

Non-Financial Statement 2019



3

Non-Financial Statement and CSR information

3

3.1	Corporate Social Responsibility	64	3.6	Societal information	107
3.1.1	CSR policy and governance	64	3.6.1	Socio-economic development in local communities	107
3.1.2	2030 CSR objectives	64	3.6.2	Dialogue with stakeholders and partnerships	107
3.1.3	Update on the work of the TCFD	65	3.6.3	Solidarity and combating fuel poverty	108
3.1.4	Science Based Targets certification	65	3.6.4	ENGIE Corporate Foundation	108
3.2	Business model	66	3.7	Purchasing, Subcontracting and Suppliers	109
3.3	Analysis of main CSR risks	68	3.8	Ethics and Compliance	110
3.3.1	Main environmental risks	70	3.8.1	Organization and structure	110
3.3.2	Main societal risks	72	3.8.2	Risk assessment	110
3.3.3	Main social risks	73	3.8.3	Reference texts	110
3.4	Social information	77	3.8.4	Whistleblowing and reporting of ethics incidents	111
3.4.1	Human resources development and mobility policies	77	3.8.5	Training and awareness	111
3.4.2	Attracting and hiring talent	80	3.8.6	Controls and certifications	111
3.4.3	Social commitment: Building a company committed to corporate citizenship and solidarity	80	3.9	Vigilance Plan	112
3.4.4	Compensation, employee savings plans and employee shareholding	82	3.9.1	Identification and management of the risks of serious harm to individuals and the environment	112
3.4.5	Employee relations	83	3.9.2	Alert mechanism and collection of alerts	114
3.4.6	Health and safety policy	83	3.9.3	Steering, governance and follow-up of deployment of the plan	115
3.4.7	Social data	85	3.10	Independent third party's report on consolidated non-financial statement presented in the management report	116
3.5	Environmental information	98	3.11	Statutory auditors' reasonable assurance report on selected social and environmental information	118
3.5.1	Legal and regulatory framework	98			
3.5.2	Environmental management	98			
3.5.3	Performance control and measurement systems, a prerequisite for environmental responsibility	99			
3.5.4	Group actions	101			

Ordinance 2017-1180 dated July 19, 2017 and Decree 2017-1265 dated August 9, 2017 transposed European Directive 2014/95/EU as regards disclosure of non-financial information by companies (the “CSR Directive”) via the Non-Financial Statement (NFS), thus amending Article 225 of the French Commercial Code, which required companies to incorporate their social, environmental and societal information into their management report.

Pursuant to this legislation, 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 segment in Section 3.2 “Business model”, and in a detailed form in Section 1.3 “Description of the Group’s activities”;

- an analysis of the CSR risks relating to the areas referred to in the CSR Directive, detailed in Section 3.3 “Analysis of main CSR risks”;
- 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 “Corporate Governance”, the Vigilance Plan described in Section 3.9 “Vigilance Plan”, and the rules of ethics described in Section 3.8 “Ethics and compliance”.

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.

3.1.1 CSR policy and governance

The aim of the CSR policy and the environmental and societal policies deriving from it, which were updated in 2017 and 2018, is to help the Group to open new avenues and create shared value by making the environment central to its activities, 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 Sustainability 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, Task Force on Climate-related Financial Disclosures, CSR commitments) and an annual report (CSR rating, CSR objectives, environmental and societal actions of the Group and the BUs) to the EESDC.

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 3.9 “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.

Each year, at its Shareholders’ Meeting, the Group publishes an integrated report, produced under the guidance of the CSR Department, on its overall financial, environmental, social and societal performance, which it discusses in advance with its main stakeholders.

3.1.2 2030 CSR objectives

This year, the Group has published a new set of CSR objectives supplementing the 2020 targets.

This new set of objectives is part of the new Group strategy presented in 2019 and consists of 19 objectives, seven of which will be monitored and presented each year when the Group’s financial statements are published.

These seven, “rank 1” objectives are as follows:

- greenhouse gas (GHG) emissions from electricity generation, regardless of the assets held, in line with the SBT trajectory, with a target of 43 million tons of CO₂ eq. in 2030;
- GHG emissions from use of sold product in line with the SBT trajectory, with a target of 52 million tons of CO₂ eq. in 2030;

- an alternative option in the Group’s offers contributing to decarbonization, with a target of 100% in 2030;
- a proportion of SBT-certified preferred suppliers (excluding energy purchases) of 100% in 2030;
- a lost-time injury frequency rate for Group employees and subcontracted employees on closed sites of 2.9 in 2030;
- a proportion of women in Group management of 50% in 2030;
- an equity ratio of women to men of 100/100 in 2030.

3.1.3 Update on the work of the TCFD

In 2015, the G20 created the TCFD (Task-force on Climate-related Financial Disclosures), after the Financial Stability Board (FSB) was tasked with drawing up recommendations regarding the financial transparency of companies with regard to climate risk.

The global Finance and Insurance sector aims to:

- take more account of climate-related risks in financing and investment portfolios;
- avoid the risk of a drastic devaluation of assets and carbon bubbles;
- appreciate the resilience of companies faced with medium- and long-term climate impacts;
- make capital allocations consistent with transition objectives to remain below the scenario of a rise in average global temperatures of less than 2°C.

