



2018

Registration Document

Including annual financial report

Extract : Statement on non-financial Performance and CSR information



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Statement on non-financial performance and CSR information

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Statement on non-financial performance and CSR information

3.1 Corporate Social Responsibility

The ENGIE Group's non-financial statement comprises the following elements:

- A description of the Group's activities presented in a summary form by major business segments in Section 3.2 "Business model", and in a detailed form in Section 1.3 "Presentation of the Group".
- An analysis of CSR risks according to the six areas set forth in the CSR Directive (Directive 2014/95/EU on the disclosure of non-financial information by companies), described in Section 3.3 "Analysis of CSR risks", together with a detailed presentation of these risks in Section 2 "Risk factors and control"
- A presentation of the governance of CSR performance in Section 3.1 "Corporate Social Responsibility", together with:
 - the Board of Directors' diversity policy, described in Section 4 "Governance",
 - the vigilance plan described in Section 4.3 "Vigilance plan",
 - the rules of ethics described in Section 4.2 "Ethics, compliance and privacy".

3.1 Corporate Social Responsibility

Rethinking the global energy landscape has today become a necessity in the face of climate change. The urgent need to reduce environmental impacts means that we have to establish a lower-carbon, more decentralized, more digitized and more pared-back energy system.

The aim of the CSR policy and the environmental and societal policies deriving from it, which were updated 2017 and 2018, is to help the Group to open new avenues and create shared value by placing the environment at the heart of its actions, giving meaning to its actions, promoting an alternative way of consuming energy, and contributing to the achievement of the UN Sustainable Development Goals.

The CSR Department relies on a network of Chief Sustainable Officers in each BU, as well as an internal network of global CSR ambassadors, in order to engage employees as widely as possible on these subjects.

After approval by the Executive Vice-President in charge of CSR, the CSR Department gives regular presentations on the latest CSR topics (Science-Based Targets (SBTs), Task Force on Climate-related Financial

Disclosures (TCFD), CSR commitments) and an annual report to the Executive Committee and subsequently to the EESDC (CSR rating, CSR objectives, environmental and societal actions of the Group and the BUs).

The CSR Department jointly chairs the Green Bond Committee with the Finance Department, overseeing projects likely to be financed by green bonds regularly issued on the market by the Group. It also jointly chairs the Duty of Vigilance Committee (see Section 4.3 "Vigilance plan").

The CSR Department regularly meets with a range of stakeholders, such as NGOs, investors (including socially responsible investors), ratings agencies, clients, and opinion leaders, and organizes panels to work on the sustainability of offerings, projects and services related to the Group's operations.

At its Shareholders' Meeting, the Group publishes an integrated report on its overall financial, environmental, social and societal performance and discusses it in advance with its main stakeholders.

3.2 Business model

The acceleration of the energy transition is shifting the sector's value towards more environmentally-friendly activities and services that are closer to the end customer. It has also created a need to provide responses tailored to each region, incorporating a good understanding of local situations and resources. ENGIE is involved in raising awareness of, and co-constructing, the energy transition with its stakeholders.

ENGIE's business model includes the modeling of the Group's activities and of the value creation associated with these activities.

The Group's activities, described in Section 1.3 "presentation of the Group", can be divided into three segments:

- The client solutions segment, which can itself be divided into three parts:
 - BtoC solutions: energy sales, home services, decentralized energy generation, connected home services, and e-commerce;
 - BtoB solutions: engineering, installation, energy efficiency, energy sales, and integrated services (including facility management);

- BtoT solutions: heat and cooling networks, decentralized energy generation, green mobility (NGV, hydrogen), digital systems and platforms, solutions for cities (lighting, videosurveillance, etc.).
- The energy generation segment, which can be divided into as many parts as source energies used to generate it.
- The global infrastructures segment, which can be divided into:
 - gas transmission, which includes gas transmission by pipeline, regasification of LNG delivered by tanker, LNG transportation by truck, and the injection of green gases;
 - gas storage, which includes underground gas storage and geothermal drilling;
 - gas distribution, which includes natural gas distribution and the injection of green gases.

The following chart provides the key figures for each activity.



Customer solutions (2.43 G€ or 25% EBITDA)

BtoC solutions	<ul style="list-style-type: none"> • Brand: Engie • €9 bn of revenue, • 24.4 m contracts, including 11.7 m in France • 144 TWh of gas sales and 37 TWh of electricity sales • 1st supplier of natural gas • 10,000 employees 	BtoB solutions	<ul style="list-style-type: none"> • Brands: Engie cofely, Engie Inéo, Engie Axima, Endel Engie, Tractebel • €28 bn of revenue • present in 26 countries on 4 continents • Leader in B to B solutions in 11 countries • 2nd supplier in the world of technical installation services • 180 TWh of gas sales and 152 TWh of electricity sales • 110,000 employees 	BtoT solutions	<ul style="list-style-type: none"> • Brands in France: CPCU, Climespace, Engie Réseaux, GNV, Engie Inéo • €3 bn of revenue • Heating and cooling networks, decentralized energy production, Green mobility (GNV, hydrogen), Digital platforms and systems, Solutions for cities (public lighting, video security) • 350 heating networks (4th largest in the world) and cooling networks (world leader in 20 countries (France, Italy, Spain, Malaysia, Philippines, Portugal, United Arab Emirates, etc.)) • 1.5 million lighting units under management • 2,000 employees
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Electricity generation (2.86 G€ or 30% EBITDA)

Wind	<ul style="list-style-type: none"> • 5.4 GW • 1st onshore wind producer in France • Activities under PPAs 	Solar	<ul style="list-style-type: none"> • 2.2 GW • 1st producer in France • Activities under PPAs 	Biogas/Biomass	<ul style="list-style-type: none"> • 0.7 GW • 1st producer in France • Activities under PPAs 	Hydropower	<ul style="list-style-type: none"> • 19.9 GW • 1st alternative hydroelectric producer in France • Activities under PPAs 	Natural gas	<ul style="list-style-type: none"> • 57.8 GW • Major presence in Middle East (30.1GW) • Activities under PPAs 	Nuclear	<ul style="list-style-type: none"> • 6.4 GW • 1st producer in Belgium • Activities under PPAs 	Coal	<ul style="list-style-type: none"> • 7.1 GW • Exit in progress
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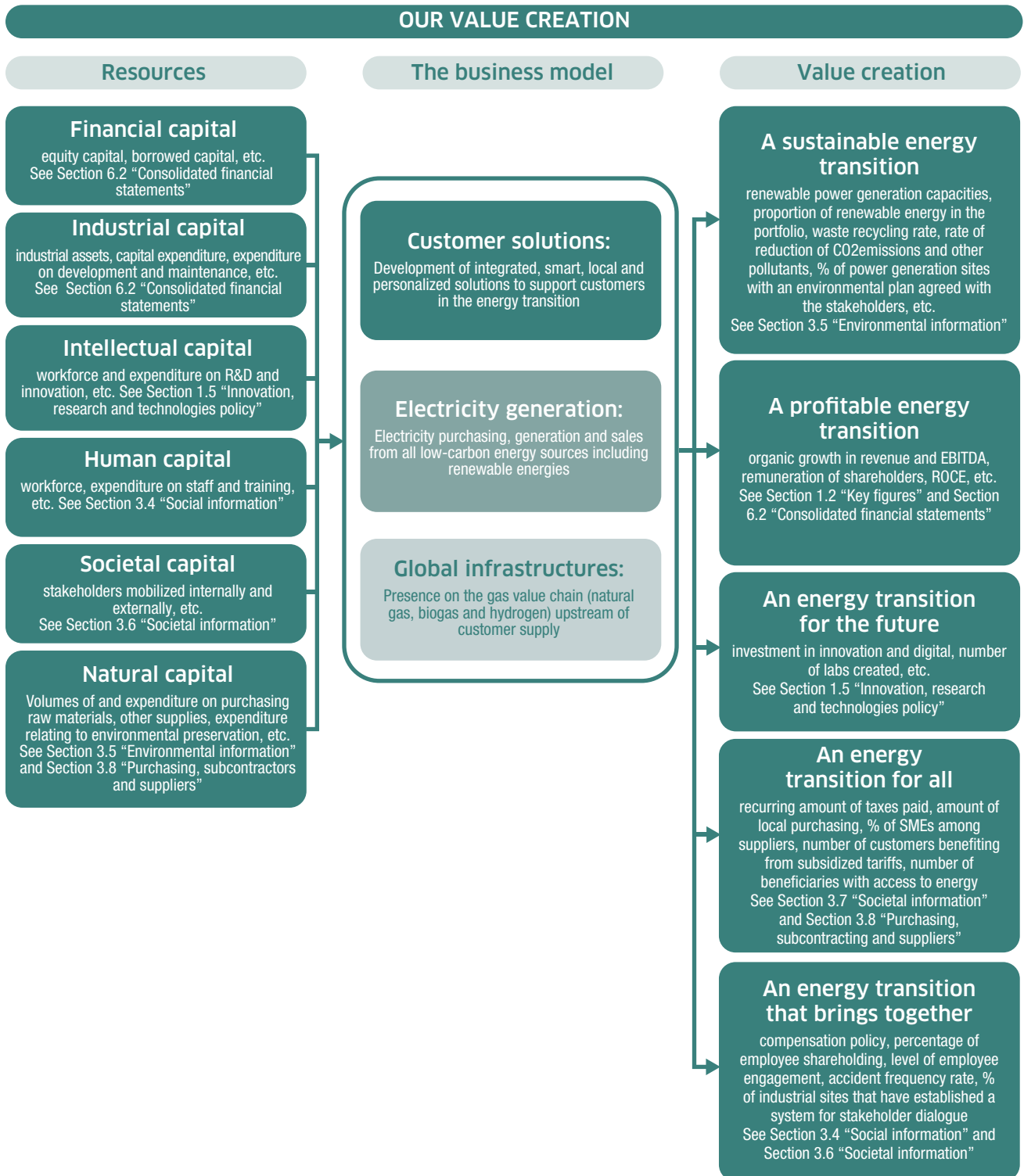
Global infrastructures (4.38 G€ or 45% EBITDA)

Transmission	<ul style="list-style-type: none"> • GRTgaz and Elengy (France), gas transportation subsidiaries in Germany, Mexico, etc. • 1st transporter in France and the second-largest in Europe • 1st terminals operator in France and 2nd in Europe • GRTgaz: 3,000 employees • Elengy: 360 employees • Activities mainly regulated 	Storage	<ul style="list-style-type: none"> • Storengy France, Storengy Deutschland, Storengy UK • Leader in underground gas storage in Europe • 950 employees • Storage activities regulated in France, competitive in the UK and in Germany 	Distribution	<ul style="list-style-type: none"> • GRDF (France), Distrigaz (Romania), Engie MaxiGas (Mexico), Turkey, Argentina, Thailand • 11,300 employees (France) • Activities mainly regulated
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This model will be reviewed in 2019 following announcements made during the presentation of the strategy 2019-2021 in the framework of Capital Markets Day of February 28th, 2019 which focuses the activity of the Group on 4 Business Lines: Client Solutions (BtoB and BtoT) - Renewables - Thermal (gas and coal) - Networks, complemented by 2 segments: a first Supply segment that combines the activities of purchases-wholesale sales and activities BtoC client solutions and a second segment, dedicated to nuclear activities.

In modeling the value created by the activities, the International Integrated Reporting Council (IIRC) recommends distinguishing resources mobilized on the one hand and the results obtained on the other.

The Group's three segments of activity (customer solutions, electricity generation and global infrastructure) utilize capital or resources of different kinds and create value according to five areas, as shown below.



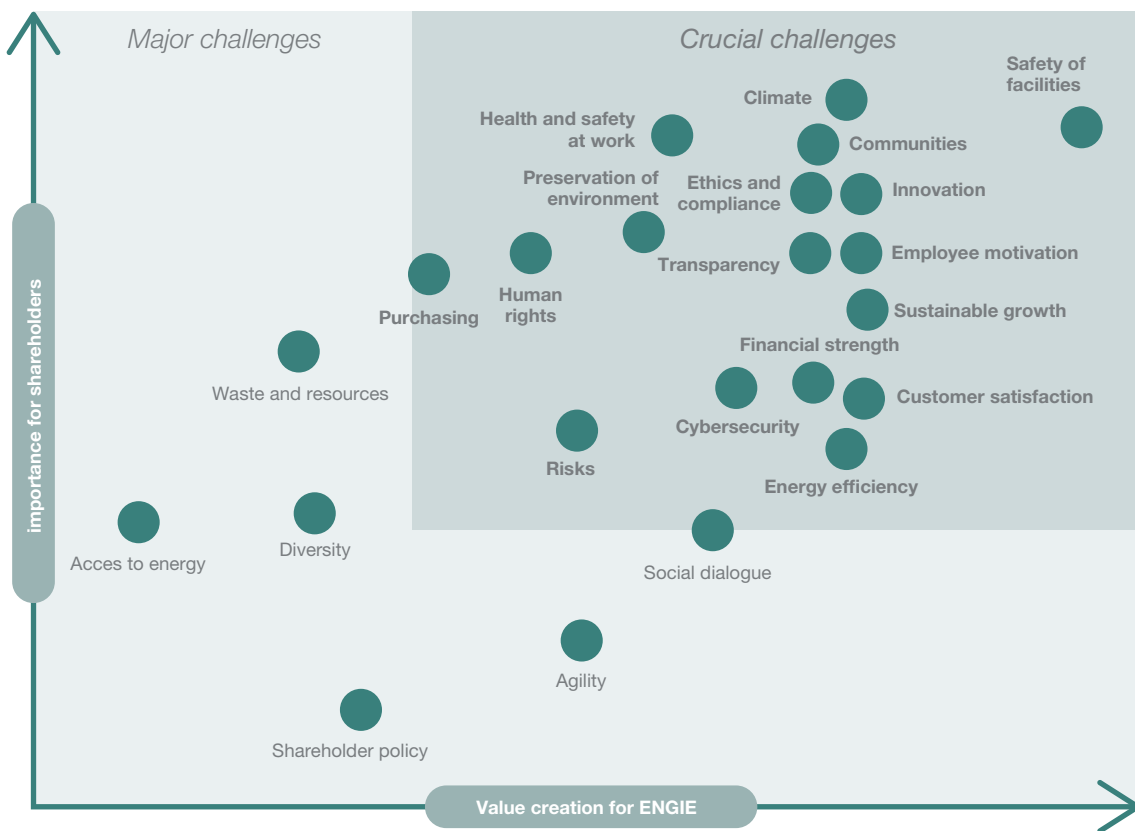
To align its business model with ambitious environmental, social and societal challenges, in 2016 the Group set six CSR objectives for 2020. Their results as of the end of 2018 are detailed in Section 1.2.2 "CSR indicators". In addition, to ensure the sustainability of its investments, a matrix of approximately 10 CSR criteria is analyzed for the investment files.

