposed to risks for people, and on average less mature concerning safety culture than industrial activities;
- a severity rate of 0.19 decreasing compared to last year (0.20).

The number of fatal accidents arising from the exercise of a professional activity among all the people working for the Group (Group employees, temporary workers and subcontractors) was 7 in 2018, within a broader scope of activities than in 2017 and with a greater potential exposure to risk due to the transformation of the Group's activities.

In the field of occupational health, the number of new cases of occupational disease was 91 in 2018.

#### 3.4.6.2 The health and safety management system

The key principles of the Group's health and safety policy were defined in 2010 through an agreement with the representative bodies of European personnel, and strengthened by the global agreement on occupational health and safety of May 13, 2014.

The Group's Health and Safety Rules set out the minimum standards and requirements that apply within the Group.

Targets set for the period 2016-2020 focus mainly on eliminating serious and fatal accidents, controlling industrial risks, reducing workplace accidents, reducing absenteeism for medical reasons, and developing a health and safety culture and commitment among employees, managers and subcontractors.

The Group's performance in terms of occupational health and safety and process safety is monitored by the Executive Committee, the Board of Directors and the Ethics, Environment and Sustainable Development Committee of the Board of Directors (EESDC). In 2018, all analyses of fatal workplace accidents were presented to the Executive Committee and the EESDC. Regular updates were also provided at meetings of the Board of Directors and of ENGIE 50, which brings together all the directors of the BUs and the Group's functional directors.

The health and safety performance is shared with managers and the Group's health and safety functional line, distributed to the BUs via managers and made available to all employees on the Group intranet.

Periodic updates and annual reviews are carried out with each BU in order to assess the effectiveness of the measures implemented and, particularly in 2018, to evaluate their capacity to prevent serious and fatal accidents involving employees and subcontractors.

### 3.4.6.3 Strengthening the health and safety culture

Various tools are used to strengthen the health and safety culture among the Group's employees and subcontractors.

The action program to reinforce the safety culture of everyone, with a focus on preventing serious and fatal accidents ("*No Life at Risk*") continued, with a focus on four areas:

- making the ENGIE Care DNA visible and perceptible for everyone;
- strengthening interactions and exchanges between BUs;
- strengthening the commitment of subcontractors;
- ensuring that health and safety Group Rules are strictly implemented.

The Group has established a major training program in order to develop the leadership qualities of its managers in health and safety, i.e. their capacity to influence the safety behavior of their colleagues. The Group is also increasing the capacity of its operators to influence the safety behavior of their colleagues through the detection of situations and events with high-potential of severity and through shared vigilance (see Section 3.4.6.4).

Substantial investments were made in training in 2018: 32% of the total number of training hours were devoted to Quality, Safety and Environment (QSE).

A memory anchor learning module, based on the latest scientific expertise in memory and artificial intelligence, has been developed to give each employee a personalized tool for learning the main rules to be respected in terms of health, safety and security.

In 2018, the Group's annual health and safety campaign (United together for everyone's safety) focused on the basic practices to be implemented by each employee and each subcontractor of the Group to prevent accidents at work, particularly serious and fatal accidents. Awareness campaigns on specific subjects were also rolled out by the BUs and the subsidiaries, with respect to the most significant risks generated by their activities.

The health and safety functional line facilitation makes extensive use of digital tools, with a great deal of work going into dissemination of information to the various BUs and entities: organization of themed monthly webinars, and of presentation of feedback on fatal accidents, and the provision for the functional line of various technical media through a shared collaborative space (SharePoint Global Care).

The Group also promotes the sharing of practical solutions through networks, communities of practices and thematic discussion groups on Yammer, the Group's social network

A weekly newsletter, Prevention News, covering most of the exchanges with the BUs, is sent out to the entire health and safety functional line. This document enables information on all accidents, significant hazardous situations and situations and events with high-potential severity (HiPo) reported by the BUs to be shared Group-wide.

In 2018, the Group's Global Care functional line (occupational health and safety, quality of life at work, security, process safety and crisis management) breathed new life into risk prevention approaches with its "Acceleration Days" convention. These days brought together the health/safety/security managers of the BUs, subsidiaries and entities to address the two key themes: the commitment of the Group's managers and of our subcontractors to improve risk management when providing services contracted by ENGIE..

### 3.4.6.4 Prevention of serious and fatal accidents

As part of its action plan to eradicate fatal accidents, the Group has defined nine "Life-Saving Rules", which constitute the last guardrail before a serious or fatal accident, if all other technical and organizational barriers have not worked. The BUs are also implementing a systematic approach to identifying and handling situations and events with high-potential severity (HiPo) that are precursors to serious accidents. Lastly, operators are asked to stop working if safety conditions are not met (the "Stop the work" approach) and to engage in shared vigilance ("I am equally vigilant about the safety of other people").

The Group's unwavering commitment to eradicate fatal accidents, particularly among its subcontractors, prompted it to revise the Group rules on health and safety in subcontracting in 2018, simplifying and reinforcing its requirements, and to establish a specific action plan in this regard, implemented by the operational teams with the support and coordination of the Group's Global Care and Procurement functional lines.

### 3.4.6.5 Dialogue with social partners

In 2018, dialogue with employee representatives and trade unions continued at all levels of the Group and particularly with global and European bodies in the context of Group health and safety agreements. Specific committees met to monitor the implementation of the various commitments.



## 3.4.7 Social data

### 3.4.7.1 Note on the methodology of social indicators

#### 1 Tool

The social indicators are derived from Group social reporting (GSR). They are set out in a shared Group database (which may be viewed on request).

The collection, processing and reporting of data entered by the local legal entities, subsidiaries of the ENGIE Group, is carried out in the Magnitude financial consolidation application, in accordance with the IFRS financial scope.

The indicators published in this report relate to fully consolidated companies, whose capital and management are under the control of ENGIE.

The social indicators are fully consolidated, regardless of the percentage of the company's capital owned.

#### 2 Scope of reporting

A reporting percentage is attached to each indicator, according to the workforce covered. Some missing or inconsistent data are omitted from the report.