The final version of these recommendations was published in June 2017.

In October 2017, ENGIE supported these recommendations with the climate leaders of the WEF (World Economic Forum) at the G20, and set up an internal cross-functional working group which defined a plan for implementation of the recommendations over a five-year period (2017-2021).

In the context of the plan, ENGIE established a partnership with the IPSL (Institute Pierre Simon Laplace), aiming to identify the nature of the meteorological data likely to impact its facilities and to define the evolution curves for this data, in order to assess the financial effects on these facilities. To respond accurately to investor demand, this partnership will enable narratives to be constructed for +2°C and +4°C scenarios.

Several extreme climatic events have been defined and have made it possible to assess the specific impacts to the different types of the Group's activities and to identify the measures to be taken to deal with them. From + 2 ° C and + 4 ° C scenarios, ENGIE will be able to size the level of adaptation plans which will be defined and implemented on each of its assets and quantify the financial impacts.

3

3.1.4 Science Based Targets certification

The Science Based Targets (SBT) initiative aims to encourage companies to take ambitious climate action by validating the compliance of their forecast chronicles of CO₂ eq emissions with the commitments of the Paris Agreement. Mindful of its environmental responsibility, ENGIE submitted at the end of 2019 a request for certification of its CO₂ eq emissions to the + 2 ° C commitments of the Paris Agreement, certification obtained in February 2020.

For this, the Group is engaged on two points :

- reduce the carbon intensity of its electricity production (scopes 1 and 3) by 52% by 2030 compared to 2017;
- reduce emissions from the use of products sold (scope 3) by 34% by 2030 compared to 2017.

This certification gives credence to ENGIE's ambition to become the leader in the energy transition to a carbon neutral world.

3.2 Business model

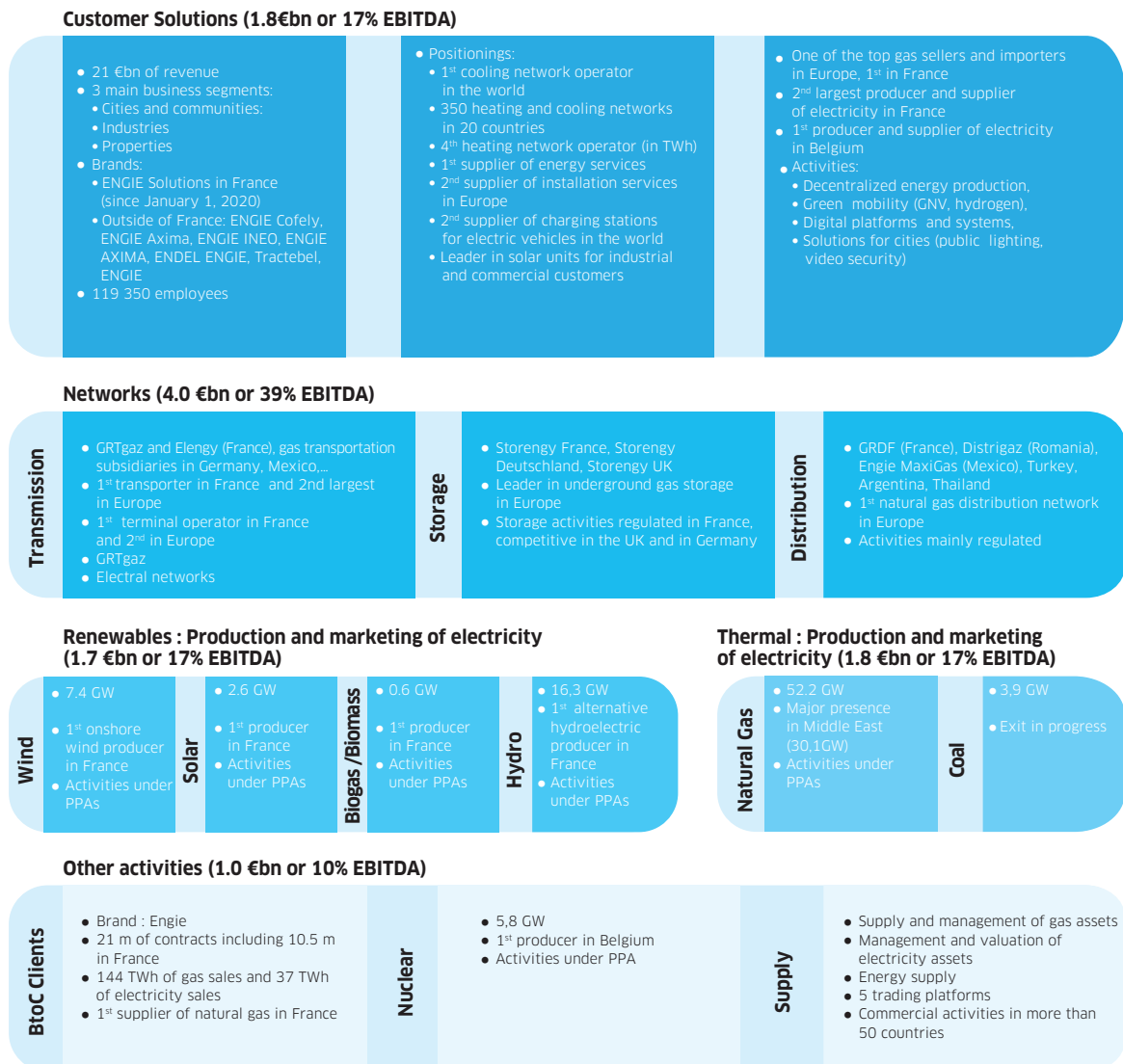
The acceleration of the energy transition is shifting the sector's value towards more environmentally-friendly activities and services that are closer to the end customer. It has also created a need to provide responses tailored to each region, incorporating a good understanding of local situations and 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 "Description of the Group's activities", can be divided into four segments:

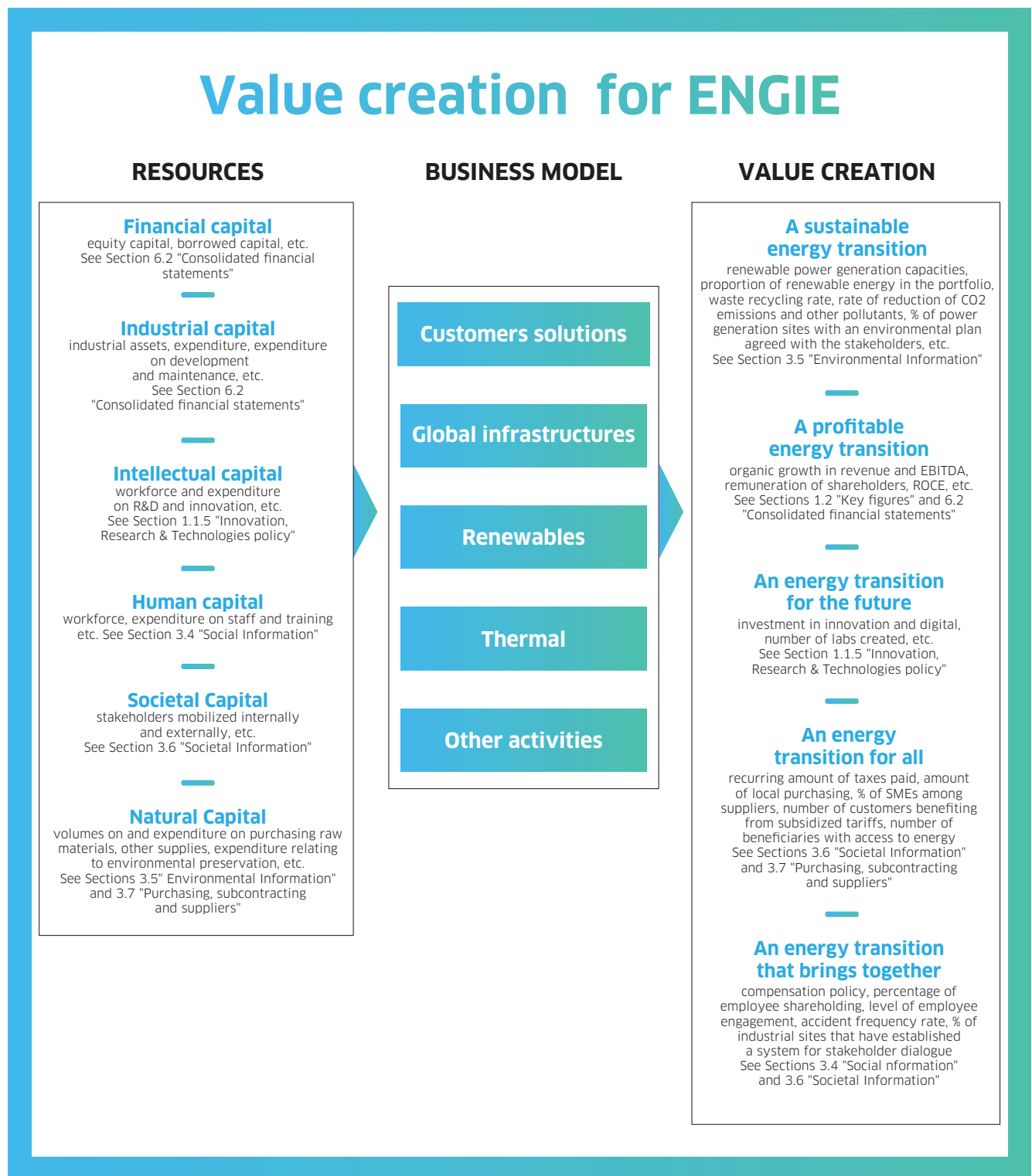
- **Client Solutions**, itself divisible into two parts:
 - BtoB (Business to Business) solutions: engineering, installation, energy efficiency, energy sales, and integrated services (including facility management),
 - BtoT (Business to Territories) solutions: heating and cooling networks, decentralized energy generation, green mobility (NGV, hydrogen), digital systems and platforms, solutions for cities (lighting, video surveillance, etc.);
 - **Infrastructures**, 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;
 - **Renewables**: wind, solar, hydropower, biogas, biomass...;
 - **Thermal**, corresponding into electricity generation based on energy from fossil sources;
- and **other activities**, including the supply of energy and sale to residential and professional or BtoC (Business to Consumer) customers, and nuclear power generation.

