



**WORK-STUDY
PROGRAMS**

**Take action
with ENGIE**

**engie**

Three major strategic objectives

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A WORK-STUDY PROGRAM WITH A DIFFERENCE

GOING FURTHER

To have 10% of work-study trainees in the Group's workforce in France by the end of 2021

To have 10% of work-study trainees in the Group's workforce in Europe by the end of 2023

We aim to recruit 50% of work-study trainees via fixed-term or permanent contracts in France by the end of 2021

Letting young people show us the way

ENGIE is reinventing its activities in the service of renewable energy and a decarbonized, digital world and is counting on young people to achieve its ambitions.

Training, learning, and career development are part of the Group's DNA. We want to go further by making work-study programs a major recruitment route, with ambitious objectives and resources: to double the proportion of work-study trainees in our European workforce by 2023.

Three strong convictions drive us: that by combining theoretical training and practical experience alongside our best professionals, work-study programs offer an outstanding way to access all our business lines, and to anticipate those of tomorrow; that this experience contributes to inter-generational solidarity by empowering the virtuous circle of the transmission of skills; and lastly, that our role is also to encourage diversity in all our areas of recruitment so as to build a more inclusive society.

Through its support for work-study programs, ENGIE counts on young people who are committed and motivated to accelerate the zero-carbon transition, and to strengthen the community of *Imaginative Builders* who stand out in their daily work for their openness, their boldness, their idealism, and their drive.

Why we believe in what we do

With its deep commitment to the zero-carbon transition, ENGIE counts on the young generation to rise to the challenge. With a clear ambition: to recruit young people keen to shake things up, training them in its new business lines and stimulating innovation by promoting the diversity of talent in all its forms. The Group's work-study commitments are part of this ambition.



RECRUITING EXCELLENCE

For ENGIE, work-study programs are a long-term investment and are part of a strategy to recruit young employees.

We aim to recruit 50% of work-study trainees upon completion of their training.

The triple revolution – technical, societal, and digital – will deeply affect the development of the Group’s business lines and skill requirements. While some of our business lines are facing challenges, new lines are emerging and others are changing, thus requiring the adoption of new skills. 70% of future recruitment will take place in our technical business lines, which are key for the Group.

A successful zero-carbon transition will be achieved through the recruitment of motivated, committed young people. A work-study program is the perfect opportunity to get to know and appreciate one another. For those who believe another world is possible, it opens the doors to a rich career, aligned with the values that drive them. Because it is part of a highly motivating learning program, it acts as a powerful vector to attract the best talent.



Nicolas Colabella, 23

Account Manager Assistant

Works Department, ENGIE Solutions, Dijon

✕ “I became an apprentice at the age of 14, and joined ENGIE Cofely to obtain my vocational Maintenance Technician diploma. I was the youngest of a team of rather senior technicians at Le Creusot. They took me under their wing and encouraged me to continue my studies. I decided to do an advanced vocational training diploma (BTS) in Systems Maintenance and ENGIE Cofely asked me to join the Dijon works team.

This year, I got my bachelor’s degree and I have just been hired as a design technician. I worked my way from the building site to the office. What was the best thing about the apprenticeship?

It allowed me to grow faster and move through the ranks, recognizing eight years of study. Today, my past experience as a plumbing and heating operative gives me a full understanding of what happens in the field.”



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A CATALYST FOR DIVERSIFYING PROFILES

ENGIE wants to resemble the society it serves and relies on work-study programs to attract talents from all backgrounds, with the conviction that diversity is a source of wealth and innovation.

ENGIE gives all young people and its employees the opportunity to train, or to retrain in pursuit of a future career. How? By focusing on learning potential and motivation, over and above purely technical knowledge or any previous training curriculum.

The Group also opens up its internal work-study training schemes, such as the Career Pathways, to older candidates with no qualifications in the applicable field, thus creating new forms of learning.

Lastly, ENGIE encourages the mobility of work-study trainees throughout Europe through its involvement in the European “Apprentices in Motion” program, which has shown very encouraging initial results.



Yannick Oranger, 39

Refrigeration Technician, ENGIE Solutions



✕ “Four years ago, I retrained. I used to work in the catering business. I started with ENGIE Home Services but then I wanted to move forward, making the most of internal mobility. I was lucky enough to be accepted onto the six-month “Pass’Froid” training course. I did the course on a work-study basis, with three weeks in the company, and three weeks in the AFPA adult training center. It is intense going back to studying as an adult because you have to put aside a part of your life when you already have a family. But a permanent contract awaits you at the end, and that is very reassuring. The job of a refrigeration technician is a very technical one; you have to learn the basics and then enhance your practical knowledge of the machine day in, day out.”