Only data relating to the workforce and turnover is reported for the Africa BU.

Data relating to remuneration and professional training have not been included for the GTT BU. The data reported for workforce, turnover and working conditions at December 31, 2018 are the same as for 2017.

The headcount of the entities AEGE Concept and SERT, acquired at the end of the year, were not included in the HR and SST reporting. Their exclusion from the scope of reporting is therefore not reflected in the restitution rates <sup>(1)</sup>.

#### 3 Consolidation methods

The indicators for this report are consolidated using clearly defined procedures and criteria.

Data on the organization's structure, employee turnover, working conditions, training and safety were consolidated by aggregation.

#### 4 Internal control

The social data are successively consolidated and verified by each operational entity and by each BU, before reaching the Group HRD level.

#### 5 Additional information on some indicators

##### a) Employment

The Group data encompass the data of the 23 BUs, divided into nine operating segments.

Administrative employees are recognized under "senior technicians and supervisors".

The Belgian entities in the energy sector (Electrabel) do not declare "manual workers, clerical staff and technicians" as, contractually, unskilled or low-skilled workers have employee status. This might cause some underestimation of this category.

The French concept of cadres (managerial staff) is sometimes difficult to understand in other countries. This can lead to a slight underestimation of the number of managerial staff because some entities may take only their senior management into account.

##### b) Staff changes

Since 2017, indicators in this section have been calculated on a current scope basis, i.e. the fully consolidated reporting entities included in the scope of consolidation at 12/31/Y.

The lay-offs indicator does not include contractual terminations.

##### c) Diversity and equal opportunity

The declared percentage of people with disabilities provides the best possible information on the inclusion of people with disabilities. We do not consider it relevant to provide a reporting percentage for this indicator, since some entities are unable to gather the relevant information due to local regulatory restrictions.

##### d) Career development

The professional training indicators provided in this document do not take e-learning into account.

When all data cannot be provided within the timelines, the most recent are provided as well as a forecast of the missing data at year-end.

##### e) Organization of working time

The working hours of personnel within the Group companies are organized within the legal framework for working time, which varies from country to country.

Days of absence per person are calculated according to the Group convention of eight hours of work per day.

##### f) Compensation

Group policy is to offer everyone remuneration that is personalized, fair and competitive on the market, and which reflects the performance and level of responsibility of each person.

The compensation indicator is the ratio of the gross average salary in the "manual workers, clerical staff and technicians" category as a proportion of the national legal minimum wage. This ratio enables assessment of the relative average national salaries of full-time manual workers, clerical staff and technicians.

The average gross salary is obtained by dividing the annual gross salary by the average monthly full-time equivalent (FTE) workforce.

The restitution rate mainly depends on the existence and availability of a legal minimum wage. Legal minimum wage data for 2018 are provided by Eurostat.

Changes in payroll costs are also provided in Section 6.4.4 "Five-year financial summary".

(1) The proportion of disabled employees indicator is not reported for the UK BU.

#### g) Health and safety indicators

The analyzes carried out in this document concern the entities and activities in within ENGIE has operational management, regardless of the method of financial consolidation.

The occupational health & safety reporting scope includes the data of entities sold during the year up to their date of transfer, in particular, the data of the LNG BU, sold in 2018, is included in the occupational health & safety reporting within the LNG and GEM sector (representing 15% of the hours worked in the sector), unlike the HR reporting of which they are excluded.

The following entities International Power Ltd. E.V.Box, Piora FM SA, EGST, Teksial, ENGIE Contracting Almaghrib (ECAM), Thermaire & Ampair, FENIX Internation Inc., Fenix Uganda and Tieri fully consolidated and reported for HR indicators not included in Health & Safety reporting these exclusions are reflected in the refund rates presented.

Concerning the indicator number of new cases of occupational illness, we do not consider relevant to provide a refund rate since some companies cannot collect this indicator due to local regulatory constraints.



## Statement on non-financial performance and CSR information

### 3.4 Social information

#### 3.4.7.2 Table of social indicators

GRI	GROUP*			NORTH AMERICA			
	2018	2017	2016	2018	2017	2016	
<b>EMPLOYMENT</b>							
<b>Total workforce ■■</b>	<b>LA1</b>	<b>160,301</b>	<b>155,128</b>	<b>153,090</b>	<b>6,010</b>	<b>3,770</b>	<b>3,635</b>
<b>Workforce by geographic region ■■</b>	<b>LA1</b>						
France	LA1	74,961	72,589	72,651	0	0	
Belgium	LA1	16,910	16,658	16,697	0	0	
Other European countries	LA1	42,228	45,266	43,946	0	0	61
<b>Total Europe</b>	<b>LA1</b>	<b>134,099</b>	<b>134,513</b>	<b>133,294</b>	<b>0</b>	<b>0</b>	<b>61</b>
North America	LA1	7,380	4,903	4,350	6,010	3,770	3,574
South America	LA1	7,033	6,147	6,256	0	0	
Asia - Middle East - Oceania	LA1	9,092	8,858	8,813	0	0	
Africa	LA1	2,697	707	377	0	0	
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Breakdown of workforce by SPC</b>	<b>LA1</b>						
Managers ■■	LA1	40,131	37,191	35,587	1,680	893	1,050
Non-managers ■■	LA1	120,170	117,937	117,503	4,330	2,877	2,85
% Managers		25.0%	24.0%	23.2%	28.0%	23.7%	28.9%
% Non-managers		75.0%	76.0%	76.8%	72.0%	76.3%	7.1%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Breakdown of workforce by type of contract</b>	<b>LA1</b>						
Permanent ■■	LA1	92.5%	93.3%	93.4%	99.4%	99.2%	90.3%
Fixed terms ■■	LA1	7.5%	6.7%	6.6%	0.6%	0.8%	9.7%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Age pyramid of permanent employees ■■</b>	<b>LA1</b>						
Under 25 years old	LA1	3.4%	3.1%	3.1%	6.3%	5.6%	4.1%
25-29 yrs old	LA1	9.5%	9.5%	9.7%	11.6%	13.4%	11.7%
30-34 yrs old	LA1	13.5%	13.5%	13.7%	12.9%	14.6%	14.0%
35-39 yrs old	LA1	15.1%	14.6%	14.3%	13.1%	14.7%	14.9%
40-44 yrs old	LA1	13.6%	13.5%	13.6%	12.6%	12.5%	13.8%
45-49 yrs old	LA1	14.3%	14.7%	14.6%	12.3%	11.9%	12.2%
50-54 yrs old	LA1	14.1%	14.2%	14.1%	12.3%	10.8%	11.0%
55-59 yrs old	LA1	11.2%	11.5%	11.4%	10.9%	9.2%	10.6%
60-64 yrs old	LA1	4.5%	4.6%	4.6%	5.7%	5.2%	5.8%
65 and +	LA1	0.8%	0.9%	0.9%	2.4%	2.1%	2.0%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Female workforce ■■</b>	<b>LA13</b>	<b>33,817</b>	<b>34,378</b>	<b>33,529</b>	<b>1,405</b>	<b>1,256</b>	<b>1,192</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>							
<b>Proportion of women in workforce ■■</b>	<b>LA13</b>	<b>21.1%</b>	<b>22.2%</b>	<b>21.9%</b>	<b>23.4%</b>	<b>33.3%</b>	<b>32.8%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Proportion of women in management ■■</b>	<b>LA13</b>	<b>23.3%</b>	<b>22.9%</b>	<b>22.8%</b>	<b>29.2%</b>	<b>30.8%</b>	<b>32.6%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Proportion of apprentices in workforce</b>	<b>LA1</b>	<b>3.0%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