The following chart provides the key figures for each activity.



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 four segments of activity (Client Solutions, Global Infrastructures, Renewables, and Thermal) utilize capital or resources of different kinds and create value according to five areas, as shown below.



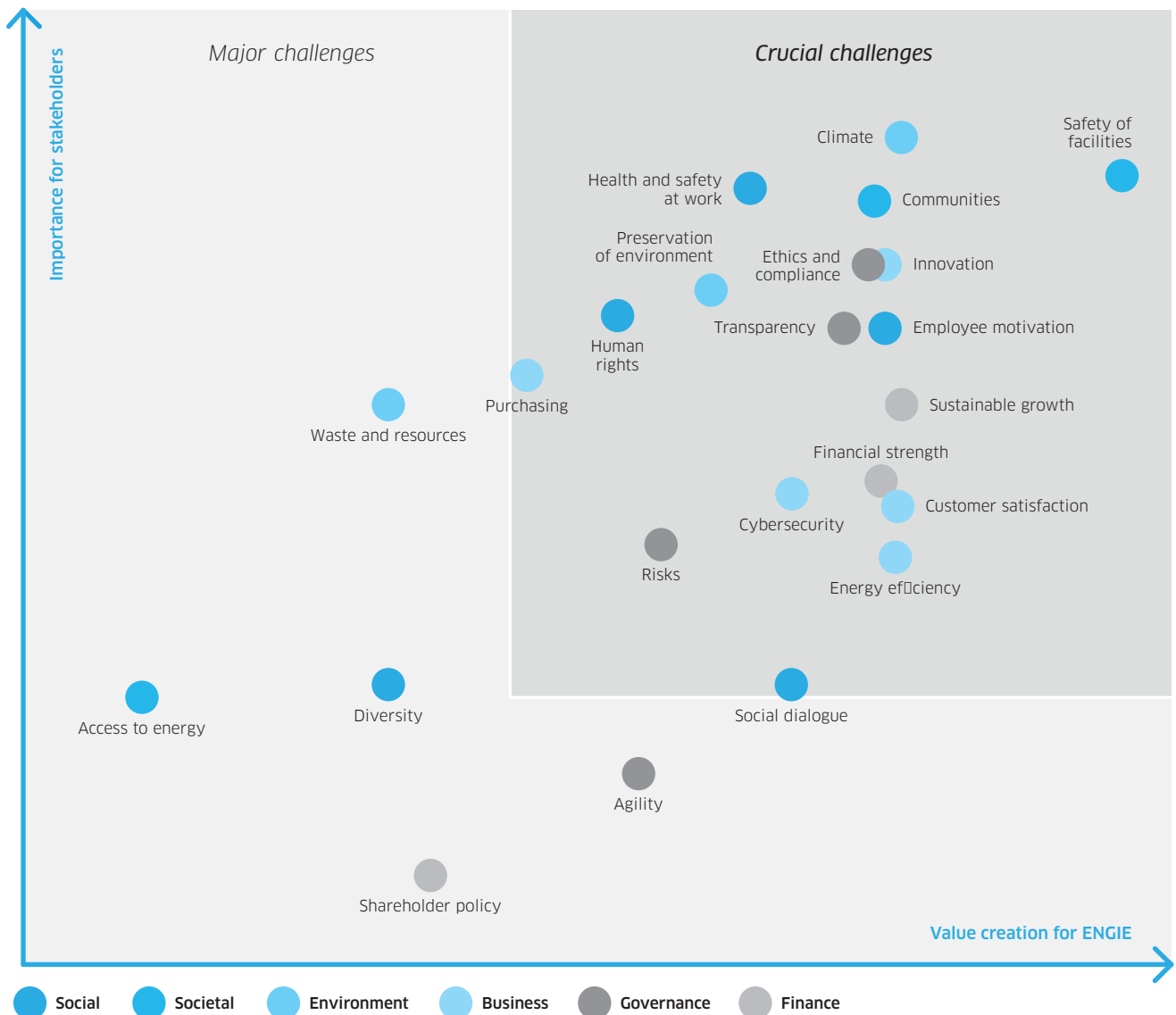
3.3 Analysis of main CSR risks

In order to identify the main CSR risks, ENGIE relied on the most recent version (2017) of its matrix of challenges, or materiality matrix, which was created to gain a better understanding of the expectations of its stakeholders and its management and to target its actions more effectively.

To create this materiality matrix, around 100 people were consulted by means of an online questionnaire and in-depth interviews. The methods used and the details of the consultation can be found on the website ENGIE.com.

The consultation process identified 23 material challenges (18 crucial, five major, no medium challenges) of several kinds: social, societal, environmental, governance-related, business-related and financial. These 23 material challenges are positioned on the matrix:

- according to their importance for internal or external stakeholders (vertical axis);
- according to the impact in terms of value creation for Group management (horizontal axis).



Of the 23 material challenges, 19 relate to Corporate Social Responsibility, with which the risks and opportunities listed below, also CSR-related, can be associated.