The CSR Department contributes to the consideration of environmental and societal aspects in Group offerings and projects related to BUs and Mé

tiers. The Group wants to answer effectively to societal issues and co-build its offers and projects with its stakeholders to maximize global value creation. As a result of its leadership and expertise, the Group plays a role in societal issues, such as access to energy, the development of renewable energies, sustainable consumption, gender diversity and fuel poverty.

3.3 Analysis of main CSR risks

ENGIE updated its matrix of challenges or materiality matrix at the end of 2017. Each stakeholder evaluated the importance of around twenty challenges for ENGIE’s performance and value creation (y-axis). At the same time, Group management evaluated the impact of these same challenges (x-axis). This cross-analysis of challenges is summarized in a materiality matrix that positions the crucial challenges (deemed to have a significant impact on both stakeholders and management) and the major challenges (considered to have a significant impact for only one of the two).



This matrix identifies 23 challenges that carry both risks and opportunities. The CSR risks, which are shown in the table below according to the risk categories of the statement on non-financial performance, can be linked to a crucial challenge on this matrix and are monitored each year by the Group’s ERM process, details of which are provided in Section 2 “Risk factors and control”.



Statement on non-financial performance and CSR information

3.3 Analysis of main CSR risks

ENVIRONMENTAL				
Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Security of facilities				
This challenge includes the security of nuclear facilities and the cybersecurity of entities and industrial facilities.				
<i>Industrial safety risk (see Section 2.4.1)</i>	ENGIE health and safety policy that includes industrial safety Industrial safety policies specific to the different activities conducted by Group subsidiaries Action plans implemented by the subsidiaries that integrate feedback from experience as part of a continuous improvement approach	Monitoring of incidents and accidents related to industrial safety at the level of the subsidiaries Assessment of the level of risk control achieved through dedicated internal control standards (IND 2 & 3)	No significant incident at industrial facilities	No significant incident at industrial facilities
<i>Nuclear Safety Risk</i>	Nuclear Safety and Radiation Protection Policy Independent supervision of nuclear safety 2016-2020 Global Nuclear Safety Plan Minimum requirements for systems of management of nuclear actors	Prevent nuclear incidents and accidents and limit their consequences on workers, population and the environment Achieve good radiation protection performance and secure the radioactive source term	No significant incident	No significant incident
<i>Risk of a cyber-attack on industrial control systems (see Section 2.4.1)</i>	Group Policy on the Security of Industrial Control Systems Technical security standards 2016-2018 enhanced security action plan	Monitoring of the security rate of priority sites to be secured (critical and sensitive sites) Assessment of the level of risk control achieved through dedicated internal control standards (IND 4)	All critical sites were secured at the end of 2017 as well as a majority of the sensitive sites	All critical and sensitive sites were secured at the end of 2018
Attacks on tangible and intangible assets (see Section 2.3.6.3)	Group policy to protect individuals and tangible and intangible assets Prevention and protection measures implemented on the basis of the criticality of the geographic location Group Information Security Committee	Monitoring of threats to the Group, particularly from terrorists Monitoring of damage to assets Reinforcement of event-detection mechanisms	No significant damage to assets	No significant damage to assets
Crucial challenge: Climate				
This challenge includes the reduction of greenhouse gases				
Risk related to the contribution of our operations to climate change (see Sections 2.2.3 and 3.5.4.1)	2016-2018 Transformation Plan (See Section 1.1.5) The environmental policy specifies the Group's environmental challenges whose climate change, the resources used by the Group to meet these challenges and improve its performance, and the governance elements that contribute to the implementation of the Group's environmental policy.	The Group has committed to increasing the proportion of low-carbon activities that make up its EBITDA to 90% by 2020 In order to reduce its carbon exposure, ENGIE has given itself three 2020 objectives: - the activities with low CO ₂ emissions will account for 90% of its EBITDA - the ratio of direct CO ₂ emissions in energy production will be reduced by 20% compared to 2012 - the share of renewable energies in the production capacity mix will be 25%	91% 91% -18,1% 23.1%	93% 93% -28,7% 23.7%
Risk associated with the impact of climate change on the Group's activities (see Section 2.2.3)	Environmental policy	The Group has set a target of ensuring that 100% of its target sites have management plans that incorporate environmental issues, drawn up in collaboration with their stakeholders, and include adaptation of the Group's facilities to respond to climate change.	61%	75%

Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Preservation of the environment				
This challenge includes pollution of soil, the air and the atmosphere				
Major challenge: Resources and waste				
This challenge includes the preservation of biodiversity (fauna and flora) and protected habitats close to the Group's facilities, the optimal management of water and other potentially scarce resources, the management of usage conflicts, waste recycling, the preservation of landscapes, combating noise and odors, and the reduction of the impact on local residents				
<i>Risk of pollution of the surrounding environment (see Section 2.4.2)</i>				
Loss of biodiversity (see Section 3.5.4.8)	Environmental policy	ENGIE undertakes to provide an action plan for each of its priority sites in order to tackle the challenges associated with preserving biodiversity	90%	94%
Water resources (see Section 3.5.4.5)	Environmental policy	The Group has set a target of reducing its level of freshwater withdrawals per MWh of energy generation by 15% compared with 2012	-48%	-39%
		Sites in areas of high water stress must define local action plans in collaboration with stakeholders.	Not available	58%
Atmospheric pollutants (see Section 3.5.4.7)	Environmental policy 2016-2018 Transformation plan	See the details on the monitoring of atmospheric pollutants in Section 3.5.4.7		
Waste (see Section 3.5.4.6)	Environmental policy	See the details on the monitoring of waste management in Section 3.5.4.6		

SOCIETAL				
Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Communities				
This challenge includes dialogue with stakeholders, local acceptability, local economic development, including job creation resulting from the Group's activities, and philanthropy and partnership actions with civil society				
Crucial challenge: Transparency				
This challenge includes the management of controversies, the transparency and reliability of communication, and the management of the ENGIE brand				
<i>Societal responsibility risks (see Section 2.2.2.3)</i>	Societal policy: this specifies the Group's societal challenges, the resources used by the Group to meet these challenges, and the governance elements that contribute to the implementation of the Group's societal policy	The Group has committed to ensuring that 100% of its industrial activities are covered by an appropriate stakeholder dialogue and collaboration mechanism	48%	53%
	Stakeholder engagement tool: this self-assessment tool is based on the AA1000 stakeholder management principles issued by the NGO AccountAbility	Number of Group BUs or entities trained each year in the "stakeholder engagement" tool	6	6
	Vigilance Plan (see Section 4.3)	See Section 4.3 "Vigilance Plan"		
Risks related to organic growth and major projects (see Section 2.3.2.2)	Investment procedure	Self-assessment using a matrix of 12 CSR criteria reviewed by the Investment Committee Realization of EIA (Environmental Impact Assessment) Realization of ESIA (Environmental and Social Impact Assessment)		
	Societal policy	The Group has committed to ensuring that 100% of its industrial activities are covered by an appropriate stakeholder dialogue and collaboration mechanism	48%	53%
<i>Reputational risk (see Section 2.2.4)</i>	Protection of the brand	The Group has committed to achieving a BtoC customer satisfaction level of 85% by 2020	83%	81%
	Ethics policy	Monitoring of the number of incidents (proven or unproven) declared in INFORM'ethics	175	218
	Environmental policy	Monitoring of number of environmental complaints and convictions	13 complaints and 1 conviction with no compensation obligation	24 complaints and no conviction
	Purchasing policy: sets out the obligations and commitments applicable to ENGIE in terms of its relations with suppliers	The Group has committed to ensuring that 100% of its entities have established a system for responsible supply chain management by 2020	37%	84%



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3.3 Analysis of main CSR risks

SOCIAL					
Associated CSR risks identified and monitored by the ERM proces	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results	
Crucial challenge: Employee motivation					
This challenge includes the satisfaction, empowerment and well-being of employees, the management of talented individuals, training, the management of mobility, change management, support for the Group's transformation, and the development of a collaborative and international management culture					
Major challenge: Diversity					
This challenge includes measures to promote equal opportunities, and the promotion of women to management positions					
Risks related to human resources (see Section 2.3.5.1)					
Skills	Human resources development and mobility policy: this policy is based around the ENGIE Skills system, which is aimed at developing skills early to prepare for the future, and ENGIE Mobility, which fosters internal mobility and is supported by ENGIE University	The Group has committed to increasing the rate of trained employees to more than 66% by 2020	67.7%	66.1%	
		Monitoring of number of hires	See Section 3.4.7.2	See Section 3.4.7.2	
		Monitoring of voluntary turnover rate	See Section 3.4.7.2	See Section 3.4.7.2	
Participation of employees	The Leadership Way defines four key behaviors: caring, demanding, open and bold. These behaviors enable us to meet five objectives: Prepare the future - Cultivate and give responsibility - Act and challenge the status quo - Deliver results - Adopt inspiring behavior on a daily basis. ENGIE&Me annual engagement survey	The Group has committed to achieving an engagement level of more than 80% in 2020	78%	79%	
		Diversity policy: this policy has been awarded the Diversity Label	The Group has committed to increasing the proportion of women in its workforce to 25% by 2020	22.2%	21.1%
		The Group has committed to ensuring that the proportion of women in senior management positions is more than 33% by 2020	38.5%	24%	
		The Group has committed to increasing the proportion of non-French and non-Belgian senior managers to more than 25% by 2020	21%	24%	
Crucial challenge: Health and Safety at work - Personal safety					
This challenge includes the health and safety of employees, contractors, and subcontractors, and the quality of work life at ENGIE's sites					
Occupational health and safety risk (see Section 2.3.6.1)	Global agreement on health and safety at work, which states the goals and strategies of the health and safety policy. Group health and safety policy: this policy sets out the fundamental principles and minimum requirements that have to be met for all the ENGIE entities, BUs and functional departments, regardless of their location, for the health and safety of individuals and property. It constitutes, for every person, a reference point for the actions undertaken, to ensure that health and safety are incorporated within all projects and initiatives, and are fully associated with ENGIE's image. European agreement on the improvement of working conditions. 2016-2020 Health and safety action plan "No Life at Risk" program of specific actions designed to strengthen the health and safety culture. Annual communication campaign Feedback shared among the BUs and subsidiaries	Frequency rate of less than 3 for accidents with lost time for employees by 2020 (at 2015 scope)	Employee accident FR of 3.3 against a 2017 target of 3.6 (Employee accident FR of 3.5 at 2018 scope)	Employee accident FR of 3.4 against a 2018 target of 3.5	
		Managerial safety inspections Identification of potentially serious situations and events: % of Group entities that have a process that ensures training in the "life-saving rules" for subcontractors % of Group entities that have a process that ensures the identification and management of potentially serious events Annual health and safety reviews conducted with each BU Monitoring of health and safety results by the Executive Committee and the EESDC	85%	92%	
			90%	93%	

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3.3 Analysis of main CSR risks

Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Personal safety risk (see Section - 2.3.6.2)	Safety rules for international trips Employee access to the SOS international medical and health portal Employee access to the analyses and reports of the <i>Control Risks</i> site on country risks and to the e-learning on personal security when traveling abroad	In 2017, communication campaign on work shutdowns if safety conditions are not met In 2018, communication campaign on the employee and subcontractor engagement: "United together for everyone's safety" Reinforcement of event-detection mechanisms "Travel Tracker" tool to monitor individuals traveling in high-risk areas	No significant event	No significant event

CORRUPTION

Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Ethics and compliance				
This challenge includes conducting business responsibly, the fight against corruption, compliance with ethical rules in conducting business and lobbying, and compliance with tax and regulatory requirements				
Corruption risk (see Sections 2.3.4 and 4.2)	Anti-corruption policy based on: <ul style="list-style-type: none"> the Ethics Charter the Practical Guide to Ethics the Integrity referential the Ethics Compliance referential the Codes of Conduct, including the Code on Lobbying and the Code of Conduct in Supplier Relations Ethics and CSR clause in General Terms of Sales 	System for whistleblowing and reporting ethics incidents Control process Annual compliance procedure INCOME COR 4 internal control program Internal audits External audits, including the ISO 37001 certification audit (certification received in 2018)	175 incidents (proven or unproven) declared in INFORM'ethics	218 incidents (proven or unproven) declared in INFORM'ethics
		The Group has committed to train 100% of its senior managers in the fight against corruption by 2020	94%	91%

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HUMAN RIGHTS

Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Human rights				
This challenge includes respect for the rights of employees and local communities and respect for the Group's commitments in its commercial relationships				
Risk of human rights violations (see Sections 2.2.4, 4.2 and 4.3)	Human Rights referential and policy Vigilance Plan Ethics due diligence policy (suppliers, subcontractors, and commercial partners)	Checklist on the risk of violating human rights (annual risk review, see Sections 2.2.4 et 4.2.3) Annual ethics compliance report (quantitative and qualitative indicators) (See Section 4.2.7) System for whistleblowing and reporting ethics incidents (see Section 4.2.5) Monitoring of the Group vigilance plan (See Section 4.3.3)	175 incidents (proven or non-proven) declared in INFORM'ethics, 19% of which involve social responsibility and human rights and 4% involve HR practices	218 incidents (proven or non-proven) declared in INFORM'ethics, 34% of which involve social responsibility and human rights, including HR practices



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3.3 Analysis of main CSR risks

TAX				
Associated CSR risks identified and monitored by the ERM process	Policies or action plans established	Objectives, methods and indicators established to monitor performance	2017 results	2018 results
Crucial challenge: Ethics and compliance				
This challenge includes conducting business responsibly, the fight against corruption, compliance with ethical rules in conducting business and lobbying, and compliance with tax and regulatory requirements				
Tax risk (see Sections 2.5.8, 6.2: Note 28)	Tax policy: this policy sets out the rules and principles for the payment of taxes in the countries in which the Group operates.	Tax reporting by country	See tax reporting table by country on the ENGIE website	See tax reporting table by country on the ENGIE website

The main non-financial risks associated with the activity, products and business relationships are presented in Section 2 "Risk factors".