\* ENGIE Group covers the 9 sectors.

■■ Reasonable assurance for financial year (FY) 2018.  
The 2016 flows are calculated on a like-for-like basis.

# Statement on non-financial performance and CSR information

## 3.4 Social information

	LATIN AMERICA			AFRICA/ASIA			BENELUX		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
	<b>7,407</b>	<b>6,446</b>	<b>6,413</b>	<b>8,957</b>	<b>6,510</b>	<b>6,166</b>	<b>20,851</b>	<b>20,885</b>	<b>20,915</b>
	0	0		34	14		136	92	95
	0	0		0	0		13,585	13,230	13,287
	0	0		0	0		7,065	7,331	7,497
	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>14</b>	<b>0</b>	<b>20,786</b>	<b>20,653</b>	<b>20,879</b>
	979	844	740	241	0		65	232	36
	6,428	5,602	5,673	0	0		0	0	
	0	0		6,261	6,187	6,166	0	0	
	0	0		2,421	309		0	0	
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	1,556	1,016	973	1,712	1,335	1,152	4,791	4,579	4,585
	5,851	5,430	5,440	7,245	5,175	5,014	16,060	16,306	16,330
	21.0%	15.8%	15.2%	19.1%	20.5%	18.7%	23.0%	21.9%	21.9%
	79.0%	84.2%	84.8%	80.9%	79.5%	81.3%	77.0%	78.1%	78.1%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	91.8%	92.6%	94.3%	82.5%	87.2%	88.3%	96.5%	96.9%	97.0%
	8.2%	7.4%	5.7%	17.5%	12.8%	11.7%	3.5%	3.1%	3.0%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	4.6%	4.4%	6.2%	3.5%	3.5%	4.4%	3.3%	3.2%	3.2%
	14.7%	14.5%	14.8%	13.8%	14.6%	14.2%	8.1%	8.2%	8.5%
	18.8%	18.3%	17.9%	19.2%	18.5%	16.4%	11.1%	12.0%	13.0%
	19.2%	18.3%	18.0%	17.4%	16.2%	15.3%	14.5%	14.1%	13.5%
	14.3%	14.2%	13.6%	14.2%	14.6%	14.8%	12.4%	12.1%	12.3%
	10.3%	11.0%	10.4%	13.5%	13.3%	12.9%	14.2%	14.9%	15.6%
	9.0%	9.5%	9.5%	8.8%	8.9%	10.2%	15.6%	15.6%	15.0%
	5.8%	5.7%	5.6%	6.3%	6.8%	7.4%	12.9%	12.7%	12.3%
	2.7%	3.3%	3.0%	2.6%	3.0%	3.7%	7.2%	6.9%	6.3%
	0.7%	0.8%	1.0%	0.8%	0.6%	0.9%	0.7%	0.4%	0.3%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>1,256</b>	<b>1,118</b>	<b>1,032</b>	<b>1,564</b>	<b>1,010</b>	<b>921</b>	<b>2,918</b>	<b>2,858</b>	<b>2,905</b>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>17.0%</b>	<b>17.3%</b>	<b>16.1%</b>	<b>17.5%</b>	<b>15.5%</b>	<b>14.9%</b>	<b>14.0%</b>	<b>13.7%</b>	<b>13.9%</b>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>19.2%</b>	<b>17.3%</b>	<b>17.6%</b>	<b>22.7%</b>	<b>20.4%</b>	<b>18.7%</b>	<b>12.7%</b>	<b>12.3%</b>	<b>12.1%</b>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>0.6%</b>	<b>2.1%</b>	<b>0.1%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>2.4%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.4%</b>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