CSR challenges	Risks	Opportunities
Cyber-security facilities system	Facilities security breach Nuclear safety breach Cyber attack on industrial systems Damage to assets	Sales of services: digitization, robotization, security and monitoring of sensitive sites
Climate	Contribution to climate change Impact of climate change on the Group's activities	Service sales: renewable energy, energy efficiency, decarbonization advisory, heating and cooling networks
Preservation of the environment Resources and waste	Pollution of the surrounding environment Loss of diversity Loss of water resources Atmospheric pollution Waste	Service sales: reducing the carbon footprint of industrial sites, environment management plan, program to restore flora and fauna
Community Transparency Purchasing Access to energy	Low level of societal acceptance of activities Poor management of major projects Reputational damage	Co-construction of offers with stakeholders Continuation of industrial activities Group's societal role beneficial to its internal and external reputation Support of stakeholders and regional integration Tackling fuel poverty with adapted offers Development of "access to energy" offers in the regions
Employee motivation Social dialogue Agility Innovation	Absence and inappropriateness of skills Social movements Lack of employee engagement Loss of competitiveness	Digitization improving work efficiency Appeal of the Group to young people aware of carbon neutrality Adapting to changes in occupational sectors Occupational well-being Employee motivation
Diversity	Lack of employee diversity	Group's societal role beneficial to its internal and external reputation Inclusivity of the company Reflection of society
Health and safety at work	Health and safety at work Safety of individuals during travel	Occupational well-being Employee motivation
Ethics and compliance	Corruption Tax non-compliance	Group setting an example as a good citizen, motivating employees
Human rights Energy efficiency	Human rights violations No material risks	Group's societal role beneficial to its internal and external reputation Sale of energy as a service Developing trust with customers



The CSR risks thus identified based on material challenges constitute the main CSR risks referred to in the Non-Financial Statement.

As a reminder, Chapter 2 "Risk factors and control" in this document assesses and ranks risks that are net specific material risks, i.e. risks associated with ENGIE's activities that could have a financial impact in the short or medium term in the context of investment decisions concerning ENGIE, and which are classified as net because they are presumed to be material even after the measures taken by the Group to manage them have been taken into account.

By contrast with Chapter 2, the analysis of the main CSR risks in this chapter takes into consideration the gross material CSR risks, i.e. CSR risks that could have medium- or long-term non-financial impacts, concerning ENGIE but not necessarily specific to ENGIE's activities, and classified as gross because they do not take account of the management measures implemented by ENGIE. This explains why the list of risks in this chapter is more important than the list in Chapter 2.

For clearer presentation, these main CSR risks have been grouped by challenge within each area (environmental, societal and social). In accordance with the regulations, these risks are analyzed by means of:

- (i) a summary of the policies or action plans implemented to limit them;
- (ii) indicators established to monitor them, sometimes with targets set, and
- (iii) the results of these indicators over three years (2017, 2018 and 2019).

The main United Nations Sustainable Development Goals (SDGs) that could be impacted by these risks have also been indicated.

Furthermore, pursuant to the French Act of March 27, 2017, ENGIE has drawn up a vigilance 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 3.9 "Vigilance plan".





Lastly, the CSR Department monitors environmental, social and societal disputes, submitting regular CSR reports to the COMEX and to Board of Directors. It is in contact with NGOs to discuss these topics and manages stakeholder engagement in-house training to reduce their occurrence in the future.

3.3.1 Main environmental risks

Challenge: “Facilities safety”

The Group’s stakeholders and management have identified facilities safety (not limited to industrial safety, but encompassing the safety of nuclear facilities and the cybersecurity of entities and industrial facilities) as a crucial challenge for the Group. The following four main CSR risks can be associated with this challenge:

- industrial safety risk, corresponding to the risk of harm to the integrity of persons or property due to the Group’s operational activities;
- nuclear safety risk, corresponding to specific risks in the event of accidents that might result in radioactive releases from the Group’s nuclear plants;
- risk of cyber attack on industrial command systems;
- risk of damage to tangible and intangible assets, i.e. malicious acts affecting the Group’s industrial or tertiary sites and facilities, which make up its tangible assets, as well as those affecting information, which is part of the Group’s intangible assets, whether conveyed on computerized or physical media or even verbally.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Industrial safety	<ul style="list-style-type: none"> • ENGIE’s health and safety policy incorporating industrial safety • Industrial safety policies specific to the different activities conducted by Group subsidiaries • Action plans implemented by the subsidiaries that integrate feedback as part of a continuous improvement approach 	<ul style="list-style-type: none"> • Monitoring of incidents and accidents related to industrial safety at subsidiary level • 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	No significant incident at industrial facilities ⁽¹⁾	
Nuclear safety	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Monitoring of significant incidents 	No significant incident	No significant incident	No significant incident	
Cyber attack on industrial control systems	<ul style="list-style-type: none"> • The Group policy review on Security of Industrial Control Systems • Technical security standard assessment • Qualitative assessment of the maturity level of the cybersecurity culture on the entities 	<ul style="list-style-type: none"> • 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	Maintaining the security of existing sites and securing new sites in accordance with objectives	
Damage to assets	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Monitoring of threats to the Group, particularly from terrorists • Monitoring of damage to assets 	No significant damage to assets	No significant damage to assets	No significant damage to assets	




(1) An incident or damage is considered significant when it leads to several seriously or severely injured people, or a long-term or irreversible impact on the environment. From the point of view of damage to assets, an incident or damage is considered significant when the annual financial impact is greater than 1% of the Group’s EBITDA.