Pursuant to the French Act of March 27, 2017, ENGIE has drawn up a plan to monitor risks associated with human rights in the broadest sense, including aspects related to health and safety, responsible purchasing and the environment. This vigilance plan covers all of ENGIE's activities and its controlled subsidiaries world-wide, as well as

those of its main suppliers. The vigilance plan is described in Section 4.3 "Vigilance plan".

The CSR Department monitors environmental and societal controversies and regularly reports on them to Management and to the Committee on Ethics, Environment and Sustainable Development (EESDC). It is in contact with NGOs to discuss these topics and manages stakeholder engagement training to reduce their occurrence in the future.

3.4 Social information

3.4.1 Human resources development and mobility policies

To become more agile and adapt to the changes in its environment, the Group began implementing an ambitious human resources action plan in 2014. This involves creating conditions that enable it to deliver its strategy while making individual and collective concerns a central part of its transformation. The action plan was implemented in three strategic areas:

- culture and leadership: centralized responsibility, innovation and performance;
- the adaptation of skills and Métiers to customer and digital solutions;
- agile organization, project mode and continuous improvement.

HR activities are also organized around two fundamental, cross-functional factors: the Group's commitment to health and safety and the attention given to the social and societal impact of its actions.

In 2018, ENGIE made use of its Skills, Mobility and Schools initiatives in order to adapt its employee's skills to the current and future challenges it faces and to enhance their employability. The aim of these initiatives is to accelerate the shift towards growth-oriented activities, favoring mobility by promoting careers within the Group and creating a trend conducive to the transferring and sharing of skills.

3.4.1.1 Anticipation of the skills needed to prepare for the future

In order to prepare employees for the challenges of the future and to plan our activities in relation to the development of our associated skills and our transformation, the ENGIE Skills initiative continued in 2018. An analysis of key trends and challenges in terms of skills was carried out, and a teaching and operational action plan was implemented.

This consists of:

- sharing the results achieved by ENGIE Skills within the respective areas at Executive Leadership Sessions with the BU management teams and the Group Executive Committee. These are a key element in strategic planning for the BUs and the Métiers;
- communicating globally and, in particular, to union organizations in Europe, which were very keen for information on this strategic subject. ENGIE Skills makes an effective contribution to social dialogue;
- developing operational initiatives and specifically promoting the technical sector and the role of "ENGIE Technician", which is central to the Group's skills in a context of worldwide shortage. These initiatives will be rolled out in Europe in 2019:
 - the creation of a network of ambassador "Technicians" who work to promote their technical occupations and the associated careers. The network comprised 100 ambassadors at the end of 2018 and is expected to become a community of 500 employees by the end of 2019. This approach has been welcomed, in particular, by the sector and our social partners,
 - the rolling out of 10 internal career pathways. Experimentation with opening these pathways externally, with the aim of attracting populations not currently engaged in technical employment into our technical occupations.

3.4.1.2 Internal mobility to support the Group's transformation

ENGIE Mobility contributed to the Group's transformation by supporting 10 major projects, eight of which were successfully completed, including the evolution of Corporate in Europe and the sale of the EPI exploration and production business. It took responsibility for new projects, including the customer relations project managed by the BtoC BU.

ENGIE Mobility is developing initiatives to prepare for the future, enhancing the engagement and employability of employees in France. It aims to extend these initiatives to other countries where the Group operates in 2019:

- the modeling, based on a design created with 100 employees, of the employee experience of mobility, which is a decisive factor in the development of effectiveness at all levels of the business; the launch of a digital mobility space at the end of 2018 in France; and the testing, together with a start-up, of a solution using artificial intelligence;
- the stimulation of the internal labor market with, among other things, events for specific occupations (with 1,500 employees taking part in five events), coordination of regional mobility networks and more than 50 local events at our agencies.

ENGIE Mobility has helped to professionalize stakeholders in mobility and has provided individual support to nearly 500 employees in relation to their career plans, which, for half of them, included organizational mobility.

3.4.1.3 Developing employee skills and employability through training

The ENGIE Schools initiative was launched in 2018 in order to support the Group's international growth. The aim is to focus our energy on seven projects, to organize skills transfers and to strengthen the excellence and reach of the Group's 21 professional development schools.

In 2018, ENGIE University accelerated the deployment of leadership, energy revolution, customer focus and digital programs with managers and the talented individuals it is developing. Five temporary campuses were created, each delivering more than 20 different training courses at a time in a single location. The campuses host hundreds of employees, providing a way of taking the training offered by ENGIE University into the Group's various geographical areas. They provide an effective response to the challenges of decentralization and the development of leadership skills whilst maintaining the Group's philosophy. These events, which complemented the traditional training courses, were a key driver for ENGIE's culture, serving to boost employees' commitment, sense of belonging, and ownership of the strategy.

The Group continued to implement a digital culture among its employees and managers. Digital methods are increasingly used in employee training. The number of digital training hours has doubled since 2016. The original training initiatives, which are based on a series of programs rolled out over several weeks, have been delivered with great success to more than 15,000 employees at a time.

In 2018, approximately 6,000 employees signed up to use the SynerFORM tool for optimized, shared learning in France.

In a context of individual change and collective transformation, the Group HR Department designed a whole range of solutions to meet the



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3.4 Social information

needs of employees: coaching, mentoring, training, entrepreneurship development, financial support, end-of-career paid leave, etc.

In 2018, 66.1% of ENGIE's employees received training.

3.4.1.4 Targeted development policies

The ENGIE Boost initiative, which was launched in 2018, is aimed at identifying, developing, motivating and increasing the loyalty of high-potential talent at all levels of the organization, in order to prepare these individuals to occupy the most strategic roles at the Group.

ENGIE Boost is an acceleration program designed to develop our key Talent, the ENGIE Boosters.

The Rise! and Pulse! programs prepare leaders with the capacity to assume strategic responsibilities within ENGIE in the near future. The Up! program is designed for High-Potential talent within each BU.

Inclusion in the Rise! or Pulse! programs is determined by the Group Human Resources Department, which uses People Reviews carried out with the BUs and a range of assessment/development tools to ensure a clear and coherent approach.

Individuals who join the Rise! program will have progressed three career levels; those who join the Pulse! program have more proven experience.

In accordance with the principle of subsidiarity, inclusion in the Up! program is managed at BU level.

This initiative is not intended to reward performance or to be used as a recognition tool; it is an opportunity offered to employees in order to develop their potential and to ensure we are in the best position for future development

The Leadership Way is an essential part of this transformation and is rolled out to all managers and in each of the HR processes, in order to provide strength and consistency, particularly during staff hiring and selection, training and development, talent detection and performance appraisal. With regard to the latter, since 2017, the variable remuneration of the Group's 600 "executives" has been divided into three parts:

- an economic part (65% of the total), based on financial criteria at Group and BU level;
- an individual part (35% of the total), based on the involvement of the executive in this group (in terms of innovation, cooperation and managerial conduct);
- a possible maximum penalty of 20% of the target bonus triggered in the event of the observation of conduct that does not comply with the Group's values (occupational fatalities or ethical problems).

The Co.Leader training course, a central part of the rolling out of ENGIE's Leadership Way, was delivered to 23,000 Group managers in two years.

ENGIE has continued to implement targeted policies through coaching and mentoring; personalized career support for individuals with Group-level roles and the ENGIE Boosters; development programs based on 360° feedback, i.e. evaluations by line managers, peers and direct reports; missions or projects that aim to provide unique, enriching experiences; and the identification of talent pools for the different types of key organizational role managed at Group level.

At the end of June 2018, the Group had 305 individuals in roles managed at Group level, 29% of whom were women and 23% of whom were not French or Belgian.

3.4.1.5 HR cross-functionality and innovation to boost the Group's performance

The Group's success depends on the establishment of new, more cross-functional and open working methods and leadership styles at each level of management.

The HR Department uses new technologies and digital tools to develop a common culture and to boost performance. The following initiatives are highlighted:

- the continued simplification of HR processes through "One HR", the shared HR management system, to share and facilitate data analysis to help with employee development;
- transparency and the promotion of shared objectives, such as ENGIE Goals, an application aimed at the ENGIE 50 and the BU Management Committees which enables them to monitor and share their individual and collective goals;
- the launch of a digital committee to coordinate experiments in the BUs and at Group level relating to topics such as the management of future skills and HR data;
- the development of dynamic work spaces to encourage cross-functionality and teamwork;
- the third year of the ENGIE&Me engagement survey of Group employees, which had a participation rate of around 50%, slightly higher than in 2017;
- the "No Life at Risk" health and safety project, rolled out Group-wide.

3.4.2 Attracting and hiring talent

In 2018, the Group strengthened its image among young people and influencers as an international group serving tomorrow's renewable, carbon-free, and digital energy world, particularly through the #ENGIE HarmonyProject brand campaign, which promotes ENGIE's "Imaginative Builders" — a group of employees who refer to themselves as a "community" working towards the common good.

Targeted recruitment campaigns focused on the Group's future activities in the key populations that ENGIE recruits (technicians, occupations related to renewable energy or digital technology, business developers, etc.), in France and abroad, particularly through coordination of the HR ecosystem (ENGIE.com careers pages, job boards, LinkedIn, Twitter, etc.) and on the Imaginative Builders: employees who are extraordinary due to their technical skills as well as their personalities, brought together by their desire to contribute to harmonious progress.

ENGIE recruitment days were held in various French regions, combining the promotion of internal mobility and external recruitment.

Other events, such as the ENGIE People Labs, which are designed to act as accelerators of societal innovation, bringing together the various talented individuals of the Group and its partners (such as the Junior Entrepreneurs), also enhanced the Group's attractiveness, bringing together internal and external communities to reflect on themes associated with the new energy world and major societal trends. One event was dedicated to how women imagined their lives would be in 2030. ENGIE's participation and promotion in high-profile activities continued with initiatives such as "Paris Pionnières", which welcomed 15 female employees into an entrepreneurship program aimed at increasing awareness and incubating business ideas, and "Science factor", which promotes science among young women.

3.4.3 Social commitment: Building a company committed to corporate citizenship and solidarity

For many years, the Group has implemented a corporate social responsibility (CSR) policy that is proactive, ambitious and innovative to combat discrimination and promote equal opportunity and treatment. The social dimension of ENGIE's CSR policy is organized around three key areas: diversity, inclusion, and solidarity and social connection. Social innovation underpins all of these areas.

Diversity

The diversity policy implemented by ENGIE in 2012 was rewarded by the four-year renewal of its Diversity label in October 2017 for all Group activities in France. ENGIE is also a founding partner of the Management and Diversity Chair at Paris-Dauphine University and a founding member of the *Fondation Égalité Mixité* (Equity Diversity Foundation) under the aegis of the non-profit association *Fondation Agir Contre l'Exclusion*, or FACE (Action Against Exclusion Foundation). In 2017, ENGIE produced a guide for the HR sector and managers called "How to diagnose a situation of alleged discrimination and how to respond", drawn up in collaboration with the Ethics sector.

"Diversity allows ENGIE to be successful and attract young talent. ENGIE's effectiveness will stem from its ability to resemble the society it serves" - Isabelle Kocher - 10/05/2018.

Professional and gender equity

Equal pay for women and men is one of the key points to which the Group is committed, in addition to achieving the quantified goal of 25% women in its workforce by 2020.

In the context of the European agreement signed on November 22, 2017, a European seminar was held in Paris to promote diversity and inspire all the stakeholders (social partners, managers and the HR sector) on the basis of actions already carried out by the BUs. Isabelle Kocher encouraged the teams to exceed the target of 25% and to be very ambitious in their proposals.