3



	GRI	GROUP*			NORTH AMERICA		
		2018	2017	2016	2018	2017	2016
Proportion of disabled employees		2.1%	2.0%	2.1%	0.0%	0.0%	0.0%
Employees under 25 as a % of permanent hires		13.9%	15.7%	17.6%	9.8%	10.2%	14.1%
Employees over 50 as a % of permanent hires		13.6%	14.3%	12.6%	21.7%	23.8%	17.1%
<b>STAFF AND JOB MOVEMENT</b>							
No. of permanent hires	LA2	18,011	14,339	12,058	1,246	886	680
No. of fixed-term hires	LA2	11,743	9,499	9,190	74	31	356
Hiring rate	LA2	18.9%	15.6%	14.0%	30.3%	24.8%	28.7%
% reporting		99.38%	99.07%	100.00%	81.68%	61.59%	100.00%
Permanent hiring rate	LA2	60.5%	60.2%	56.7%	94.4%	96.6%	65.6%
% reporting		99.38%	99.07%	100.00%	81.68%	61.59%	100.00%
Number of lay-offs		4,101	4,204	3,866	706	572	189
% reporting		99.38%	99.07%	100.00%	81.68%	61.59%	100.00%
Turnover	LA2	9.3%	8.4%	7.8%	27.9%	21.0%	19.3%
% reporting		99.38%	99.07%	100.00%	81.68%	61.59%	100.00%
Voluntary turnover	LA2	5.8%	5.8%	4.4%	11.5%	5.3%	13.6%
% reporting		99.38%	99.07%	100.00%	81.68%	61.59%	100.00%
<b>CAREER DEVELOPMENT</b>							
Proportion of workforce trained ■■	LA10	66.1%	67.7%	65.6%	67.3%	17.7%	53.4%
% reporting		95.00%	97.57%	97.88%	13.47%	17.95%	28.77%
Proportion of women in trained workforce	LA10	18.4%	17.6%	16.8%	16.4%	5.5%	25.7%
% reporting		95.00%	96.13%	97.88%	13.47%	5.34%	28.77%
Proportion of managers and non-managers in trained workforce:	LA10						
Managers	LA10	25.0%	24.6%	22.8%	13.0%	7.7%	22.4%
Non-managers	LA10	75.0%	75.4%	77.2%	87.0%	92.3%	77.6%
% reporting		95.00%	97.57%	97.88%	13.47%	17.95%	28.77%
Total no. of training hours	LA10	3,069,973	3,082,644	3,039,026	5,097	10,541	9,797
% reporting		95.00%	97.57%	97.88%	13.47%	17.95%	28.77%
Hours of training by topic	LA10						
Business techniques		40.8%	45.2%	44.2%	21.0%	50.1%	12.3%
Quality, safety and environment.		32.0%	31.7%	30.2%	20.6%	39.0%	21.1%
Languages		2.8%	2.9%	3.4%	2.5%	0.0%	2.8%
Management and personnel development		17.4%	13.0%	13.8%	2.6%	2.8%	3.8%
Other borrowings and debt		7.0%	7.1%	8.5%	53.4%	8.0%	60.1%
% reporting		95.00%	97.57%	97.88%	13.47%	17.95%	28.77%
No. of training hours per person trained	LA10	31	30	31	11	16	17
% reporting		95.00%	97.57%	97.88%	13.47%	17.95%	28.77%
No. of training hours per woman trained	LA10	27	27	28	9	29	13
% reporting		95.00%	96.13%	97.88%	13.47%	5.34%	28.97%
Training expenses per hour of training (in €)	LA10	29	34	33	10	12	31
% reporting		95.00%	97.57%	97.86%	13.47%	17.95%	27.83%

\*\* ENGIE Group covers the 9 sectors.

■■ Reasonable assurance for financial year (FY) 2018.  
The 2016 flows are calculated on a like-for-like basis.

## Statement on non-financial performance and CSR information

3.4 Social information

	LATIN AMERICA			AFRICA/ASIA			BENELUX		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
	1.1%	0.5%	1.2%	0.3%	0.2%	0.2%	0.3%	0.4%	0.3%
	12.2%	13.9%	14.9%	12.1%	13.3%	25.3%	14.5%	19.4%	20.9%
	6.5%	5.1%	7.2%	6.4%	9.5%	5.7%	16.1%	16.8%	9.4%
	1,773	1,199	1,284	840	677	435	1,975	1,674	1,536
	2,010	1,464	1,309	549	311	236	577	517	511
	53.7%	41.3%	40.1%	16.0%	15.2%	13.3%	12.2%	10.5%	9.7%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	46.9%	45.0%	49.5%	60.5%	68.5%	64.8%	77.4%	76.4%	75.0%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	667	869	893	99	372	46	527	311	449
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	16.8%	21.7%	20.4%	9.0%	13.6%	9.5%	9.0%	6.7%	7.2%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	6.4%	7.5%	6.2%	7.6%	7.5%	8.4%	5.6%	4.0%	3.7%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	72.5%	72.7%	75.3%	56.3%	73.1%	77.4%	73.1%	73.1%	74.7%
100.00%	100.00%	100.00%	100.00%	65.88%	95.06%	99.37%	100.00%	100.00%	100.00%
	18.4%	18.8%	14.5%	16.0%	16.2%	14.2%	12.3%	12.5%	12.5%
100.00%	100.00%	100.00%	100.00%	65.88%	95.07%	99.37%	100.00%	100.00%	100.00%
	24.2%	19.0%	15.2%	22.2%	22.0%	18.9%	23.4%	22.0%	21.5%
	75.8%	81.0%	84.8%	77.8%	78.0%	81.1%	76.6%	78.0%	78.5%
100.00%	100.00%	100.00%	100.00%	65.88%	95.06%	99.37%	100.00%	100.00%	100.00%
	217,719	147,670	179,573	171,645	220,215	215,940	504,736	521,534	507,468
100.00%	100.00%	100.00%	100.00%	65.88%	95.06%	99.37%	100.00%	100.00%	100.00%
	38.8%	41.1%	41.3%	43.4%	59.3%	57.9%	50.5%	57.0%	63.2%
	34.0%	26.7%	29.9%	32.1%	25.6%	29.4%	24.9%	29.8%	27.5%
	10.3%	7.8%	8.7%	2.1%	1.5%	2.9%	0.9%	0.7%	0.7%
	9.2%	13.2%	9.1%	9.1%	7.2%	5.5%	15.9%	7.2%	6.4%
	7.6%	11.2%	10.9%	13.3%	6.4%	4.3%	7.8%	5.3%	2.3%
100.00%	100.00%	100.00%	100.00%	65.80%	95.06%	99.37%	100.00%	100.00%	100.00%
	43	31	37	35	49	46	33	34	32
100.00%	100.00%	100.00%	100.00%	65.88%	95.06%	99.37%	100.00%	100.00%	100.00%
	38	31	39	28	29	27	24	27	22
100.00%	100.00%	100.00%	100.00%	65.88%	95.07%	99.37%	100.00%	100.00%	100.00%
	12	14	22	11	14	15	29	26	27
100.00%	100.00%	100.00%	100.00%	65.88%	95.06%	99.37%	100.00%	100.00%	100.00%