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WORK-STUDY PROGRAMS TO COMBAT EXCLUSION

Being more inclusive by promoting integration and professional development is at the heart of ENGIE's civic approach.

One of the main drivers is to promote social diversity by facilitating training and recruitment among young people from disadvantaged areas or those far from training and employment opportunities. This also allows young people from remoter areas, including those from overseas, to build their future. In France, via the PaQte, ENGIE is committed to promoting apprenticeship and to recruiting work-study trainees from both sensitive urban neighborhoods and rural areas. Work-study projects also provide an opportunity to recruit young people with disabilities. In France, work-study is at the heart of reforms including an obligation to employ disabled workers, with priority now given to direct employment. ENGIE is committed to recruiting more work-study trainees with disabilities, to reach 3% by 2021.



✕ “After completing my professional school-leaving certificate in Tahiti, with an additional year spent on renewable energies, I was accepted to study for an advanced vocational training diploma at ENGIE. I couldn't believe it and I had to get organized in just one month before arriving in France. After that, everything went like clockwork: I studied for two years with ENGIE Cofely in Puteaux, near Paris. Then in the same place, I did a bachelor's degree to become an eco-energy specialist. I wanted to continue and complete a Masters but I would have had to leave the branch where I had just been offered a permanent post. I chose to stay in the team and to continue training in the field as I move toward management. And the work-study program? It was a very rewarding experience that enabled me to come to France for the first time, to enhance my skills very quickly and to be offered a job. It's all good! ”

Brice Lieou Kui,
23
HVAC Operating
Technician, ENGIE
Solutions



A SPRINGBOARD FOR YOUNG WOMEN

For ENGIE, work-study programs are a great opportunity to develop diversity in its business lines and thus contribute to the Group's goal of increasing female representation in its workforce.

For the last ten years ENGIE has been committed to diversity, certain that it is a key driver of performance. Thanks to work-study programs, the Group continues

its initiatives to attract young women to its business lines, particularly its technical and scientific pathways.

By opening the door to them at a young age, which can be done via apprenticeships, the Group can convince girls that anything is possible and that they are fully entitled to contribute to the future of energy.



Fiona Fouhal, 22

Maintenance Technician on a work-study program
ENGIE Home Services



✕ “My previous studies were too theoretical for my liking. I was looking for more technical training. I joined the adult training center in Metz to study for a Professional Qualification Certificate to become a heating maintenance agent via a work-study program with ENGIE Home Services. After a few weeks, I was already independent, organizing my days and doing boiler maintenance on my own. That’s the benefit of being in the field on a daily basis. I didn’t hesitate for a second before jumping into this rather male-dominated world. I have a strong character, and I know what I want. Though some may have cast doubt on my ability at the start, this was more due to a lack of experience than because I’m a woman. Here, the work environment, the assignments, and development outlook are a genuine asset.”



A work-study program with a difference

ENGIE offers apprenticeship and professionalization contracts in its 23 business lines. These act as springboards to becoming a technician, engineer, project manager or sales manager. In 2019, in France, more than 4,700 Group employees benefited from this type of contract. What is their purpose? To immerse them in the life of the Group, to increase their skills, and to give them a personal and professional experience that makes them want to contribute to a more harmonious world.



ENTER THE IMAGINATIVE BUILDERS COMMUNITY

Upon starting at ENGIE, apprentices join the 170,000-strong community of *Imaginative Builders* that make up the Group. Work-study trainees have their own community and can chat with one other via a dedicated internal social network. They are also encouraged to join other active communities in the Group, such as the ENGIE Young Professionals Network, or “Acting for my planet” to help make the zero-carbon transition a reality in the daily lives of employees. These communities facilitate integration, allowing these recruits to discover the Group and to establish their first professional network.

MAKE THE MOST OF A COMPANY WHERE TRAINING COUNTS

ENGIE gladly makes room for learners who show a spirit of initiative, determination, and commitment.

Tutors work alongside learners to facilitate their integration, to pass on their know-how and experience, and to help learners build their career path. ENGIE helps enhance the employability of its employees via a rich, diverse training package, specifically *via* its University and its network of 15 ENGIE Schools, which are genuine schools of business application.