In 2018, ENGIE carried out an experimental study to compare the career development of women and men at the various levels of the organization, to identify the factors contributing to pay gaps and to create a benchmark with other groups. This initial study took place at three Group companies: ENGIE SA, ENGIE Cofely and ENGIE

Electrabel. In 2019 and 2020, ENGIE will carry out diagnostic testing on this subject on a global scale.

At the end of 2018, the proportion of women in the Group was 21.1%.

The proportion of women on the Group Executive Committee is 27% (three women and eight men). Women represent 20% of the ENGIE 50.

To promote gender equity within the business lines, ENGIE strives to raise awareness among young people so that they become familiar with the Group's technical careers. To this end, it has partnered with programs such as "Elles Bougent" and "Girls Day and Boys Day" in Belgium and the Netherlands.

Young employees, seniors and intergenerational policy

Employability, particularly that of young people, is a key priority, with a target, in France, of 5% of the workforce in work-study programs and a conversion rate of 60% into technical jobs at the end of the training period. With a higher number of young workers taking part in 2018 (4,796) work-study programs are particularly favored by the Group, which wants to create a path to excellence that leads to employment via high-quality training. In 2018, ENGIE also pursued its inclusion initiatives on the Engagement Jeunes intercompany exchange platform, dedicated to young people on work-study programs looking for their first job, and signed the White Paper on access to employment for disadvantaged young people. ENGIE also took part in the Pacte Avec les Quartiers pour Toutes les Entreprises initiative, with a commitment to providing internships to 2,000 young people in troisième (ninth grade) from December 2018.

ENGIE continued to contribute to the Pact for Youth initiative in 2018 by participating in the "Apprentices in Motion" international mobility project. As part of its membership of the Alliance for Youth initiative (the first pan-European movement in Europe, bringing together 200 companies around Nestlé), ENGIE took part in the European Skills Pass and *Mini-entreprises* projects in France, in partnership with *Entreprendre Pour Apprendre* (affiliated to Junior Achievement Europe) which aims to develop the entrepreneurial skills of young people while enabling the company's employees to get involved with young people in the general population.

Knowledge and skills transfer is also boosted by planning for pre-retirement periods, encouraging younger workers to take part in



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tutoring programs such as “*Les maîtres de l'énergie*” (Energy Experts), and mentoring and reverse mentoring programs, i.e., where employees receive personalized support from other employees who are either more senior or have more expertise in a specific area. At the same time, and for the seventh straight year, ENGIE raised awareness of intergenerational issues among its employees by taking part in the Octave program, a powerful tool for change led by Danone. By opening itself up to other enterprises in this way, ENGIE has developed its capacity for innovation.

Religious diversity

One of the 26 legal criteria of the principle of non-discrimination applies to the actual or perceived adherence to a religion. ENGIE is committed to ensuring that no employee or applicant is treated unfavorably because of their religious beliefs. To support managers with this issue, in 2015 the Group prepared some points of reference on “religious diversity in the company.” This guide was collectively reviewed in 2018 and an updated edition was announced.

Employees with disabilities

The Group pursues measures to encourage the hiring, career development, training and retention of people with disabilities. For several years, it has had a disabilities network which promotes discussion and skills-building initiatives in the field, and the development of joint large-scale initiatives.

For ENGIE in France, the overall employment rate of people with disabilities was 4.61% in 2017, while the direct employment rate was 4% and rising. In total, ENGIE employs more than 2,700 individuals with disabilities in France, up 33% in five years.

ENGIE pursued its commitment to people with disabilities in 2018 by signing a new agreement with employee representatives for the period 2018-2020. The undertakings set out in the agreement include:

- favoring the hiring of people with disabilities;
- taking into account the needs of people affected by the transformation by providing the necessary support and facilities;
- supporting professional development;
- expanding purchasing in the sheltered and adapted sector.

ENGIE conducts specialized recruitment in France to identify people with disabilities who have skills and abilities the Group needs (Handy'recruteurs campaigns). Purchasing in the sheltered and protected sector represented around €7 million in 2018.

On November 22, 2018, as part of the European Day of Persons with Disabilities (EDPD), an awareness-raising day was held at ENGIE's registered office and at Paris sites, enabling all employees to take part in entertaining and informative workshops on every floor of the T1 Tower. In addition to this, a number of events were organized by the Group entities as part of the EDPD.

Inclusion, job-seeking support and social solidarity

The Group is committed to the social and professional inclusion of people in severe difficulty or in a situation of exclusion. Its actions include:

- sponsorship of talented students from disadvantaged neighborhoods (scholarships and mentoring by a committed Group employee, post-baccalaureate and pre-baccalaureate);
- assistance with job creation via ENGIE's employment foundation, *Fondation Agir Pour l'Emploi* (FAPE), which operates under the auspices of the *Fondation de France*. The foundation's resources come from donations by Group employees and retirees, which are fully matched by their companies. Since its establishment in 2013, FAPE (in France and Belgium) has awarded more than €1.1 million in grants for 93 projects aimed at access to employment, job creation and inclusion of the most vulnerable individuals across the region;
- the Group renewed the *Parcours Emploi – Mobilité – Sport* (PEMS) program in two regions: Ile-de-France (50 young people) and Arras (15 young people). The program helps young people between the ages of 18 and 25 from disadvantaged city neighborhoods to obtain work-study contracts. More than 200 young people have been supported by the initiative since it started in 2016.
- the ENGIE *Solidarité Nouvelle contre le Chômage* (SNC) Group was created with 20 volunteers who partner up to mentor around a dozen people in long-term unemployment living in Ile-de-France.

ENGIE supports the International Social Observatory (ISO) and the work of its international delegations in Europe, China, South America and Africa.

LGBT (lesbian, gay, bisexual and transgender) employees

As part of its initiatives to boost diversity and combat discrimination, ENGIE signed the L'Autre Cercle's LGBT commitment charter on December 6, 2017. Following this commitment, a working group comprising LGBT employees was created to implement an action plan in 2019.

3.4.4 Employee savings plans and shareholding

3.4.4.1 Group employee savings plans policy

These plans are available to employees of companies that are fully consolidated or whose share capital is majority-owned, directly or indirectly, by ENGIE SA.

Savings plans

In France, since the end of 2009, ENGIE Group employees have had access to a Group Savings Plan (*Plan d'Épargne Groupe* – PEG), which includes employee shareholding funds as well as a large range of diversified savings options.

Outside France, measures have also been put in place in some countries to allow employees to save, under terms adapted to local laws.

Retirement savings plans

In France, since 2010, all Group employees may, at their own pace, build funds for retirement by paying into the ENGIE Group Collective Retirement Plan (*Plan d'Épargne pour la Retraite Collectif* – PERCO).

Outside France, products exist in some countries that allow employees to supplement their pensions by making voluntary contributions on favorable terms.

Solidarity funds

In France, the ENGIE solidarity employee mutual Fund (FCPE) called "*Rassembleurs d'Énergies Flexible*" has supplemented the range of Group Savings Plan and Retirement Savings Plan investment products since the beginning of 2012 and enables employees to take part in a social initiative in tune with their businesses.

3.4.4.2 Profit-sharing and incentive plans

Due to the existence of separate legal companies, a common collective profit-sharing and incentive plan is not possible for the Group.

At the ENGIE SA level, an incentive agreement was signed with all representative trade unions on June 26, 2017, for the 2017-2019 period. The amount paid out in 2018 for 2017 profit-sharing was €17,958,000. The employee profit-sharing agreement for ENGIE was signed on June 26, 2009. Application of the statutory profit-sharing formula for 2017 resulted in no payment being made to employees in 2018.

3.4.4.3 Employee shareholding

At the end of 2018, employees held 3.9% of the share capital (including 3% held through an FCPE). Pursuant to Article L. 225-100-3 of the French Commercial Code, the Supervisory Boards of these FCPEs exercise the voting rights attached to the securities registered among their assets and decide, if necessary, whether to contribute these securities to public tender or exchange offers.

The Supervisory Boards of the employee-sponsored mutual funds comprise shareholder representatives and, up to a maximum of half the members, company representatives designated under the procedures set out in the funds' rules. Although the Supervisory Board is composed in an equitable way, its chairman, who must be chosen from the shareholder representatives, holds the casting vote.

In 2018, the Link 2018 employee shareholding plan enabled more than 40,000 Group employees in 18 countries to take part, for a total subscription of €340 million, corresponding to 33 million shares.

This is the first employee shareholding operation since ENGIE's shift in strategy in 2016, which aimed to reposition the Group in the businesses of the future. The successful implementation of the strategy is due to the commitment of its employees. Subscriber numbers increased by more than 25% compared with the previous plan, Link 2014, confirming the confidence of employees in the transformation plan. In France, more than 30,000 employees signed up to the new Link+ plan, committing themselves for 10 years.

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 ⁽¹⁾.

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.



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3.4.7.2 Table of social indicators

GRI	GROUP*			NORTH AMERICA			
	2018	2017	2016	2018	2017	2016	
EMPLOYMENT							
Total workforce ■■	LA1	160,301	155,128	153,090	6,010	3,770	3,635
Workforce by geographic region ■■	LA1						
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
Total Europe	LA1	134,099	134,513	133,294	0	0	61
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%
Breakdown of workforce by SPC	LA1						
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%
Breakdown of workforce by type of contract	LA1						
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%
Age pyramid of permanent employees ■■	LA1						
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%
Female workforce ■■	LA13	33,817	34,378	33,529	1,405	1,256	1,192
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
DIVERSITY AND EQUAL OPPORTUNITY							
Proportion of women in workforce ■■	LA13	21.1%	22.2%	21.9%	23.4%	33.3%	32.8%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management ■■	LA13	23.3%	22.9%	22.8%	29.2%	30.8%	32.6%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of apprentices in workforce	LA1	3.0%	2.9%	2.8%	0.1%	0.0%	0.0%
% 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
	7,407	6,446	6,413	8,957	6,510	6,166	20,851	20,885	20,915
	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
	0	0	0	34	14	0	20,786	20,653	20,879
	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%
	1,256	1,118	1,032	1,564	1,010	921	2,918	2,858	2,905
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	17.0%	17.3%	16.1%	17.5%	15.5%	14.9%	14.0%	13.7%	13.9%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	19.2%	17.3%	17.6%	22.7%	20.4%	18.7%	12.7%	12.3%	12.1%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	0.6%	2.1%	0.1%	1.4%	1.4%	2.4%	0.4%	0.4%	0.4%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Statement on non-financial performance and CSR information

3.4 Social information

	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%
STAFF AND JOB MOVEMENT							
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%
CAREER DEVELOPMENT							
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.

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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%

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Statement on non-financial performance and CSR information

3.4 Social information

	GRI	GROUP*			NORTH AMERICA		
		2018	2017	2016	2018	2017	2016
Training expenses per person trained (in €)	LA10	885	1,036	1,000	109	199	542
% reporting		95.00%	97.57%	97.86%	13.47%	17.95%	27.83%
WORKING CONDITIONS							
Days of absence per person	LA7	13	12	12	6	3	7
% reporting		95.90%	98.32%	99.06%	29.65%	48.92%	62.76%
Overtime	LA7	3.0%	3.0%	3.2%	3.8%	4.4%	4.6%
% reporting		96.39%	98.62%	99.95%	38.79%	61.59%	100.00%
HEALTH AND SAFETY DATA							
Number of fatal accidents (employees)		4	1	4	0	0	0
% reporting		100%	100%	100%	100%	100%	100%
Frequency rate		3.40	3.30 ⁽²⁾	3.55	1.00	0.69	1.70
% reporting		98%	99.08%	100%	100%	65%	100%
Severity rate (French framework) ⁽¹⁾		0.19	0.20	0.18	0.03	0.08	0.09
% reporting		98%	99.08%	90%	100%	65%	100%
Severity rate (ILO framework) ⁽¹⁾		0.13	0.13	0.13	0.03	0.01	0.04
% reporting		98%	99.08%	100%	100%	65%	100%
Number of new cases of occupational illness		91	76	100	0	2	1
COMPENSATION							
Average salary of manual workers, clerical staff and technicians compared with national minimum wage	legal annual minimum wage in 2018 €	2018	2017	2016	2018	2017	2016
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

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Statement on non-financial performance and CSR information