3



## Statement on non-financial performance and CSR information

### 3.4 Social information

	GRI	GROUP*			NORTH AMERICA		
		2018	2017	2016	2018	2017	2016
<b>Training expenses per person trained (in €)</b>	<b>LA10</b>	<b>885</b>	<b>1,036</b>	<b>1,000</b>	<b>109</b>	<b>199</b>	<b>542</b>
% reporting		95.00%	97.57%	97.86%	13.47%	17.95%	27.83%
<b>WORKING CONDITIONS</b>							
<b>Days of absence per person</b>	<b>LA7</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>6</b>	<b>3</b>	<b>7</b>
% reporting		95.90%	98.32%	99.06%	29.65%	48.92%	62.76%
<b>Overtime</b>	<b>LA7</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>3.8%</b>	<b>4.4%</b>	<b>4.6%</b>
% reporting		96.39%	98.62%	99.95%	38.79%	61.59%	100.00%
<b>HEALTH AND SAFETY DATA</b>							
<b>Number of fatal accidents (employees)</b>		<b>4</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
% reporting		100%	100%	100%	100%	100%	100%
<b>Frequency rate</b>		<b>3.40</b>	<b>3.30</b> <sup>(2)</sup>	<b>3.55</b>	<b>1.00</b>	<b>0.69</b>	<b>1.70</b>
% reporting		98%	99.08%	100%	100%	65%	100%
<b>Severity rate (French framework) <sup>(1)</sup></b>		<b>0.19</b>	<b>0.20</b>	<b>0.18</b>	<b>0.03</b>	<b>0.08</b>	<b>0.09</b>
% reporting		98%	99.08%	90%	100%	65%	100%
<b>Severity rate (ILO framework) <sup>(1)</sup></b>		<b>0.13</b>	<b>0.13</b>	<b>0.13</b>	<b>0.03</b>	<b>0.01</b>	<b>0.04</b>
% reporting		98%	99.08%	100%	100%	65%	100%
<b>Number of new cases of occupational illness</b>		<b>91</b>	<b>76</b>	<b>100</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>COMPENSATION</b>							
<b>Average salary of manual workers, clerical staff and technicians compared with national minimum wage</b>	<b>legal annual minimum wage in 2018 €</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
France	17,982	NS	NS	NS			
Belgium	18,751						
Spain	10,303						
Netherlands	19,130						
United Kingdom	17,566						1.44
Luxembourg	23,983						
Romania	4,889						
Poland	5,762						
Czech Republic	5,626						
Hungary	5,022						
Slovakia	5,760						
Portugal	8,120						
Greece	8,205						
Germany	17,976						
Turkey	4,562						
United States	12,935				2.06	2.39	4.55
% reporting					21.10%	1.29%	1.86%

(1) the evolution of severity rates does not include fatalities.

(2) 3.50 at 2018 perimeter

\* ENGIE Group covers the 9 sectors.

■ Reasonable assurance for financial year (FY) 2018.  
The 2016 flows are calculated on a like-for-like basis





## Statement on non-financial performance and CSR information

### 3.4 Social information

	GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX		
		2018	2017	2016	2018	2017	2016
<b>WORKFORCE</b>							
<b>Total workforce ■■</b>	<b>LA1</b>	<b>55,631</b>	<b>52,478</b>	<b>53,814</b>	<b>31,655</b>	<b>33,813</b>	<b>31,554</b>
<b>Workforce by geographic region ■■</b>							
France	LA1	52,470	49,685	50,968	42	42	35
Belgium	LA1	0	0		0	0	
Other European countries	LA1	913	530	542	31,613	33,771	31,519
<b>Total Europe</b>	<b>LA1</b>	<b>53,383</b>	<b>50,215</b>	<b>51,510</b>	<b>31,655</b>	<b>33,813</b>	<b>31,554</b>
North America	LA1	21	0		0	0	
South America	LA1	8	8	22	0	0	
Asia - Middle East - Oceania	LA1	1,951	1,890	1,940	0	0	
Africa	LA1	268	365	342	0	0	
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Breakdown of workforce by SPC</b>							
Managers ■■	LA1	13,153	11,758	12,039	4,639	4,441	3,206
Non-managers ■■	LA1	42,478	40,720	41,775	27,016	29,372	28,348
% Managers		23.6%	22.4%	22.4%	14.7%	13.1%	10.2%
% Non-managers		76.4%	77.6%	77.6%	85.3%	86.9%	89.8%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Breakdown of workforce by type of contract</b>							
Permanent ■■	LA1	91.6%	91.9%	92.3%	91.5%	92.2%	92.8%
Fixed terms ■■	LA1	8.4%	8.1%	7.7%	8.5%	7.8%	7.2%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Age pyramid of permanent employees ■■</b>							
Under 25 years old	LA1	3.4%	3.0%	2.9%	3.2%	3.1%	3.0%
25-29 yrs old	LA1	10.0%	10.4%	10.8%	7.2%	6.9%	6.7%
30-34 yrs old	LA1	14.3%	14.5%	14.8%	9.7%	9.3%	9.2%
35-39 yrs old	LA1	15.7%	15.4%	14.9%	11.8%	11.5%	11.6%
40-44 yrs old	LA1	13.4%	13.4%	13.8%	13.3%	13.0%	13.4%
45-49 yrs old	LA1	14.3%	14.5%	14.7%	15.4%	16.4%	16.6%
50-54 yrs old	LA1	14.4%	14.5%	14.3%	16.5%	15.6%	15.3%
55-59 yrs old	LA1	11.5%	11.4%	11.1%	13.2%	13.8%	13.3%
60-64 yrs old	LA1	2.8%	2.8%	2.6%	7.7%	7.8%	8.2%
65 and +	LA1	0.3%	0.3%	0.2%	2.0%	2.6%	2.7%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Female workforce ■■</b>	<b>LA13</b>	<b>9,190</b>	<b>8,551</b>	<b>9,205</b>	<b>8,729</b>	<b>10,555</b>	<b>10,075</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>							
<b>Proportion of women in workforce ■■</b>	<b>LA13</b>	<b>16.5%</b>	<b>16.3%</b>	<b>17.1%</b>	<b>27.6%</b>	<b>31.2%</b>	<b>31.9%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Proportion of women in management ■■</b>	<b>LA13</b>	<b>21.6%</b>	<b>21.1%</b>	<b>21.2%</b>	<b>22.0%</b>	<b>21.4%</b>	<b>23.3%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Proportion of apprentices in workforce</b>	<b>LA1</b>	<b>5.0%</b>	<b>4.8%</b>	<b>4.6%</b>	<b>1.5%</b>	<b>1.2%</b>	<b>0.9%</b>
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

\* ENGIE Group covers the 9 sectors.