“Climate” challenge

The fight against climate change, which includes reducing greenhouse gases, has been identified as a crucial challenge for the Group’s stakeholders and management.

- risk relating to the Group’s contribution to climate change;
- risk associated with the impact of climate change on the Group’s activities.

The following two main CSR risks can be associated with this challenge:

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Contribution to climate change	The environmental policy specifies the environmental challenges faced by the Group, including 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.	In order to reduce its carbon exposure, ENGIE has set itself objectives for 2020:				
		<ul style="list-style-type: none"> • the ratio of direct CO₂ emissions in energy production (electricity and associated heat) will be reduced by 20% compared to 2012 	-18.1%	-28.7%	-43,7%	
		<ul style="list-style-type: none"> • the share of renewable energies in the electricity production capacity mix (counted at 100%, regardless of the rate detention) will be 25% 	23.1%	23.7%	27,8%	
Impact of climate change		The Group has set a target of ensuring that 100% of its target sites (i.e presenting a risk to the environment according to a multi-criteria approach integrating biodiversity, water, waste and air pollution) 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%	86%	








“Preservation of the environment” and “resources and waste” challenges

Preserving the environment, i.e. preserving the soil, water and atmosphere from any pollution, as well as preserving resources and treating waste in order to protect biodiversity and protected habitats located close to the Group’s facilities, are issues that were particularly highlighted by the Group’s stakeholders and management.

The following four main CSR risks can be associated with these challenges:

- the risk of loss of biodiversity;
- the risk of water stress;
- the risk of waste management;
- the risk of pollution of the surrounding environment.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Biodiversity		ENGIE has committed to provide 100% of its priority sites (i.e. those likely to affect biodiversity due to their proximity to a protected natural area) with an action plan to respond to the challenges of preserving biodiversity	90%	94%	94%	
Water stress		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%	-61.4%	
		The Group has asked 100% of its sites in areas of high water stress to draw up local action plans in collaboration with stakeholders	Nd	58%	63%	
Waste management	The environmental policy states that the Group aims to preserve biodiversity and even develop it by incorporating it into its strategy and occupational sectors	The Group monitors the quantities of waste produced, both hazardous and non-hazardous, and aims to increase the waste-to-energy rate	81% of non-hazardous waste recovered	85% of non-hazardous waste recovered	76% of non-hazardous waste recovered	
			13% of hazardous waste recovered	28% of hazardous waste recovered	31% of hazardous waste recovered	

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Atmospheric pollution		The Group monitors quantities of NOx, SO ₂ and fine particles and aims to reduce these atmospheric pollutants				
		NOx	92,209 t	60,412 t	50,408t	
		SO ₂	159,623 t	118,291 t	129,026t	
		Fine particles	7,353 t	4,873 t	4,544 t	

3.3.2 Main societal risks



The challenges of “communities”, “transparency”, “purchasing” and “access to energy”







The Group’s stakeholders and management identified the following as crucial or major challenges:

- the “communities” challenge, i.e. stakeholder dialogue, local acceptability of the Group’s activities, the local economic development resulting from the Group’s activities, and partnership and sponsorship actions with civil society;
- the “transparency” challenge, relating to management of the ENGIE brand, and the communication and management of disputes;
- the “purchasing” challenge, which concerns the selection of suppliers according to ESG criteria, and maintaining a diversified range of key suppliers in order to ensure the continuity of the production chain;
- the “access to energy” challenge, which includes offers of products and services intended for unserved populations, generally located in developing countries, the fight against the fuel poverty of populations benefiting from access to energy, and more generally support for the social and solidarity economy.

The following three main CSR risks can be associated with the following three challenges:

- The risk of a low level of societal acceptance of the Group’s activities: the Group’s activities involve the holding of various permits and authorizations, the obtaining or renewal of which with the competent regulatory authorities may involve long and costly procedures. The Group may face opposition from the local population or associations during the installation or operation of certain equipment;
- The risk of major projects of non-compliance with costs and construction deadlines and the operational performance of large-scale industrial projects;
- Reputational risk: inability of the company to establish and maintain the trust of stakeholders and to obtain the benefits associated with this, inability to maintain the values and social standards of the company, including with its suppliers or subcontractors, inability of the company and the project to build and protect its brand image, and inability of projects aimed at improving access to energy to reach their targets.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Low level of societal acceptance	The Group’s societal policy specifies the Group’s societal challenges, the resources it uses to meet these challenges, and the governance elements that contribute to implementation of the 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%	74%	
		The Group provides the Stakeholder Engagement tool, which is a self-assessment framework based on standard AA1000 - Stakeholder management, produced by the Accountability NGO, to its BUs and entities				
		Annual follow-up of BUs or entities trained to use the tool	6	6	9	
Major projects	The investment procedure for projects passing through the Group Commitments Committee provides for a risk analysis and a self-assessment matrix of 12 CSR criteria based on information from the EIA (Environmental Impact Assessment) and ESIA (Environmental Social Impact Assessment)	Risks analysis 12 CSR criteria matrix		No indicator		