3.4 Social information

	GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX		
		2018	2017	2016	2018	2017	2016
WORKFORCE							
Total workforce ■■	LA1	55,631	52,478	53,814	31,655	33,813	31,554
Workforce by geographic region ■■	LA1						
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
Total Europe	LA1	53,383	50,215	51,510	31,655	33,813	31,554
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%
Breakdown of workforce by SPC	LA1						
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%
Breakdown of workforce by type of contract	LA1						
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%
Age pyramid of permanent employees ■■	LA1						
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%
Female workforce ■■	LA13	9,190	8,551	9,205	8,729	10,555	10,075
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
DIVERSITY AND EQUAL OPPORTUNITY							
Proportion of women in workforce ■■	LA13	16.5%	16.3%	17.1%	27.6%	31.2%	31.9%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management ■■	LA13	21.6%	21.1%	21.2%	22.0%	21.4%	23.3%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of apprentices in workforce	LA1	5.0%	4.8%	4.6%	1.5%	1.2%	0.9%
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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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
17,194	17,032	16,942	1,144	1,379	1,456	9,903	10,023	9,235
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%
4,553	4,406	4,236	404	505	514	3,798	3,814	3,055
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
26.5%	25.9%	25.0%	32.1%	34.3%	35.3%	33.5%	33.8%	29.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
31.9%	31.4%	30.4%	29.1%	30.4%	30.8%	27.7%	27.4%	26.5%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
5.5%	5.4%	5.8%	0.8%	1.1%	0.5%	2.6%	2.3%	2.0%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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	GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX		
		2018	2017	2016	2018	2017	2016
Proportion of disabled employees		3.8%	3.6%	3.8%	0.9%	0.8%	0.9%
Employees under 25 as a % of permanent hires		17.3%	18.8%	19.6%	10.9%	12.4%	13.8%
Employees over 50 as a % of permanent hires		8.4%	8.8%	8.0%	23.4%	22.8%	21.8%
STAFF AND JOB MOVEMENT							
No. of permanent hires	LA2	5,840	4,183	3,167	4,573	4,144	3,502
No. of fixed-term hires	LA2	5,476	4,423	4,480	1,919	1,783	1,330
Hiring rate	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%
Permanent hiring rate	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%
Number of lay-offs		809	876	911	1,043	925	902
% reporting		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Turnover	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%
Voluntary turnover	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%
CAREER DEVELOPMENT							
Proportion of workforce trained ■■	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%
Proportion of women in trained workforce	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%
Proportion of managers and non-managers in trained workforce:	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%
Total no. of training hours	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%
Hours of training by topic	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%
No. of training hours per person trained	LA10	27	28	26	24	24	28
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
No. of training hours per woman trained	LA10	24	25	23	21	22	29
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
Training expenses per hour of training (in €)	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%

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Statement on non-financial performance and CSR information

3.4 Social information

	GRI	FRANCE			EUROPE EXCL. FRANCE & BENELUX		
		2018	2017	2016	2018	2017	2016
Training expenses per person trained (in €)	LA10	735	857	758	370	776	917
% reporting		99.97%	100.00%	99.88%	100.00%	100.00%	100.00%
WORKING CONDITIONS							
Days of absence per person	LA7	13	13	14	11	10	9
% reporting		99.97%	100.00%	100.00%	100.00%	100.00%	100.00%
Overtime	LA7	1.8%	1.6%	1.5%	4.3%	4.9%	4.9%
% reporting		99.97%	100.00%	100.00%	100.00%	100.00%	100.00%
HEALTH AND SAFETY DATA							
Number of fatal accidents (employees)		1	1	3	0	0	1
% reporting		100%	100.0%	99.5%	100%	100%	100%
Frequency rate		5.22	5.38	5.79	3.72	3.10	3.17
% reporting		100%	100.0%	99.5%	100%	100%	100%
Severity rate (French framework) ⁽¹⁾		0.34	0.38	0.36	0.12	0.16	0.09
% reporting		100%	100%	100%	100%	100%	52%
Severity rate (ILO framework) ⁽¹⁾		0.20	0.22	0.24	0.11	0.11	0.08
% reporting		100%	100%	100%	100%	100%	100%
Number of new cases of occupational illness		82	68	92	0	0	0
COMPENSATION							
Average salary of manual workers, clerical staff and technicians compared with national minimum wage	legal annual minimum wage in 2018 €	2018	2017	2016	2018	2017	2016
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%

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3.5 Environmental information

ENGIE faces the main environmental challenges: climate change, the quality and availability of natural resources (air, water, soil and energy) and the protection of biodiversity and ecosystems. Although its activities sometimes have an impact on ecosystems and natural resources, the Group seeks to measure and reduce this via the environmental management of its activities.

ENGIE's challenges and ambitions in this area are reflected in the Group's environmental policy (available on the ENGIE website) and in the performance indicators deployed across all its activities. The challenges also include the risks identified in the environmental vigilance plan. A team in charge of analysis and coordination is specifically

dedicated to environmental responsibility and reports to the Director of Environment. It has environmental coordinators in each BU who lead their own networks of coordinators, organize actions, supplement corporate expertise with their knowledge of operations, and implement environmental reporting.

The Corporate Social Responsibility Department produces an annual report which is sent to the Executive Committee and then presented to the Board of Directors' Ethics, Environment and Sustainable Development Committee. This report is supplemented by BUs' own reports and letters of environmental compliance, as well as the results of environmental audits ordered by the Executive Committee.

3.5.1 Legal and regulatory framework

The Group actively monitors regulatory developments (set out in Section 2 "Risk factors and controls"), stating its positions while they are being prepared and applying the new rules as soon as they are published. In particular, the Group has been calling for the harmonization of international regulations and greater integration between the various environmental and energy policies. In the run-up to COP21, the Group strongly pledged to support an ambitious international climate agreement to limit the global temperature rise to

2°C. It also pledged to support the more widespread application of regulations on carbon pricing, which would be a price signal for investment in low-carbon technologies and an incentive to reduce greenhouse gas emissions. To this end, the Group plays an active role in the CPLC (Carbon Pricing Leadership Coalition).

■ ■ Verified by the Statutory Auditors with "reasonable" assurance for 2018

3.5.2 Environmental management

At the end of 2018, the entities that had implemented an Environmental Management System (EMS) accounted for 80.3% of relevant revenue⁽¹⁾. The need to obtain external EMS certification is assessed locally with regard to local economic conditions and benefits.

PERCENTAGE OF RELEVANT REVENUE COVERED

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
By an EMAS certification ■ ■	2.4%	4.7%	4.8%
By an ISO 14001 (non-EMAS) certification ■ ■	66%	61.8%	58.5%
By another external EMS certification	2.2%	3.2%	3.1%
TOTAL EXTERNAL CERTIFICATIONS	70.6%	69.7%	66.5%
By an internal certification (but not by a certified EMS)	9.7%	11.9%	14.7%
TOTAL INTERNAL AND EXTERNAL EMS	80.3%	81.6%	81.2%

■ ■ Verified by the Statutory Auditors with "reasonable" assurance for 2018.

When the implementation of a certified or registered management system is not economically justified, entities are encouraged to define an internal management system ensuring concern for the environment in carrying out their activities. As a result, some Group entities have

defined their own management system standard. When an internal or external EMS is implemented, employees take part in awareness and training sessions relating to the environmental issues they encounter at their sites so that they adopt the EMS and make it their own.

(1) Relevant revenue excludes revenue generated by activities not considered pertinent in terms of environmental impact (services, trading, sales activities, etc.).

3.5.3 Performance control and measurement systems, a prerequisite for environmental responsibility

To monitor the implementation of its environmental policy, control environmental risks and encourage the communication of its environmental performance to stakeholders, ENGIE implements a specific reporting system that goes beyond the requirements of French law and which takes into account the Global Reporting Initiative (GRI) recommendations.

Environmental reporting is closely tied to operational performance reporting, thus becoming a management tool. The Group's Executive Board transmits this goal of making environmental concerns an integral part of management responsibilities.

A system of letters for environmental compliance ensures operational management involvement.

Methodological elements

ENGIE conducts its environmental reporting using a dedicated tool that allows data to be reported following a defined methodology. This tool, called EARTH, is an environmental reporting IT solution used to manage the network of environmental correspondents and coordinators; to handle the management and documentation of the scope of environmental reporting; to manage data entry, monitoring and consolidation of indicators; to draft reports; and to provide the documentation necessary for producing and collecting data (reporting procedures and instructions).

EARTH is deployed in each of the BUs and thus covers the entire ENGIE organization.

The legal entities included in the reporting scope are those whose operations are relevant in terms of environmental impact and that are consolidated fully or proportionately under the rules of financial consolidation (IFRS). Legal entities solely engaged in energy trading, financial activities or engineering are excluded. The selected entities report on the performance and impacts of the industrial facilities over which they have technical operational control, including facilities operated on behalf of third parties. Legal entities consolidated at equity are excluded.

Thus, in accordance with the rules of financial consolidation, 100% of the impact data collected is consolidated when the entities are fully consolidated. For entities proportionately consolidated, the environmental impact data are consolidated in proportion to the Group's consolidation rate provided that it has 100% technical operational control or that, as a minimum, this is shared with other shareholders.

The scope is determined on June 30 of the fiscal year. For disposals after that date, the entity is expected to complete the environmental questionnaire with the data available on the last day of the month prior to the disposal. Acquisitions made after June 30 are not taken into account, unless the relevant BU has requested an exception, and subject to the data being available.

To calculate environmental management indicators such as the "share of relevant revenue covered by an environmental certification, an

environmental crisis management plan, etc.", the relevant revenue is estimated for each legal entity. To obtain the relevant revenue, operations regarded as "not relevant in terms of environmental impact" (e.g. trading, finance and engineering) are stripped out of the consolidated revenue figure for each legal entity.

The environmental data reporting procedures encompass general procedures defined as standard guidelines to be implemented at the appropriate levels of the reporting process. Procedures and guidelines are rolled out Group-wide via a network of duly mandated environmental contacts and coordinators. These procedures and guidelines at Group and BU level describe in detail the environmental data collection, control, consolidation, validation and transmission phases at the different levels of the organization, as well as the rules for defining the scope of consolidation. They include technical documents that provide methodological guidelines for the calculation of some specific indicators. Depending on its activities, each entity is assigned a profile that determines the indicators to answer. The list of the entities included in the scope of environmental reporting is approved by each BU.

The definitions of the indicators used to measure the environmental performance of Group businesses have been revised based on comments made by the Statutory Auditors. They also take into account the comments by line managers represented in dedicated work groups. All the documentation is available from the Group upon request (CSR Department).

Previously, ENGIE used to provide a "coverage rate" for each indicator published, corresponding to the response rate obtained from all the entities surveyed. Thanks to the implementation of the new EARTH reporting tool, the coverage rate is now 100% for all indicators.

The following points should be noted with regard to the data published in this report:

- the reliability of the scope of environmental reporting is a priority for ENGIE, which is evolving in an international context of business disposals and acquisitions. Before every reporting campaign, the financial scope for consolidation is compared against the information fed back by the BU's environmental managers in order to check which industrial entities contributing to EARTH report to which financial entities
- for facilities burning natural gas but which do not have automated measurement systems. Default emission factors for SO_x and fine particle emissions has been set up (factors recommended by the EMEP, the European Monitoring and Evaluation Programme);
- since 2007, ENGIE has been a signatory to the CEO Water Mandate, thus demonstrating its commitment to the preservation of water resources. The water indicators are consistent with the GRI indicators in 2011 and fall into four categories: withdrawal, discharge, consumption, reuse/recycling. Since 2015, the materiality of the water indicators published has been reviewed and the Statutory Auditors verify the inputs, outputs and consumption of fresh and non-fresh water;



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3.5 Environmental information

- as it is concerned about what becomes of the waste generated by its activities, the Group has indicators on the production and recovery of the waste generated by its activities. These are based on definitions of waste and recovery established by local regulations. To avoid erroneous data about stock, only the tonnages taken away and weighed on site are reported as disposed of. The tonnages that must be reported are wet or dry, depending on the way they are disposed of: if the waste disposed of was wet, the reported tonnages are wet and the converse for dry waste. As an exception, if the waste is permanently stored on site, the associated dry tonnages must also be reported as disposed of. In the latter case, the waste is never recovered. Waste generated by the construction or dismantling of plant and equipment, by the repowering or upgrading of facilities, and by soil rehabilitation, are not covered by the indicators for waste generated by activities;
- CO₂ emissions from the combustion of fossil fuels were calculated based on the most recent emission factors published by the IPCC (IPCC Guidelines for National GHG Inventories, Vol. 2 Energy – 2006). The global warming potential (GWP) compares the warming capacity of the various greenhouse gases to CO₂. The GWP used to convert the Group's greenhouse gas (GHG) emissions to CO₂ equivalent are the latest GWP published by the IPCC (5th Assessment Report – 2014), considered on a 100-year scale;
- specific GHG emissions from energy generation in kg CO₂ eq./MWh are calculated for the BUs where this is a main activity: Generation Europe, North America, Latin America, Brazil, Asia Pacific, Middle East, South and Central Asia, and Turkey, Benelux, North, South and Eastern Europe, UK, BtoB, France Networks, and France Renewable Energy;
- for the sake of consistency, the factor for converting thermal energy produced (GWh_{th}) into electric power (GWh_e) is set at 0.44 for all Group power generation businesses and at 0.25 for incinerators;
- significant environmental impacts resulting from subcontractors during services performed at one of the Group's facilities must be included in the Group's impacts except when a specific contractual clause provides that a subcontractor is liable for impacts generated at the site while providing the service. Data provided by subcontractors is not subject to systematic internal verification before being included in Group data and is the responsibility of the subcontractors alone. Regulations and legal obligations related to the environment may differ from one country to another, and certain data may thus be sometimes more difficult to gather;
- the energy efficiency indicator covers fossil fuel and biofuel power plants and also includes heat supplied by third parties;
- ENGIE operates hydraulic installations, some of which have water tanks. Given the difficulties in modeling the evaporation of each site, the evaporated water is not yet included in the environmental reporting;
- for category 11 of scope 3 (use stage of product), only gas sales to end customers are taken into account. Market sales are now excluded and data reported for the years 2016 and 2017 have been restated.

3.5.4 Group actions

3.5.4.1 Climate change

Direct emissions

Information presented in this section and in Section 2.2.3 "Climate change" reflects the financial risks associated with the effects of climate change and the measures taken by the company to mitigate them by implementing a low carbon strategy in all areas of its business as required by Article L. 225-37 of the French Code of Commerce.