■■ Reasonable assurance for financial year (FY) 2018.  
The 2016 flows are calculated on a like-for-like basis

# Statement on non-financial performance and CSR information

## 3.4 Social information

INFRASTRUCTURES EUROPE			EMT & LNG			OTHER		
2018	2017	2016	2018	2017	2016	2018	2017	2016
17,194	17,032	16,942	1,260	1,474	1,456	11,336	11,294	10,493
16,970	16,809	16,714	593	774	801	4,716	5,001	3,760
0	0		386	422	439	2,939	3,006	2,971
224	223	228	165	183	216	2,248	2,016	2,504
<b>17,194</b>	<b>17,032</b>	<b>16,942</b>	<b>1,144</b>	<b>1,379</b>	<b>1,456</b>	<b>9,903</b>	<b>10,023</b>	<b>9,235</b>
0	0		58	57		6	0	
0	0		0	0		597	537	561
0	0		58	38		822	734	697
0	0		0	0		8	0	
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
4,437	4,245	4,103	1,087	1,252	1,257	7,076	7,183	6,614
12,757	12,787	12,839	173	222	199	4,260	4,111	3,879
25.8%	24.9%	24.2%	86.3%	84.9%	86.3%	62.4%	63.6%	63.0%
74.2%	75.1%	75.8%	13.7%	15.1%	13.7%	37.6%	36.4%	37.0%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
94.3%	94.3%	94.1%	97.8%	97.3%	98.3%	94.0%	95.3%	94.9%
5.7%	5.7%	5.9%	2.2%	2.7%	1.7%	6.0%	4.7%	5.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
3.31%	3.9%	4.1%	1.0%	0.6%	0.5%	1.3%	1.1%	0.9%
10.80%	11.4%	11.7%	6.7%	5.3%	8.4%	7.4%	7.1%	7.6%
15.08%	15.3%	14.8%	20.0%	22.2%	26.2%	14.2%	14.8%	15.9%
15.56%	14.8%	14.4%	26.7%	27.7%	27.3%	17.2%	16.0%	15.4%
14.41%	14.5%	14.6%	22.1%	20.6%	16.1%	14.8%	14.8%	13.8%
14.73%	14.0%	13.1%	13.3%	11.8%	9.9%	14.5%	14.9%	14.1%
13.05%	13.6%	14.7%	7.0%	7.1%	7.4%	13.8%	13.7%	13.8%
10.87%	10.6%	11.0%	2.4%	4.1%	3.4%	10.4%	11.7%	12.3%
2.10%	1.8%	1.7%	0.9%	0.7%	0.8%	5.1%	5.0%	5.4%
0.09%	0.1%	0.0%	0.0%	0.0%	0.0%	1.4%	0.9%	0.9%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>4,553</b>	<b>4,406</b>	<b>4,236</b>	<b>404</b>	<b>505</b>	<b>514</b>	<b>3,798</b>	<b>3,814</b>	<b>3,055</b>
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>26.5%</b>	<b>25.9%</b>	<b>25.0%</b>	<b>32.1%</b>	<b>34.3%</b>	<b>35.3%</b>	<b>33.5%</b>	<b>33.8%</b>	<b>29.1%</b>
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>31.9%</b>	<b>31.4%</b>	<b>30.4%</b>	<b>29.1%</b>	<b>30.4%</b>	<b>30.8%</b>	<b>27.7%</b>	<b>27.4%</b>	<b>26.5%</b>
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>5.5%</b>	<b>5.4%</b>	<b>5.8%</b>	<b>0.8%</b>	<b>1.1%</b>	<b>0.5%</b>	<b>2.6%</b>	<b>2.3%</b>	<b>2.0%</b>
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

3



## Statement on non-financial performance and CSR information

### 3.4 Social information

GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX			
	2018	2017	2016	2018	2017	2016	
<b>Proportion of disabled employees</b>	3.8%	3.6%	3.8%	0.9%	0.8%	0.9%	
<b>Employees under 25 as a % of permanent hires</b>	17.3%	18.8%	19.6%	10.9%	12.4%	13.8%	
<b>Employees over 50 as a % of permanent hires</b>	8.4%	8.8%	8.0%	23.4%	22.8%	21.8%	
<b>STAFF AND JOB MOVEMENT</b>							
<b>No. of permanent hires</b>	LA2	5,840	4,183	3,167	4,573	4,144	3,502
<b>No. of fixed-term hires</b>	LA2	5,476	4,423	4,480	1,919	1,783	1,330
<b>Hiring rate</b>	LA2	20.6%	16.5%	14.2%	20.3%	18.4%	15.5%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Permanent hiring rate</b>	LA2	51.6%	48.6%	41.4%	70.4%	69.9%	72.5%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Number of lay-offs</b>		809	876	911	1,043	925	902
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Turnover</b>	LA2	7.5%	6.5%	5.7%	13.5%	12.2%	11.9%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Voluntary turnover</b>	LA2	4.9%	3.7%	2.8%	9.4%	8.7%	8.4%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>CAREER DEVELOPMENT</b>							
<b>Proportion of workforce trained ■■</b>	LA10	63.3%	70.5%	71.6%	56.3%	53.0%	44.7%
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>Proportion of women in trained workforce</b>	LA10	12.8%	12.6%	14.1%	22.2%	21.8%	21.2%
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>Proportion of managers and non-managers in trained workforce:</b>	LA10						
Managers	LA10	22.6%	22.8%	21.5%	19.8%	18.8%	13.4%
Non-managers	LA10	77.4%	77.2%	78.5%	80.2%	81.2%	86.6%
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>Total no. of training hours</b>	LA10	950,527	1,018,716	1,018,873	426,341	407,738	389,697
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>Hours of training by topic</b>	LA10						
Business techniques		34.0%	36.2%	32.6%	41.3%	42.8%	43.7%
Quality, safety and environment.		45.5%	43.3%	40.3%	33.1%	31.7%	27.3%
Languages		1.6%	1.8%	1.7%	4.0%	6.2%	7.2%
Management and personnel development		12.4%	11.9%	13.0%	15.6%	11.0%	15.5%
Other borrowings and debt		6.5%	6.8%	12.4%	6.0%	8.2%	6.3%
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>No. of training hours per person trained</b>	LA10	27	28	26	24	24	28
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>No. of training hours per woman trained</b>	LA10	24	25	23	21	22	29
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>Training expenses per hour of training (in €)</b>	LA10	27	31	29	16	33	33
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%