ENGIE and work-study programs



More than **5,000**
work-study trainees
throughout the world

i.e. **7%**
of the workforce in France in
2019
and **5%** in Europe

On average,
2,500 new work-study
trainees every year

Business lines experiencing growth and open to work-study programs (M/F)



- Carbon Optimization Technician
- Climate Expert
- Renewable Energy Expert
- Heating Technician
- Refrigeration Technician
- Electrical Fitter
- Welder
- Maintenance Technician
- Engineer/Technician
in technical studies
- IS Expert
- IT Developer



DISCOVER

A REALM OF POSSIBILITIES

Firstly, work-study programs allow trainees to learn about a business line in the field, and to acquire recognized skills. It also gives them the opportunity to broaden their horizons by discovering several business sectors and truly inspiring projects. It is a unique opportunity for young people to try out many of the Group's business lines, and to imagine their development according to their likes and talents. A chance to go further by extending their studies. And to imagine themselves in the Group's highest positions.

DEVELOPING EMPLOYABILITY

Work-study programs at ENGIE help trainees to acquire and the expertise and experience that will be invaluable to them throughout their professional lives. It provides young people with the opportunity to work in a professional environment and to be responsible, to learn to interact intelligently with a group, and to develop their capacities for autonomy and adaptation in the long term. In concrete terms, they receive a recognized qualification that is valued in the job market. Whether at ENGIE or elsewhere.

Thinking about tomorrow's solutions, together

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To rise to the challenges of the zero-carbon transition, ENGIE focuses on collective intelligence, opening up to ideas and initiatives from different perspectives.

In the ENGIE People Lab, for example, this could involve a meeting format that brings together enthusiasts from the Group's internal and external communities.

Or through its commitment to Junior Companies to co-build tomorrow's solutions.

MY LIFE AS AN APPRENTICE AT ENGIE



I've already been fortunate enough to contribute to a wide variety of projects

How did you start your work-study program at ENGIE?

✘ I joined the Information Systems Division of ENGIE Home Services to study toward an advanced vocational training certificate in IT Services to Organizations (BTS SIO). But I already had some knowledge of the Group. I had undertaken two internships, each lasting two months; one in my penultimate year of high school, the other in my final year as part of my professional school-leaving certificate in Digital Systems (Option C - Networks). I discovered the world of work at ENGIE and I enjoyed

it very much. That's why I wanted to try for the apprenticeship, and my application was successful.

What has this experience brought to you?

✘ During my internships, my manager assigned me to the Infrastructures division, and I felt immediately at ease there. For me, learning was nothing new. What was new was that I could join a team I liked, whose projects were familiar to me. The fact that ENGIE is a large group is very important. I've already been fortunate enough to contribute to a wide variety of projects with several DSI teams. This gives me experience

and the opportunity to develop my skills.

What do you enjoy most?

✘ The team, the way we work, how we share. I have the freedom to put forward my own ideas. I've even created a few small apps that are used every day. If you really want to be productive, you have to feel comfortable, and to achieve that, you need to be able to work in your own way.

Do you have any ambitions?

To pass my advanced vocational training certificate. I prefer to do everything in sequence.



Alex Bon-Gil, 18
DSI - Project Expertise Division
ENGIE Home Services



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Where are they now?

Head of Operations, Head of Partnerships, site manager, financial advisor, community developer, etc. Work-study programs are a path to everything, particularly to positions with many responsibilities.

Regardless of their career path or business line, all trainees have got common benefits out of this experience: The opportunity to grow faster, major time savings, and an energy that pushed them to always go that bit further. Something else brings them together: The trust they have in their teams, which lets them give their best.

Let's meet six former work-study trainees, all proud of the route they chose.



Thierry Dejean,
40
Director of Operational Activities
ENGIE Solutions, Toulouse

During his time as an apprentice engineer at ENGIE, Thierry was assigned bespoke tasks that pushed him forward. Recruited as a methods assistant in 2004, he was asked to manage a profit center. He is now Head of Operational Activities, with over 300 people reporting to him.

Why did you choose a work-study program?

✕ When I wanted to go back to school at the age of 20, I had already been working. Work-study seemed like a

great compromise. I did an advanced vocational training certificate, before joining Icam engineering school in Toulouse, which had just opened an apprenticeship training program in engineering. I then joined Elyo (which became ENGIE Cofely in 2009) with work-study placements of three or six months, which let me take part in long assignments.