By developing a low carbon energy mix⁽¹⁾ and through its energy efficiency activities, the Group has put energy transition and the fight against climate change at the heart of its strategic focus. ENGIE is further increasing its decarbonization efforts: the emission rate at the end of 2018 was 315.8 g CO₂ eq./kWh, down 13.2% compared to 2017, and down 28.6% compared to 2012 objective of, i.e. well in excess of its 2020 target of -20%. The Group's absolute direct CO₂ eq. emissions fell by more than

23.4 million tons in one year, from 89.4 million tons to 65.8 million tons, a 26.4% reduction.

This excellent result reflects the Group's desire to follow an emissions trajectory compatible with the Paris Agreement's objective of not exceeding +2°C by 2050, which corresponds to an 85% reduction in its direct emissions by 2050 compared to 2012, total disengagement from coal, and growth in green energy (renewable electricity and biogas).

In addition, the Group supports TCFD's (Task Force on Climate-related Financial Disclosures) recommendations for greater transparency on the risks and opportunities related to the impacts of climate change, monitors issuer-investor work and prepares a plan to implement these recommendations. The Group publishes its Scope 1, 2 and 3 (main items) emissions and answers the CDP (formerly Carbon Disclosure Project) questionnaire each year.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Total direct GHG emissions – Scope 1 ■■	65,778,897 t CO ₂ eq	89,438,553 t CO ₂ eq	120,150,105 t CO ₂ eq
of which CH ₄ emissions	1,513,026 t CO ₂ eq	1,935,173 t CO ₂ eq	1,754,034 t CO ₂ eq
GHG emissions per business unit – energy generation	315.8 kg CO ₂ eq./MWh eq.	363.7 kg CO ₂ eq./MWh eq.	392.8 kg CO ₂ eq./MWh eq.
GHG emissions per business unit – gas storage	0.9 kg CO ₂ eq./MWh eq.	0.8 kg CO ₂ eq./MWh eq.	0.9 kg CO ₂ eq./MWh eq.
GHG emissions per business unit – gas transportation (excluding via LNG tanker)	1.2 kg CO ₂ eq./MWh eq.	1.7 kg CO ₂ eq./MWh eq.	1.7 kg CO ₂ eq./MWh eq.
GHG emissions per business unit – LNG terminals	1.6 kg CO ₂ eq./MWh eq.	2.3 kg CO ₂ eq./MWh eq.	2.6 kg CO ₂ eq./MWh eq.
GHG emissions per business unit – gas distribution	2.3 kg CO ₂ eq./MWh eq.	2.1 kg CO ₂ eq./MWh eq.	2.0 kg CO ₂ eq./MWh eq.

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2018.

Adaptation through anticipation of the negative impacts of climate change is key to making ENGIE's infrastructure and activities more resistant to natural hazards (more extreme events such as floods and droughts, etc. and other more progressive phenomena such as rising sea levels, rising temperatures, etc.). The risks generated by climate change are varied and include physical risks, risks of disruption to value chains, reputational risks and regulatory risks. ENGIE is implementing practical measures to guard against this set of risks, including a plan to construct a wall to tackle the risk of exceptionally heavy flooding at the Tihange site in Belgium, a vegetation project to prevent soil erosion in

the event of storms in Mexico, the digging of ditches and a reservoir to deal with the risk of flooding at the Capel Grange solar park in England, etc. The Group has also established methods to help its various sites to draw up adaptation action plans. The use of tools, such as Aqueduct software, helps the Group to identify local-scale risks and enables it to identify adaptation strategies tailored to the problems and features of each site. Adapting to climate brings multiple beneficial effects for ENGIE: anticipating risks enables it to manage its assets better, cut costs and expand its market to new products and services.

(1) The share of energy production from renewable and nuclear sources has increased by 40.8% in 4 years, from 32.7% in 2015 to 46.1% in 2018.

Indirect emissions

The Group's approach to GHG emissions accounting and reporting is based on the GHG Protocol Corporate Standards (for companies) and the ISO 14064 standard (supplemented by ISO 14069). These standards constitute an internationally recognized reference framework. For the purposes of consistency with the other environmental information published, the "Scope 2" and "Scope 3" emissions listed

below do not include those of the water and waste management businesses of SUEZ.

ENGIE has analyzed the various categories of emissions in order to identify and quantify the most pertinent categories. The following categories have been identified and quantified to date.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Indirect emissions related to energy ("Scope 2")	3,423,114 t CO₂ eq.	3,576,861 t CO₂ eq.	3,855,133 t CO₂ eq.
Indirect emissions related to power consumption ⁽¹⁾	2,364,224 t CO ₂ eq.	2,602,395 t CO ₂ eq.	2,776,748 t CO ₂ eq.
Indirect emissions related to the consumption of steam, heating or cooling ⁽¹⁾	1,058,890 t CO ₂ eq.	974,466 t CO ₂ eq.	1,078,385 t CO ₂ eq.
Other indirect GHG emissions ("Scope 3")	139,009,236 t CO₂ eq.	153,051,062 t CO₂ eq.	161,870,565 t CO₂ eq.
Upstream fuel chain (energy-related emissions not included in the "direct GHG emissions" and "indirect energy-related GHG emissions" categories)	10,730,035 t CO ₂ eq.	12,498,089 t CO ₂ eq.	16,507,068 t CO ₂ eq.
Investments (GHG emissions from power plants consolidated under the equity method)	30,732,680 t CO ₂ eq.	27,963,262 t CO ₂ eq.	32,046,546 t CO ₂ eq.
Use of products sold (fuel sales to third parties, market sales excluded)	87,383,910 t CO ₂ eq.	99,440,102 t CO ₂ eq.	113,316,951 t CO ₂ eq.
Purchased products and services	6,812,253 t CO ₂ eq.	9,847,667 t CO ₂ eq.	Not available
Capital equipment	3,350,358 t CO ₂ eq.	3,301,942 t CO ₂ eq.	Not available

(1) The electricity and thermal energy consumption used to calculate this data is subject to verification by the Statutory Auditors with "reasonable" assurance for the financial year 2018 (see Section 3.6.4.3).

3.5.4.2 Renewable energy

The strengthening of the Group's capacity in renewable energy has continued, for both electricity and heat generation and, in the case of biogas, for transportation.

In 2018, renewable energy accounted for close to 18 GW of installed electric equivalent, representing 27.8% of the total capacity directly operated by the Group.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Renewable – Net installed power (electric and thermal) ■■	18,094 MW eq.	16,812 MW eq.	16,795 MW eq.
Share of renewable resources in installed capacity	27.8%	24.5%	21.5%
Renewable – Electricity and heat produced ■■	65,781 GWh eq.	58,985 GWh eq.	74,082 GWh eq.
Energy produced – share of large hydropower	75.95%	75.43%	78.05%
Energy produced – share of small hydropower	1.51%	1.35%	1.26%
Energy produced – share of wind	9.33%	9.90%	7.62%
Energy produced – share of geothermal	0.2%	0.15%	0.1%
Energy produced – share of solar	2.57%	1.14%	0.61%
Energy produced – share of biomass and biogas	10.43%	12.03%	12.36%

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2018.

These capacities correspond to the scope of the environmental reporting specified in Section 3.6.3 (excluding equity-accounted and non-controlled facilities).

3.5.4.3 Energy efficiency

For electricity-generating facilities, energy performance is directly connected to the site's efficiency which influences its profitability. Measures taken to improve the generation fleet, and which are compliant with environmental regulations and the constraints of the

electricity market, have helped optimize its energy efficiency and, hence, consumption of raw materials. For example, the replacement of older turbines or boilers with recent models has an immediate positive impact on a facility's energy efficiency.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Primary energy consumption – total (excluding own consumption) ■■	330,640 GWh	445,327 GWh	573,500 GWh
Share of coal/lignite	20.85%	24.55%	30.13%
Share of natural gas	44.56%	40.11%	39.74%
Share of fuel oil (heavy and light)	0.76%	0.99%	0.84%
Share of uranium	24.48%	26.90%	21.47%
Share of biomass and biogas	5.78%	4.57%	5.67%
Share of other fuels	3.28%	2.63%	1.95%
Share of fuel in transport	0.29%	0.25%	0.2%
Electricity and thermal energy consumption (excluding own consumption) ■■	9,156 GWh eq.	9,503 GWh eq.	9,901 GWh eq.
Energy efficiency of fossil fuel plants (including biomass/biogas) ■■	44.2%	43.4%	41.7%

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2018.

3.5.4.4 Nuclear energy

Maintaining a very high level of safety at the seven nuclear reactors operated by ENGIE is a key priority for the Group. ENGIE also attaches great importance to limiting the environmental impact of these facilities (e.g. waste, emissions).

Provisions for the downstream portion of the nuclear fuel cycle (operations relating to fuel after its use in a nuclear reactor) and for the costs of decommissioning nuclear power plants after they are shut down, are shown in Note 20.2.2 to Section 6.2 "Consolidated financial statements".

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Radioactive gas emissions			
Rare gases	54.4 TBq	34 TBq	58.84 TBq
Iodines	0.03 GBq	0.01 GBq	0.04 GBq
Aerosols	0.26 GBq	0.34 GBq	0.40 GBq
Radioactive nuclear waste (low and medium level)	204 m ³	178 m ³	204 m ³
Radioactive liquid wastes			
Beta and Gamma emitters	22.77 GBq	20.56 GBq	17.66 GBq
Tritium	84.82 TBq	55.66 TBq	82.88 TBq

The risk factors relating to nuclear power are presented in Section 2.4.3 "Risk of Nuclear activities".

3.5.4.5 Water

As a committed player in water management, ENGIE is taking part in the current debate over corporate risk disclosure and water stewardship, alongside organizations such as the CEO Water Mandate of the UN Global Compact and the OECD. These initiatives have led to a homogenization of the definition and implementation of water stewardship. The Group has two water-related objectives for 2020: one involves the implementation of concerted local action plans for sites in areas with extremely high water stress, and the other involves reducing freshwater withdrawals across the Group. In 2018, ENGIE was awarded a B- rating by the CDP Water Disclosure program.

Each year, as part of the optimization of its energy production, ENGIE assesses the risk of water stress for the Group's industrial sites using the Baseline Water Stress Index and the Aqueduct tool (World Resource Institute). In 2018, 40 sites were located in areas with extremely high

water stress (5.5% of sites excluding solar and wind), for which action plans are being implemented. The impact of water stress is relative, however, as it depends on the site's activity and fresh water needs. Only six of the 40 sites have substantial freshwater requirements (more than 100,000 m³/year). For the others, the challenge is rather how to indirectly help to preserve water resources, for example by proposing the reuse of the water by other entities in the drainage basin. As of 2013, the Group has calculated the water footprint in the life cycle analysis of 1 kWh of electricity, and of 1 kWh of gas in 2016. All of the Group's initiatives have resulted in a 62.3% reduction in freshwater withdrawals from its power generation business since 2012. Thanks to its commitment to water resources management, ENGIE has been awarded an A- rating by the CDP Water Disclosure program.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Fresh water			
Total withdrawal	2,759 Mm ³	2,793 Mm ³	5,110 Mm ³
Total discharge	2,686 Mm ³	2,680 Mm ³	4,971 Mm ³
Non-fresh water			
Total withdrawal	7,603 Mm ³	8,685 Mm ³	8,829 Mm ³
Total discharge	7,594 Mm ³	8,672 Mm ³	8,812 Mm ³
Total consumption	82.8 Mm ³	124.9 Mm ³	156.2 Mm ³

3.5.4.6 Waste

In January 2014, ENGIE took the recommendations of an internal audit on waste management and incorporated them into its environmental policy. Its chief aim was to reduce the quantities of waste it produces and to increase its rate of waste recovery.

These efforts have led to a recovery rate of 85% for non-hazardous waste and 27.7% for hazardous waste in 2018. The Group's industrial

sites actively seek local waste recovery solutions, even though some of these channels remain dependent on market opportunities governed by the laws of supply and demand.

Food waste and associated waste only relate to group catering for employees. In this area, ENGIE selects subcontractors that include missing space measures against food waste in their specifications.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
Total quantity of non-hazardous waste and by-products discharged (including sludge)	2,742,387 t	2,773,419 t	4,682,305 t
Fly ash, reflows (residues from the purification of incineration fumes from household waste)	1,497,249 t	1,709,087 t	2,715,145 t
Ash, bottom ash	676,474 t	503,592 t	1,403,843 t
Desulfurization by-products	180,478 t	191,522 t	352,129 t
Sludge	19,500 t	20,576 t	21,321 t
Driftwood	8,888 t	7,331 t	6,321 t
Total quantity of non-hazardous waste and by-products recovered (including sludge)	2,333,690 t	2,255,802 t	4,088,134 t
Total quantity of hazardous waste and by-products discharged (including sludge and excluding radioactive waste) ■■	43,190 t	386,783 t	529,180 t
Total quantity of hazardous waste and by-products recovered (including sludge and excluding radioactive waste) ■■	11,968 t	52,203 t	53,263 t

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2018

3.5.4.7 Atmospheric pollutants

ENGIE uses a wide range of techniques to further reduce its emissions: reduction at the source using a tailored energy mix; optimization of combustion and treatment of fumes; filters or water injection to reduce fine particle emissions; installation of low-NOx burners or use of urea

injection (secondary treatment) to control nitrogen oxides; and choosing fuels with very low sulfur content to reduce sulfur dioxide emissions. A strong improvement was observed in 2018 thanks to the reorientation of ENGIE's production assets portfolio.