\* ENGIE Group covers the 9 sectors.

■■ Reasonable assurance for financial year (FY) 2018.  
The 2016 flows are calculated on a like-for-like basis

# Statement on non-financial performance and CSR information

## 3.4 Social information

INFRASTRUCTURES EUROPE			EMT & LNG			OTHER		
2018	2017	2016	2018	2017	2016	2018	2017	2016
3.6%	3.4%	3.5%	0.4%	0.4%	0.5%	1.3%	1.5%	1.2%
28.2%	29.4%	29.8%	6.3%	2.6%	9.9%	8.1%	7.8%	10.9%
3.2%	4.4%	2.9%	3.1%	0.0%	7.0%	10.1%	12.0%	16.7%
592	742	799	128	78	71	1,044	734	570
651	586	600	23	29	22	464	346	329
7.3%	7.8%	8.2%	12.0%	7.5%	6.3%	13.5%	9.5%	8.4%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
47.6%	55.9%	57.1%	84.8%	72.9%	76.3%	69.2%	68.0%	63.4%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
19	23	19	11	16	6	220	235	439
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
1.1%	0.7%	0.7%	6.3%	4.1%	3.7%	7.4%	6.4%	8.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
0.9%	0.5%	0.6%	3.2%	2.0%	2.7%	4.5%	3.9%	3.4%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
78.8%	75.2%	72.9%	64.6%	54.6%	53.0%	59.2%	68.0%	58.4%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
26.0%	21.4%	21.2%	35.8%	43.0%	38.9%	35.9%	34.2%	26.9%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	98.06%	95.16%
21.8%	20.4%	21.8%	86.3%	81.6%	84.3%	58.2%	57.1%	59.5%
78.2%	79.6%	78.2%	13.7%	18.4%	15.7%	41.8%	42.9%	40.5%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
582,986	531,107	496,411	25,673	20,325	18,252	185,250	180,151	169,886
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
45.5%	51.5%	46.5%	6.4%	25.2%	35.5%	38.9%	40.2%	43.4%
17.3%	18.6%	16.2%	1.6%	3.9%	6.5%	27.2%	20.2%	23.4%
1.6%	1.5%	1.6%	4.3%	29.9%	19.8%	6.4%	7.5%	10.5%
31.3%	23.1%	27.6%	86.7%	35.6%	32.8%	16.1%	17.6%	12.6%
4.2%	5.3%	8.2%	0.9%	5.3%	5.4%	11.4%	14.5%	10.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
43	42	40	32	26	23	28	23	28
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
38	38	42	31	23	26	24	22	24
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	98.06%	95.16%
49	57	57	32	47	51	41	40	30
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%

3





## Statement on non-financial performance and CSR information

### 3.4 Social information

	GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX		
		2018	2017	2016	2018	2017	2016
<b>Training expenses per person trained (in €)</b>	<b>LA10</b>	<b>735</b>	<b>857</b>	<b>758</b>	<b>370</b>	<b>776</b>	<b>917</b>
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
<b>WORKING CONDITIONS</b>							
<b>Days of absence per person</b>	<b>LA7</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>11</b>	<b>10</b>	<b>9</b>
% reporting		99.97%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Overtime</b>	<b>LA7</b>	<b>1.8%</b>	<b>1.6%</b>	<b>1.5%</b>	<b>4.3%</b>	<b>4.9%</b>	<b>4.9%</b>
% reporting		99.97%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>HEALTH AND SAFETY DATA</b>							
<b>Number of fatal accidents (employees)</b>		<b>1</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>
% reporting		100%	100.0%	99.5%	100%	100%	100%
<b>Frequency rate</b>		<b>5.22</b>	<b>5.38</b>	<b>5.79</b>	<b>3.72</b>	<b>3.10</b>	<b>3.17</b>
% reporting		100%	100.0%	99.5%	100%	100%	100%
<b>Severity rate (French framework) <sup>(1)</sup></b>		<b>0.34</b>	<b>0.38</b>	<b>0.36</b>	<b>0.12</b>	<b>0.16</b>	<b>0.09</b>
% reporting		100%	100%	100%	100%	100%	52%
<b>Severity rate (ILO framework) <sup>(1)</sup></b>		<b>0.20</b>	<b>0.22</b>	<b>0.24</b>	<b>0.11</b>	<b>0.11</b>	<b>0.08</b>
% reporting		100%	100%	100%	100%	100%	100%
<b>Number of new cases of occupational illness</b>		<b>82</b>	<b>68</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPENSATION</b>							
<b>Average salary of manual workers, clerical staff and technicians compared with national minimum wage</b>	<b>legal annual minimum wage in 2018 €</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
France	17,982	1.50	1.50	1.48	1.00		0.85
Belgium	18,751						
Spain	10,303				2.72	2.93	2.93
Netherlands	19,130						
United Kingdom	17,566	1.40			1.49	1.42	1.53
Luxembourg	23,983						
Romania	4,889				2.90	2.84	3.24
Poland	5,762				2.25	2.00	2.24
Czech Republic	5,626				3.24	3.35	3.49
Hungary	5,022				2.92	2.88	2.97
Slovakia	5,760				2.33	2.19	2.20
Portugal	8,120				2.09	2.52	2.67
Greece	8,205				2.14	2.24	2.24
Germany	17,976	2.45			2.57	2.56	2.52
Turkey	4,562						
United States	12,935	3.00					
% reporting		91.49%	91.71%	92.02%	84.10%	85.88%	83.55%

(1) the evolution of severity rates does not include fatalities.