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Reputation	Protection of the brand	The Group has set a target of a BtoC customer satisfaction level of 85% by 2020 (*change in methodology in 2019, with a questionnaire administered by email and no longer by phone leading to a reduction in satisfaction of 12%)	83%	81%	72% (*)	
	Environmental policy	Monitoring of number of environmental complaints and convictions	13 complaints and 1 conviction with no compensation obligation	24 complaints and no conviction	10 complaints and 1 conviction	
	Ethics Charter Code of conduct for business relations Code of conduct for relations with suppliers	Ethical failures are monitored using the INFORM ethics reporting tool	175 incidents, proven or non-proven	218 incidents, proven or non-proven	282 incidents, proven or non-proven	
	The 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%	86%	
	The Group helps to promote the access to energy of populations living far away from networks, including in Africa, and through its social impact fund, Rassembleurs d'Énergies	The Group has set a target of providing access to renewable energy to 20 million people at the base of the pyramid by 2020	2.4M	3.7M	8.9M	
	Vigilance Plan (see Section 3.9)					



3.3.3 Main social risks

The challenges of “employee motivation”, “social dialogue”, and “innovation”

The Group's stakeholders and management saw “employee motivation”, “social dialogue” and “innovation” as crucial challenges. These challenges cover employee satisfaction, empowerment and well-being, talent management, training, mobility management, change management, support for the Group's transformation, its ability to adapt to change by innovating or using the technological innovations available, and ensuring the development of a collaborative and international managerial culture and high-quality social dialogue.

They also identified the “agility” challenge, which covers the proper functioning of the governance of the Group's bodies, effective procedures for making and monitoring decisions, the Group's

transformation plan, and the development of new, more agile working methods, as a major challenge.

The following two main CSR risks can be associated with these challenges:

- the **skills risk**: i.e. a shortage of qualified people, unavailability of resources that are flexible according to needs, the loss of key knowledge in the event of departure due to lack of succession plans or due to more attractive conditions in the same geographical area;
- the **risk of lack of employee engagement or agility**, in the context of the Group's transformation, which might result in social movements.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	Objective contributing to an SDG
Lack of skills	The human resources development and mobility 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 employees trained during the year to more than 66% by 2020	67.7%	66.1%	69,2%	
		Monitoring of number of hires (permanent and fixed-term)	23,838	29,754	37,182	
		Monitoring of voluntary turnover rate	5.8%	5.8%	7.1%	
	The Group is implementing an ambitious policy to foster innovation and research & technology. Innovation relies on the ENGIE Fab entity to implement new businesses and on the ENGIE New Ventures investment fund to support start-ups. Research & technology relies on the ENGIE Research entity, which brings together several Labs and centers of expertise and engineering	R&D budget	€180M	€182M	€189M	
Lack of engagement	The Leadership Way defines four key behaviors: caring - demanding - open - 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. The Group has set up privileged forums for consultation between management and employee representatives: The European Works Council and the French Group Works Council	The Group is committed to monitoring the engagement of management by means of its annual global questionnaire, "ENGIE&ME", and to achieving an engagement level of 80% in 2020.	78%	79%	80%	
		These bodies monitor and sign Group collective bargaining agreements	Professional equality agreement	No new agreement	No new agreement	

The "diversity" challenge








The diversity challenge includes measures to promote equal opportunities, and the promotion of women to management positions.

The risk of lack of diversity, resulting in non-representativity of the working population with respect to the society in which the Group operates, can be associated with this challenge.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Lack of diversity	Group diversity policy Diversity label	The Group has committed to increasing the proportion of women in its workforce to 25% by 2020	22.2%	21.1%	20.9%	
		The Group has committed to ensuring that the proportion of women appointed to senior management positions each year will be more than 33% until 2020	38.5%*	24%**	28%**	
		The Group has committed to increasing the proportion of non-French and non-Belgian senior managers to more than 25% by 2020	21%*	24%**	25.5%**	
* calibrated on TOPEX ; ** calibrated on Group Managed Roles (GMR)						

The “health and safety at work” challenge

The Group’s stakeholders and management considered the challenge of “health and safety at work” for employees, contractors and subcontractors, and quality of life at work to be a crucial challenge. The Group’s ambition is to eliminate serious and fatal accidents, in particular by identifying and eliminating the precursor accidents, and to reduce the number of accidents at work.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Health and safety at work	The global agreement on health and safety at work states the goals and strategies of the health and safety policy.	The Group has set a target frequency rate of less than 3 for lost-time injuries for employees by 2020 (at 2015 scope)	Employee accident FR of 3.3 against a target of 3.6 (Employee accident FR of 3.5 at 2018 scope)	Employee accident FR of 3.4 against a target of 3.5	Employee accident FR of 3.7 against a target of 3.9	
	The health and safety policy sets out the fundamental principles that have to be met for all the ENGIE entities, in order to respect the integrity of people and assets. It constitutes, for every person, a reference point for to ensure that health and safety are incorporated within all the actions of the Group.	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	85%	92%	92%	
		% of Group entities that have a process that ensures the identification and management of potentially serious events	90%	93%	95%	
	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 health and safety reviews conducted with each BU Monitoring of health and safety results by the Executive Committee, the EESDC and the Board of Directors Utilization by BUs of a new internal control questionnaire on health, safety and security				
	Annual communication campaign Feedback shared among the BUs and subsidiaries		Communication campaign on work shutdowns if safety conditions are not met	Communication campaign on the employee and subcontractor engagement: “United together for everyone’s safety”	Communication campaign to carry out a risk analysis on the ground, immediately before starting the activity	
	Safety rules for international trips Employee access to the ISOS international medical and health portal Employee access to the analyses and reports of the Control Risks Group site on country risks and to e-learning on personal security when traveling abroad Group rules on the promotion of fair health and safety published in 2019 (system of recognition and fair sanction)	Reinforcement of event-detection mechanisms “Travel Tracker” tool to monitor individuals traveling in high-risk areas New alert system for office-based personnel which supplementing the alert system for international personnel mobility	No significant event	No significant event	No significant event	