Indicator title	ENGIE 2018	ENGIE 2017	ENGIE 2016
NOx emissions	61,786 t	92,209 t	136,895 t
SO ₂ emissions	131,101 t	159,623 t	192,213 t
Fine particle emissions	4,960 t	7,353 t	13,353 t

3.5.4.8 Management of biodiversity

In order to contribute to biodiversity protection and to mitigate its impact under the "prevent, reduce, offset" process, the Group has been committed since 2010 to integrating biodiversity into its strategy and activities. Restoring natural habitats (e.g. contribution of Glow in Thailand to the restoration of the Houay Mahad Hill Forest), reducing the impact of wind turbines on wildlife (e.g. Cheppes-la-Prairie windfarm in France), installing fish ladders at dams (e.g. the Sauveterre-sur-le-Rhône fishway), ensuring that gas-grid easements contribute to ecological continuity, and applying differentiated landscaping to green spaces are examples of actions taken by the Group. In pursuit of its commitment to biodiversity, the Group relies on the skills and expertise of its two partners: the French committee of the IUCN (International Union for Conservation of Nature) and France Nature Environnement.

As part of a voluntary initiative, which was recognized at the end of 2012 by the French government as part of the National Biodiversity Strategy, the Group has defined a targeted action plan⁽¹⁾ for each of its priority

sites in Europe designed to address the biodiversity protection issues identified at the site and/or by local stakeholders, based on the site's activity. Since 2016, biodiversity action plans have been incorporated into a more comprehensive approach to integrated and concerted environmental management at site level for the target sites, but the method of identifying sites for biodiversity remains unchanged.

Building on the results of 2015, and to support the Group's change and transformation, ENGIE extended its contribution to the National Biodiversity Strategy for the period 2016-2018 by defining a new objective: local and sustainable integration. The aim of this objective is to position biodiversity as an asset in order to integrate its activities within the regions in conjunction with its stakeholders, and to highlight the good practices carried out by the Group's business units, such as ecological site management. The Group also strengthened its international commitments by joining the act4nature initiative in July 2018.

3.5.4.9 Active prevention of environmental risks

The management of industrial, health and environmental risks has two components: risk prevention and crisis management.

Indicator title	2018 data	2017 data	2016 data
% of relevant revenue covered by an environmental risk prevention plan	87.6%	83.2%	82.7%
% of relevant revenue covered by an environmental crisis management plan	88.4%	87.7%	85.8%

The 24 complaints registered in 2018 did not give rise to any obligation to compensate. One complaint concerns an accidental spreading of 10m³ of methanol, duly reported to the authorities, seven are related to nuisances caused by construction sites, fifteen were sent to ENGIE by private individuals because of the noise from wind turbines, and the last one was motivated by the colour of the smoke from a power plant although no anomalies were identified. The Group actively monitors these data and implements actions to further reduce them. ENGIE has set aside a provision of €19.2 million for risks relating to environmental

disputes. In 2018, environmental expenses (investments and current operating expenses related to environmental preservation) amounted to more than 411 million euros.

In 2017, nearby community intended a lawsuit before the Environmental Court of Valdivia, for alleged environmental damage caused by the growth of an algae, during the summer, in the tank of the hydropower plant of Laja (Chili). Engie has not yet received a notification. The Group has implemented measures to contain the growth of such algae.

Indicator title	2018 data	2017 data	2016 data
Environment-related complaints	24	13	24
Environment-related convictions	0	1	2
Amount of compensation (in € thousands)	0	0	4.5
Environmental expenditure (in € thousands)	411,680	396,819	644,415

(1) A targeted action plan must combine and detail all the measures taken to preserve or restore biodiversity locally. See the note on methodology in Section 3.5.3 for more details.



3.5.4.10 Noise pollution

Any industrial activity is a source of noise pollution. In order to reduce its impact, Group entities conduct regular soundproofing work (acoustic cladding, noise barriers, containment, etc.). For more recent projects, reducing this potential form of noise pollution is directly integrated into the design.

For its renewable energy projects, particularly onshore wind and solar, ENGIE conducts impact studies and offers support measures to prevent, reduce or offset any noise or visual impact. Examples of such actions include defining and implementing turbine restrictions (stoppage or reduced power at key times and/or under certain wind conditions), conducting specific actions with builders to reduce the sound power of

machines, seeking better harmonization with the landscape during the design and, after construction, initiating planting and vegetation schemes on sites or for neighbors if there is an obvious visual impact. By way of illustration, in France, ENGIE has partnered with the "Respect" project launched as part of the offshore wind project in the city of Tréport and on the islands of Yeu and Noirmoutier. The aim is to improve understanding of the biological impact related to the noise footprint of projects and reduce this by developing appropriate technology. The results were integrated into the impact studies and made it possible to obtain prefectural authorisations in October 2018.

3.5.4.11 Land use

Protection of soil and groundwater is an integral part of the Group's environmental policy. The environmental consequences of soil pollution can be significant, as can the costs of subsequent remedial measures. It is therefore important to prevent this risk and to hedge it with financial provisions. These amounted to €800 Million in 2018 and concerned site rehabilitation, decommissioning of non-nuclear facilities and scheduled product elimination. In this area, ENGIE complies with the regulations in each of the countries in which the Group operates.

For example, a soil pollution survey was carried out at several power plant sites in Belgium. Risks were assessed in conjunction with the appropriate environmental authorities and a remediation program was implemented.

ENGIE owns a number of former gasworks. These sites may be affected by oil, heavy metals and other volatile substances that can adversely affect health. As a result, they must be repaired before reuse. In 1996, a ten-year plan was agreed via a memorandum between Gaz de France and the French government to rehabilitate these sites, which have been compatible with their use from a health perspective since 2007. When these former sites are sold, ENGIE is committed to ensuring that the buyer's project is compatible with the environmental and industrial liabilities of the site and that the risk to the environment and residents is effectively managed. At all its sites, the Group monitors the soil and groundwater, in accordance with its operating permits, in order to prevent pollution.

Moreover, in order to more firmly anchor its presence in the regions, ENGIE has established a structured system of dialogue with its stakeholders, pursuant to the main international standards (AA1000, ISO 26000, the Global Compact principles, and OECD guidelines). This system is based on regular meetings with NGOs and non-profit

associations, and on the development of long-term partnerships in connection with ENGIE's activities. The dialogue is defined at Group level and then rolled out to each BU according to specific local requirements in terms of issues, activities and regulations. As part of these new CSR objectives, ENGIE aims to cover 100% of its industrial activities with an appropriate dialogue and consultation mechanism by 2020.

Gas pipelines account for the largest amount of land use by ENGIE. As the gas lines are buried, they do not break up natural habitats, but may nevertheless generate land-use conflicts. GRTgaz has therefore established amicable easement agreements in France with all the owners of the land crossed, following consultation periods (the signing rate for amicable agreements is regularly >90% for projects). These agreements define land usage restrictions for the owners (prohibition on building in pipeline locations and planting vegetation higher than 2.70 m) in exchange for compensation. More specific work is carried out with the agricultural industry to preserve land use for farmers as part of their professional activity.

For the development of new wind and photovoltaic renewable energy production sites, the choice of the site is paramount. The arable nature of the land is an essential element taken into account very early in the project to avoid any subsequent conflict. In France, calls for tenders for photovoltaic power plants are made under the aegis of the French Energy Regulatory Commission. Proposing a site on arable land causes valuable points to be lost in tenders and this is another reason for selecting other types of land. For wind farms, development on arable land is possible provided that an assessment is carried out before and after the project by an independent agricultural expert. This allows for fair compensation to be paid to owners or farmers for the use of these lands.

3.6 Societal information

The responsible growth model developed by ENGIE is based on professional dialogue with all stakeholders to encourage co-construction and shared value creation.

3.6.1 Socio-economic development in local communities

For ENGIE, adapting its offerings to meet its customers' requirements and learning about them make innovation and partnerships a central part of its local activities.

Internationally, in agreement with local authorities, the Group is committed, as part of a structured and participatory approach, to developing social programs linked to its industrial projects. ENGIE supports small and medium-sized enterprises and start-ups through various programs implemented in local communities.

The Group also supports social enterprise through the ENGIE *Rassembleurs d'Énergies* social and environmental fund, which aims to bring together and strengthen the Group's actions to encourage access to energy and combat fuel poverty.

By the end of 2018, eight years after it was created, the ENGIE *Rassembleurs d'Énergies* fund had invested in 17 companies active on

four continents – Europe, Africa, Asia and Latin America – and in around 20 countries. These companies cover a broad range of technologies that respond to the problem of energy access and help to reduce fuel poverty: energy efficiency in social housing in Europe, access to electricity through individual or collective solar power systems and access to clean cooking solutions in emerging countries. The companies in the portfolio currently provide power to more than 3.3 million recipients and employ more than 2,300 people worldwide. More than 20,000 employees have invested in the ENGIE *Rassembleurs d'Énergies* fund. ENGIE *Rassembleurs d'Énergies* has thus invested €25 million, including €4,9 million in 2018 alone. ENGIE *Rassembleurs d'Énergies* fund was evaluated in 2018 by BLab and obtained BCorp certification

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3.6.2 Dialogue with stakeholders and partnerships

ENGIE maintains an ongoing and proactive dialogue with all stakeholders around its industrial activities. Based on the existing approaches, the Group has started supporting its operating entities to deepen and structure their practices, from the implementation of dialogue strategies to their operational deployment. The support is based on a Group methodology which is adapted to the strategic, technical and geographical specificities of the operational activities. It is based on international standards such as ISO 26000, AA1000 or IFC and consists of both the awareness-raising/training of managers and colleagues with respect to dialogue with stakeholders, and technical support for the creation/structuring of action plans adapted to the challenges of the territories and reflecting the expectations of stakeholders. The goal is to optimize performance and increase value creation by improving/integrating engagement with stakeholders throughout the business cycle.

The Group has also set itself the target of ensuring that 100% of its industrial activities are covered by 2020 by an appropriate dialogue and consultation mechanism which aims to prevent conflicts and

strengthen the sustainability of its activities. Of the Group's 182 industrial activities (sites or groupings of sites) identified at the end of 2018 to be covered by such a mechanism, 53% were covered at the end of 2018, reflecting the effective implementation of the method on the ground after a definition phase in 2015 and a learning phase in 2018.

As guarantee of sustainability for the company and a creator of shared value, this culture of listening and dialogue is extended by lasting partnerships on social and environmental issues.

At the international level, ENGIE is a member of the United Nations Global Compact in the Global Compact Advanced category.

The Group is continuing its partnerships with GRET (group for research and technology exchange) and with Emmaus France in the context of its contribution to energy access and its commitment to the fight against fuel poverty as well as with the ONE Foundation (Océan Nature et Environnement – Ocean, Nature and Environment) in support of the company/NGO dialogue around its industrial projects.



3.6.3 Community philanthropy, solidarity and combating fuel poverty

In all geographical regions where ENGIE operates, initiatives promoting community philanthropy, solidarity and combating fuel poverty are implemented by the ENGIE Corporate Foundation or Group entities, in connection with local authorities, local associations, local NGOs or the Group's corporate functional departments.

ENGIE, in particular through its Foundation, has launched several initiatives promoting solidarity and combating fuel poverty.

In 2018, ENGIE continued to support the Fonds de Solidarité pour le Logement (French solidarity housing fund), providing €6 million in line with the Public Service Agreement. In 2018, nearly 80,000 of ENGIE's retail customers benefited from these Departmental council subsidies.

Since 2011, the Group has been acting alongside the public authorities as a partner in the French national "Live Better" program. Under the new agreement signed in December 2014, ENGIE extended its commitment to the program and paid out €53 million in the period 2014-2017 to renovate 185,000 homes.

ENGIE has created a network of mediation partners with over 200 customer assistance centers throughout the country as of the end of 2018. Mediators at these associations, who are trained by ENGIE, talk to customers facing payment difficulties, help them to understand their bills, give them advice on their energy spending and can help them

to set up structured payment plans or direct them towards social services to apply for assistance.

ENGIE Energy Solidarity partners are in touch with local communities, départements and associations. Some 100 ENGIE solidarity advisers are also dedicated to processing requests from social workers. In 2018, those advisers responded to approximately 300,000 requests from social services.

The ISIGAZ (Information Sécurité Intérieure Gaz) program set up by GRDF provides information and education to low-income customers about the safety of their indoor natural gas appliances and ways to save energy. In 2018, the program was deployed to close to 16,200 households in around 20 French cities, more than 1,300 were fitted with replacement gas stove connectors that are safe and have no expiry date, free of charge.

Since the launch of ISIGAZ in 2006, a total of 334,000 families in around 100 cities have received such information and more than 52,000 stove connectors have been installed.

Through the ENGIE Volunteers Program, ENGIE supports the Group's internal NGOs in missions to promote energy access for populations in difficulty.

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.



3.8 Report of one of the Statutory Auditors, appointed as independent third party, on the consolidated non financial statement published in the group management report

This is a free English translation of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended December 31, 2018

To the Shareholders,

In our capacity as Statutory Auditor of ENGIE SA, appointed as independent third party and accredited by COFRAC under number 3-1048 (scope of accreditation available at www.cofrac.fr), we hereby report to you on the consolidated non financial statement for the year ended December 31, 2018 (hereinafter the "Statement"), presented in the group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Company's responsibility

The Board of Directors is responsible for preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies implemented with respect to these risks as well as the results of these policies, including key performance indicators. The Statement was prepared by applying the company's procedures (hereinafter the "Guidelines"), summarized in the Statement and available on request from its headquarters.