\*\* Groupe ENGIE Group covers the 9 sectors.

■ Reasonable assurance for financial year (FY) 2018.

The 2016 flows are calculated on a like-for-like basis

## Statement on non-financial performance and CSR information

3.4 Social information

INFRASTRUCTURES EUROPE			EMT & LNG			OTHER		
2018	2017	2016	2018	2017	2016	2018	2017	2016
2,113	2,366	2,287	1,006	1,212	1,187	1,152	935	852
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.91%	96.72%	95.16%
16	16	16	14	14	10	12	12	11
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.72%	99.32%
2.4%	2.5%	2.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.6%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.72%	99.32%
1	0%	0	0	0	0	0	0	0
100%	100%	100%	100%	100%	100%	100%	100%	100%
2.47	2.20	1.79	0.74	1.34	0.00	1.09	1.87	1.15
100%	100%	100%	100%	100%	100%	97%	100%	100%
0.12	0.11	0.09	0.02	0.01	0.00	0.03	0.07	0.02
100%	100%	100%	100%	100%	100%	97%	100%	100%
0.07	0.09	0.07	0.02	0.01	0.00	0.03	0.06	0.02
100%	100%	100%	100%	100%	100%	97%	100%	100%
1	1	1	0	0	0	0	0	1
100%	100%	100%	100%	100%	100%	97%	100%	100%
2018	2017	2016	2018	2017	2016	2018	2017	2016
1.64	1.60	1.63			0.85	2.08	1.50	1.25
							3.70	3.68
						4.29	4.32	4.92
						1.89	1.86	1.74
		2.93						4.07
						1.45	1.57	1.91
								3.39
						0.34		0.24
						1.92	1.56	
100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	43.32%	71.16%	84.08%

3

## 3.7 Purchasing, Subcontracting and Suppliers

Suppliers and subcontractors represent key stakeholders in the Group's value chain.

The Group's Purchasing function has defined a clear vision organized around the following goals:

- to contribute to the Group's operational performance by putting forward a panel of competitive and differentiated suppliers to the operational teams;
- to uphold the Group's commitments to its suppliers;
- to contribute to the Group's CSR approach;
- to develop key talent and expertise within the Purchasing sector and promote Purchasing within the Group's career paths.

In order to achieve this ambition, the Purchasing function relies on a management system structured around:

- **an innately sustainable purchasing policy:** this external document, which is shared with suppliers, is the expression of ENGIE's involvement; it specifies the Group's commitments and requirements in its relationship with its suppliers, particularly;
  - compliance with health and safety requirements: the requirement for suppliers to make health and safety commitments;
  - social responsibility, ethics, embargo and anti-corruption: a commitment from suppliers to engage in ethical business relationships;
  - sustainable Development: the search for competitive bids and sustainable and innovative solutions;
- **purchasing governance:** this internal document defines Group-wide principles for the management of external expenditure and sets out the rules for how the Purchasing function operates within its activities. It aims to reinforce the separation of tasks between buyers and purchasing advisers, while strengthening their cooperation when selecting the best offerings.

The requirements of these two Purchasing function reference documents, as well as the Group's more general requirements, are included in the **operational processes** in order to enable their implementation, control and remediation. There are three operational processes: Manage the supplier panel, Manage the purchasing categories, Buy / Supply.

The other Group reference documents integrated in the processes are: The Ethics & Compliance Charter, the CSR Policy, the Health and Safety Policy, the Code of Conduct in Supplier Relations and the Supplier Due Diligence Policy

In addition, the Group's Purchasing function has set itself the goal of implementing a CSR approach by 2020 for the management of the supply chain for the Group's controlled entities.

This CSR approach is:

- **structured around 3 key components:**
  - respect for supplier and subcontractor payment deadlines;
  - support for subcontractors with regard to the Health and Safety Policy;
  - integration within operational processes of a CSR continuous improvement approach and training in this approach for key stakeholders;
- **integration into the operational processes** via the following key steps using a *Plan-Do-Check-Act* approach:
  - analysis of risks and opportunities by Purchasing category, prioritized by country. Each Purchasing category is evaluated using a shared method based on the 7 dimensions of CSR weighted by country risk (Governance, Environment, Health & Safety, Societal Impact, Human Rights, Development of Human Resources, Ethics and Anti-Corruption),
  - a mitigation plan and the definition of supplier qualification and selection criteria using the analysis above. As these plans and criteria are specific, they may include document audits or on-site audits,
  - establishment of specific contract clauses to strengthen our requirements. These may include the application of penalties in the event of non-compliance,
  - the performance delivered by the suppliers is measured periodically in the context of the Business reviews and the associated revised improvement plans,
  - finally, in the context of continuous improvement, all the preceding steps are integrated within the internal control and audit processes;
- **implementation** with the Group's preferred suppliers (~250) first, then with the major suppliers for each BU in the Group.

This bold ambition will be achieved via a progressive, ongoing training program that began in 2013 within the Purchasing function and the Business Units, which covers the Group's challenges, strategy, the contribution of the Purchasing function to the transformation of the Group, ethics in supplier relationships and, specifically in 2018, as part of training offered to 840 stakeholders in the Purchasing function, the advanced purchasing levers that integrate the requirements of new laws (Duty of vigilance and Sapin 2).

In addition, all meetings of the Purchasing function managers include sessions to increase awareness of CSR issues, as do meetings organized with purchasing advisors and operational staff involved in the Purchasing process.

This training plan acts as a lever for the development of greater expertise and the transformation of the function.