What do you remember about this period?

✕ Apprenticeships were in their infancy. But this situation helped me find my feet. The post I was recruited for was created in-branch during my work-study placement. This was my first managerial

experience, in charge of 12 technicians. If the company had not trusted me, I would never have got there.

What has changed?

✕ At the time, we were seen from outside as low-level engineers. However, among former Icam students, I can see that those who followed apprenticeships have similar positions, sometimes even with greater responsibilities. Today, when I put a budget together, I have to allot 7% of the payroll to apprenticeships. That a great starting point to attract young talent. It's up to us to improve the conversion rate by working on candidate selection and our tutor pathways.



Caroline Hopkins, 56
Head of Development
ENGIE Places & Communities
(UK and Ireland)



The main theme in Caroline's career is seizing opportunities. From her beginnings as a local authority worker in the north of England to her current position as Head of Partnerships at ENGIE, specializing in institutional clients, Caroline Hopkins' career is as harmonious as it is inspiring.

“At age 18, when still at school, I decided to enroll on a work-study program with a local authority in the UK. I worked with the tax collection team. This let me try out different things, and I obtained a professional qualification. Even as a junior, I could see the long-term potential. What was my goal? To move from operational to management. In a way, my apprenticeship gave me a passport to move forward in several organizations. I was able to continue my career in the customer services and IT sectors. What’s more, I was able to work for six different town councils. The planets aligned, leading me to join ENGIE, where I always endeavor to add value in our regions, now more than ever.”

At 16, Hugo began an apprenticeship with Les Compagnons du Devoir, a well-known French association of craftspeople and artisans, resuming his studies after two years working all over France as a construction worker.

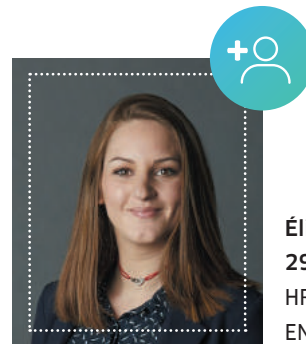
At ENGIE Cofely, he studied for five years to obtain first a professional school-leaving certificate (Bac Pro) then an advanced vocational training certificate (BTS) in Fluids, Energies, and Environment. Hired as a maintenance technician, he has just been appointed site manager.

Hugo Malatesta, 30
Site Manager
ENGIE Solutions, Dijon



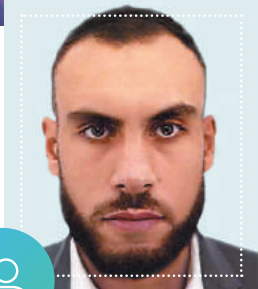
"The "Compagnons" gave me the basics to be a good skilled worker with the right values: Quality of work, meticulous accuracy, and no room for error. When I arrived at ENGIE, I was 20 years old with four years' solid experience, which helped me to become independent quickly. Work-study programs provide technical knowledge that can be rapidly implemented once the diploma is complete. In addition, by working with the team's various technicians, we get to know all the sites, which also saves the company time. My own personal satisfaction? The fact that I resumed my studies. Last year, I was a tutor in turn, and the participant to whom I gave support is continuing their studies. I believe that if we want to move forward, it is important to go as far as possible, and not to leave anything out, including general knowledge."

Joining ENGIE's Social Development division to pass her Bachelor's degree in HR via work-study, Élisa then undertook a Masters degree course for two years in very varied roles to help her to become familiar with the various dimensions of the business. This was helped by the fact that she already had a job and mobility.



Élisa Lopez,
29
HR Project Manager,
ENGIE Tractebel

"When I arrived at ENGIE prior to sitting my HR bachelor's degree, I had already participated in a work-study program, and I wanted to join a major group. It had been my dream since I was little. I immediately felt as if I were on the same wavelength as this company. The work-study program allowed me to save time on understanding the world of work, and let me to acquire good reflexes. It also helped me to grow up more quickly. I was lucky enough to meet people who believed in me, encouraged me to go further, and embodied the Group's values. The work-study program requires a big investment, and is a heavy workload, but I saw it as a huge opportunity to be able to integrate with a group like ENGIE."