Independence and quality control

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Responsibility of the statutory auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

However, it is not our responsibility to provide any conclusion on:

- the company's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of vigilance, anti-corruption and taxation
- the compliance of products and services with the applicable regulations.

Nature and scope of procedures

We performed our work in accordance with Articles A. 225-1 *et seq.* of the French Commercial Code defining the conditions under which the independent third party performs its engagement and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this engagement and with ISAE 3000 (*Assurance engagements other than audits or reviews of historical financial information*).

We conducted procedures in order to assess the Statement's compliance with regulatory provisions, and the fairness of the Information:

- We familiarized ourselves with all of the companies included in the consolidation scope, the report on the main social and environmental risks relating to this activity and the impacts thereof with regard to the respect for human rights and the fight against corruption and tax evasion, together with the subsequent policies and their results.
- We assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector;
- We verified that the Statement covers each category of information stipulated in section III of Article L. 225-102-1 governing social and environmental affairs, the respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement includes an explanation justifying the absence of information required by paragraph 2 of section III of Article L. 225-102-1.
- We verified that the Statement presents the business model and the main risks relating to the activity of all of the entities included in the consolidation scope, including, where relevant and proportionate, the risks generated by its business relations, products or services as well as policies, measures and outcomes, including key performance indicators.
- We verified that, when relevant to the main risks or policies presented, the Statement presents the information stipulated in section II of Article R. 225-105.
- We assessed the process of selecting and validating the main risks.
- We inquired as to the existence of internal control and risk management procedures set up by the company.
- We assessed the consistency of the results and key performance indicators used with regard to the main risks and policies presented.
- We verified that the Statement includes a clear and reasoned explanation justifying the absence of policy regarding one or more of these risks.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement.

Statement on non-financial performance and CSR information

3.8 Report of one of the Statutory Auditors, appointed as independent third party

- We assessed the collection process set up by the entity to ensure the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes ⁽¹⁾ that in our judgment were of most significance, we carried out:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
 - substantive tests, on a sampling basis, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities ⁽²⁾ and covered between 30% and 91% of the consolidated data for the key performance indicators and outcomes selected for these tests;
- We consulted documentary sources and conducted interviews to corroborate the qualitative information (measures and outcomes) that in our judgment were of most significance ⁽³⁾;
- We assessed the overall consistency of the Statement in relation to our knowledge of the Group.

We believe that the procedures we have performed, based on our professional judgment, are sufficient to provide a basis for a limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work engaged the skills of ten people between December 2018 and March 2019.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around fifteen interviews with people responsible for preparing the Statement.

Conclusion

Based on our work, nothing has come to our attention that cause us to believe that the non financial statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

Comments

Without qualifying the conclusion expressed above and in accordance with Article A. 225-3 of the French Commercial Code, we make the following comments: as specified in the Statement and the associated methodological elements, the consolidated restitution rates for social indicators concerning training, absenteeism and compensation in the regions North America and Asia-Africa do not include data from entities that were recently acquired by the Group.

Paris-La Défense, 8 March, 2019

One of the statutory auditors,

Deloitte & Associés

Patrick E. Suissa

Partner

Olivier Broissand

Partner

- (1) **Social and health and safety information:** Total workforce, total workforce – Breakdown of workforce by geographic region, Total workforce - Breakdown of workforce by SPC, Total workforce - Breakdown of workforce by type of contract, Proportion of females in total workforce, Proportion of females in management positions, Proportion of trainees in the workforce, Proportion of disabled employees, Number of employees hired with permanent contracts, Number of employees hired with fixed-term contracts, Hiring rate, Hiring rate for permanent contracts, Number of dismissals, Turnover, Voluntary turnover, Proportion of workforce trained –, Total number of training hours, Breakdown of training hours by topic, Number of training hours per employee trained, Days of absence per employee, Number of fatal accidents (employees), Frequency rate, Severity rate (based on the French guidelines), Severity rate (based on the ILO guidelines), Number of new cases of occupational diseases, Average salary of WET with regards the local minimum wage per country.
- Environmental information:** Percentage of relevant revenue covered by an EMAS certification, Percentage of relevant revenue covered by an ISO14001 certification (non-EMAS), Renewable – Net installed capacity (electric and thermal), Renewable – Electricity and heat produced, Primary energy consumption – total (excluding own consumption), Electricity and thermal energy consumption (auto-consumption excluded), Energy efficiency of fossil fuel plants (including biomass/biogas), Total direct GHG emissions - scope 1, GHG emissions per business unit – energy generation kg CO₂ eq./Mwheq, Fresh water (Total input and total output), Non fresh water (Total input and Total output), Total water consumption, Total quantity of non-hazardous waste and by-products evacuated (including sludge), Total quantity of hazardous waste & by products evacuated & recovered (including sludge), Total quantity of hazardous waste & by products evacuated & recovered (including sludge and excluding radioactive waste), Total quantity of hazardous waste & by products evacuated & recovered (including sludge and excluding radioactive waste), NOx emissions, SO₂ emissions, Particulate matter emissions.
- (2) **Social and health and safety information:** BU France BtoB : INEO, Axima Concept ; BU Benelux : Electrabel - activités nucléaires, Cofely Fabricom (Belgium) ; BU North America : Engie Insight Services, Engie North America ; BU Latin America : Engie Mexico ; BU Brazil : Engie Brazil Energia ; BU GRTgaz : GRTgaz ; BU GRDF : GRDF ; BU Tractebel Engineering : Tractebel Engineering (Belgium).
- Environmental information:** BU Latin America : Tocopilla (units 12 to 15) and Central Termoeléctrica Andina (ENGIE Energia Chile), Chilca (ENGIE Energia Peru), Tractebel Energia De Monterrey ; BU North America : Colorado Energy Nations Company ; BU Benelux : Tihange (Electrabel) ; BU Brazil : Jorge Lacerda, Itá Energética, Salto Osório, Salto Santiago (Engie Brasil Energia); BU Generation Europe : Biomasseheizkraftwerk Zolling, Coo-Trois-Ponts (Electrabel), Dunkerque DK6 (Engie Thermique France), Eems, Maasvlakte and Maxima (Engie Energie Nederland), Herdersbrug (Electrabel), Leini (ENGIE Produzione), GDF SUEZ Kraftwerk Wilhelmshaven ; BU GRTgaz : GRTgaz ; BU Storengy : Chémery storage (Storengy France).
- (3) **Purchasing and Suppliers, Targeted development policies, HR cross-functionality and innovation to boost the Group's performance; Health and safety management measures, Strengthening the health and safety culture, Ethics and compliance program, Climate change, Management of biodiversity, Waste.**

3.9 Statutory auditors' reasonable assurance report on selected social, environmental and governance information

This is a free translation into English of the original report issued in the French language and is provided solely for the convenience of English speaking readers

Pursuant to your request and in our capacity as Statutory Auditors of ENGIE SA, we performed a review in the aim of providing reasonable assurance on the environmental and social indicators selected by ENGIE SA and identified by the symbols □□ in sections 3.4 and 3.5 of the Reference Document for fiscal year 2018 (the "Data" ⁽¹⁾).

Responsibility of the Company

The Data has been prepared under the responsibility of ENGIE SA executive management, in accordance with the criteria used by the company (hereinafter the "Reporting Criteria") for social and environmental reporting data, a summary of which appears in the Registration Document in the section « "Methodological elements of the 2018 environmental reporting" and "Methodological memo on the social indicators", available upon request at the Company's headquarters from the Group Environmental and Social Responsibility Department, the Group Health and Safety Department and the Group Human Resources Department.

Independence and quality control

Our independence is defined by regulatory texts, the profession's Code of Ethics as well as the provisions set forth in Article L.822-11-3 of the French Commercial Code (*Code de commerce*). Furthermore, we have set up a quality control system that includes the documented policies and procedures designed to ensure compliance with ethical rules, professional standards and the applicable legal texts and regulations.

Responsibility of the Statutory Auditors

Based on our work, our responsibility is to express reasonable assurance on the fact that the Data has been prepared, in all material aspects, in accordance with the Reporting Criteria. The conclusions expressed here below cover only this Data and not all of the information set forth in sections 3.4 and 3.5 of the Reference Document.

We have performed the procedures described below in accordance with the professional guidance issued by the national auditing body (Compagnie nationale des commissaires aux comptes) relating to this operation and ISAE 3000 ⁽²⁾.

- We have assessed the appropriateness of the Reporting Criteria with respect to its relevance, completeness, reliability, neutrality and clarity, by taking into consideration, when relevant, the sector's best practices;
- We have verified the set-up of a process to collect, compile, process, and check the completeness and consistency of the Data;
- We have interviewed the relevant staff from the Group Environmental and Social Responsibility Department, the Group Health and Safety Department and the Group Human Resources Department at the headquarters and Business Units (hereinafter "BUs") in order to analyze the deployment and application of the Reporting Criteria.
- We have set up analytical procedures on the Data and verified, using sampling techniques, the calculations as well as the consolidation of Data.

(1) *Social, health and safety information: Total workforce, Total workforce - Workforce by geographic region, Total workforce - Breakdown by SPC, Total workforce - Breakdown by type of contract, Female workforce, Proportion of women in workforce, Proportion of women in management, Proportion of workforce trained, Frequency rate.*

Environmental information: Percentage of relevant revenue covered by an EMAS certification, Percentage of relevant revenue covered by an ISO14001 certification (non EMAS), Primary energy consumption – total (excluding own consumption), Electricity and thermal energy consumption (excluding own consumption), Energy efficiency of fossil fuel plants (including biomass/biogas), Renewable – Net installed power (electric and thermal), Renewable – Electricity and heat produced, Total quantity of hazardous waste and by-products discharged (including sludge and excluding radioactive waste), Total quantity of hazardous waste and by-products recovered (including sludge and excluding radioactive waste), Total direct GHG emissions - scope 1, GHG emissions per business unit – energy generation.

(2) *ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.*

Statement on non-financial performance and CSR information

3.9 Statutory auditors' reasonable assurance report on selected social, environmental and governance information

- We have tested the Data for a representative sample of entities that we selected⁽¹⁾ based on their activity, their contribution to the consolidated Data, their location and a risk analysis. We have conducted interviews to verify the proper application of procedures and conducted substantive tests, using sampling techniques, to verify the calculations performed and reconcile data with supporting evidence. The selected sample represented 48% of the workforce and between 21% and 78% of the environmental information.

We believe that the sampling methods and sizes of the samples we have used in exercising our professional judgment enable us to express a reasonable assurance. Due to the use of sampling techniques and the

other limits inherent to the operations of any information and internal control system, the risk that a material anomaly be identified in the Data cannot be totally eliminated.

We believe that these procedures enable us to express reasonable assurance on the Data.

Conclusion

In our opinion, the information selected by the Group and identified by the sign □□ in sections 3.4 and 3.5 of the Reference Document have been prepared, in all material aspects, in accordance with the Reporting Criteria.

Paris-La Défense, March 8, 2019

The Statutory Auditors

Deloitte & Associés

Patrick E. Suissa
Partner

Olivier Broissand
Partner

ERNST & YOUNG et Autres

Charles-Emmanuel Chosson
Partner

Stéphane Pédron
Partner

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(1) Social, health and safety information: Latin America BU: Engie Mexico; Brazil BU: Engie Brasil Energia; North America BU: Engie Insight Services, Engie North America; North, South and Eastern Europe BU: Engie Deutschland AG (corporate), Engie Gebäudetechnik GmbH, Engie Deutschland GmbH; Benelux BU: Electrabel – nuclear activities, Cofely Fabricom (Belgium); France BtoB BU: INEO, Axima Concept, Cofely Services (Engie Energie Services); France BtoC BU: Engie Home Services; France Renewable Energy BU: Engie Green France; United Kingdom BU: Keepmoat Regeneration, Engie Services (Ltd); BU GRTgaz : GRTgaz; BU GRDF : GRDF; BU Global Energy Management : Engie Global Markets France; BU Tractebel Engineering : Tractebel Engineering (Belgium).

Environmental information : Latin America BU: Tocopilla (units 12 to 15), Central Termoeléctrica Andina (Engie Energia Chile), Chilca (Engie Energia Peru), Tractebel Energía De Monterrey; North America BU: Colorado Energy Nations Company; Benelux BU: Tihange (Electrabel); Brazil BU: Jorge Lacerda, Itá Energética, Salto Osório, Salto Santiago (Engie Brasil Energia); Generation Europe BU : Biomasseheizkraftwerk Zolling, Coo-Trois-Ponts (Electrabel), Dunkerque DK6 (Engie Thermique France), Eems, Maasvlakte and Maxima (Engie Energie Nederland), Herdersbrug (Electrabel), Leini (Engie Produzione), GDF SUEZ Kraftwerk Wilhelmshaven; GRTgaz BU: GRTgaz; Storengy BU: Chémery storage (Storengy France); Middle East, South and Central Asia, and Turkey BU: Baymina Enerji, National Power Enerji; North, South and Eastern Europe BU: Cofely Espana, Martorell, Sant Joan, Kosurkuntza, Districlima and Districlima Zaragoza, Engie Zielona Energia; United Kingdom BU: Keepmoat Regeneration, Ffestiniog; France BtoB BU: Territoire Ouest-Sud - PDE subsidiaries; France Networks BU: Compagnie Parisienne de Chauffage Urbain (CPCU), Société Monégasque d'Assainissement (SMA); France Renewable Energy BU: Engie Green France, Société Hydro-électrique du Midi (SHEM).



Statement on non-financial performance and CSR information