Mounir Madani, 26
AIFA* Financial Advisor
ENGIE Dubai

Mounir is the perfect embodiment of the ENGIE work-study program. His apprenticeship began in 2012 at Cofely Ineo while studying for his Level 1 Master's degree in Finance. He joined the group on a permanent contract in 2015 after obtaining his Level 2 Master's. Today, Mounir's talent is making waves in Dubai as an AIFA financial advisor*.

* Acquisitions, Investments and Financial Advisory

What does a work-study program with ENGIE offer?

✘ This experience is extremely beneficial at several levels. First of all, it is an opportunity to take part in a long-term project. In one or two years of work-study, we are able to get to grips with a job, something that does not always happen during a one-semester internship. For me, this introduction to professional life was also an opportunity to establish my first professional network.

What are the ingredients for a successful work-study program?

✘ In my view, it is essential that the university education is in line with your professional ambitions. And when advancing within a large organization, it offers a vast array of possibilities.

What most struck you about the experience?

✘ Today, I work internationally, which is an entirely new experience for me. I am proud to be able to work jointly on ambitious, strategic projects. Over and above my expertise, my values of openness and curiosity provide motivation on a daily basis, and have helped me to write this first chapter of my career.



Alice Carle, 23
Community Developer, Agoranov

After studying Political Sciences in Aix-en-Provence, Alice joined ENGIE in late 2018 to obtain an IREN* Masters degree. For one year, she reported to the Group's Brand and Communications Department, within the Culture and Communities Division. Now working at Agoranov, a green-tech startup incubator, she is currently writing a thesis on a subject inspired by her work-study year.

What has most struck you about your work-study program at ENGIE?

✘ I immediately bought into the Group's philosophy and the messages expressed by the *Imaginative Builders*. My managers quickly found me exciting topics and I felt integrated within the team. I was able to contribute to internal and external events; for example, organizing ENGIE's attendance at the 50-year Congress of the National Confederation of Junior Companies.

Do you have feedback?

✘ I felt that I could suggest ideas, and the team was there to help me grow. After two months at ENGIE, I found myself speaking

in front of 300 people! The Group encourages us to take responsibility and at the same time, we feel free to work as we please. It is a mixture of trust and goodwill.

How did this experience make a difference?

✘ One assignment was of particular interest: I helped create a program on intrapreneurship with other major groups. I then used this as the topic of my Masters dissertation. It was picked up by a member of the panel, a professor at the École Polytechnique, who gave me the chance to write a thesis on the subject.

* Digital Economy and Network Industries

Going Further

In addition to its deep commitment to work-study, the Group supports initiatives aimed at facilitating access to employment for young people, and strives to promote gender diversity and equality at work. In this area, the Group helps to push the boundaries by being very active in programs such as “Capital Filles” or associations such as “Elles bougent”, and to awaken vocations. Moreover, ENGIE created “Learning about Energy”, an innovative teaching program to educate students from elementary school to high school about energy and its challenges and opportunities, within the context of energy transition.



COMMITTED TO YOUNG PEOPLE

THE PLATFORM THAT FACILITATES ACCESS TO EMPLOYMENT FOR WORK-STUDY TRAINEES

For ENGIE, work-study programs are a recruitment pathway that fulfill a genuine societal function. By preparing young people for future jobs, by facilitating their integration into employment, by developing their local network, by bringing the company closer to schools and universities. Although not all young apprentices trained by ENGIE go on to be recruited by the Group, this experience remains a veritable passport to their future. To increase their chances of access to employment, in 2016 ENGIE joined the “Engagement Jeunes” program, created in 2014 under the aegis of the AFEP (French Association of Private Enterprise) and the SME pact. “Engagement Jeunes” is a platform allowing young work-study trainees to share their resumé and experiences with some 50 major companies that open their SME ecosystem, to offer the widest range of opportunities.

ALLIANCE FOR YOUTH

AN ALLIANCE TO COMBAT YOUTH UNEMPLOYMENT

Composed of more than 200 companies, Alliance for YOUTH is the leading private European movement that mobilizes youth employability. What is its objective? To combat unemployment in the younger generations by improving their opportunities for accessing the world of work through professionalization. ENGIE joined the movement in 2015. Since its launch, this initiative has created 280,000 career opportunities, which may result in an internship, support in compiling a resumé, a workshop to prepare for interviews, an apprenticeship and professionalization contract, a fixed-term contract, or a permanent contract. This access to an entire ecosystem means ENGIE can offer a wide range of new opportunities outside the Group upon the completion of a work-study program.



And why not you?



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