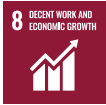




The challenge of “ethics and compliance”

The Group’s stakeholders and management saw the “ethics and compliance” challenge as a crucial challenge. This challenge includes conducting business responsibly, complying with competition and/or embargo rules, the fight against corruption, compliance with ethical rules in conducting business and lobbying, and compliance with tax and the associated regulatory requirements.

- **corruption risk**, i.e. the risk of criminal wrongdoing by which a person solicits or accepts a benefit with a view to carrying out an act within the scope of his or her duties;
- **tax risk**, i.e. the risk of non-compliance with tax regulations, reporting obligations and their development.

The following two main CSR risks can be associated with this challenge:


Risks	Policies or action plans established to cover or remedy risks more	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Corruption	The anti-corruption policy is based on: <ul style="list-style-type: none"> • the Ethics Charter • the Practical Guide to Ethics • the Integrity reference system • the Ethics Compliance reference system • specific policies: Third party assessments, business consultants, gifts, invitations, conflicts of interest, lobbying in particular and supplier relations • ethics and CSR clause in the general terms of sales 	System for whistleblowing and reporting ethics incidents Control process Annual compliance procedure by means of a specific reporting system INCOME COR 4 internal control program Internal audits and external audits including the ISO 37001 certification audit (certification received in 2018 and renewed in 2019) Annual publication of the communication on the progress of UN Global Compact Principle 10 Alert system: ethics@engie.com	175 incidents (proven or unproven) declared in <i>INFORM</i> ’ethics	218 incidents (proven or unproven) declared in <i>INFORM</i> ’ethics	282 incidents (proven or unproven) declared in <i>INFORM</i> ’ethics including 9 concerning corruption cases	
		The Group is committed to training its senior managers, expanding its commitment for 2019 to Group managed roles (GMRs) and anti-corruption in 2025	not communicated	not communicated	183 incidents including 17 concerning business ethics cases	
Tax	The tax 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 the table showing tax reporting by country on the ENGIE website	See the table showing tax reporting by country on the ENGIE website	See the table showing tax reporting by country on the ENGIE website*	

* <https://www.engie.com/en/finance/taxation>

The “human rights” challenge

The Group’s stakeholders and management saw the “human rights” challenge as a crucial challenge. This challenge includes respect for the rights of employees and local communities and respect for the Group’s commitments in its commercial relationships.

The risk of human rights violations can be associated with this challenge.

Risks	Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2017 results	2018 results	2019 results	SDGs concerned
Human rights violations	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 2.2.7 and 3.8.2) Annual ethics compliance report (quantitative and qualitative indicators) (See Section 3.8.6) System for whistleblowing and reporting ethics incidents Monitoring of the Group Vigilance Plan (see Section 3.9.3)	175 incidents (proven or non-proven) declared in <i>INFORM</i> ’ethics, 19% of which involve social responsibility and human rights and 4% involve HR practices	218 incidents (proven or non-proven) declared in <i>INFORM</i> ’ethics, 34% of which involve social responsibility and human rights, including HR practices	282 incidents (proven or non-proven) declared in <i>INFORM</i> ’ethics, including no case concerning human rights	

3.4 Social information

3.4.1 Human resources development and mobility policies

Listening to its stakeholders, the Human Resources function constantly reconciles economic performance, human progress and strong contributions to society. It is a necessary and complex responsibility which calls for a strong and agile HR function, capable of transforming itself to provide concrete and innovative responses to the multiple challenges that ENGIE has to meet.

Driven by the double ambition of being the leader in the carbon-neutral transition and contributing to harmonious progress for as many people as possible, ENGIE is accelerating its transformation. Passionately committed to the success of the business project, HR pursues three strategic objectives: developing skills within the Group, developing leadership and building ENGIE's culture.

In order to roll out the Group's strategy, ENGIE always has the skills appropriate for its changing needs. To achieve this, the Group has to: (i) anticipate and identify the needs of BU and Métiers as well as emerging trends; (ii) develop and adapt skills (upskilling, adaptation and adapted career paths) to our new solutions and business challenges, and (iii) strengthen the Group's ability to attract, recruit and retain the talents of today for tomorrow in an increasingly competitive market.

But beyond skills development, the transformative capacity of an organization depends on the ability of its leaders to accelerate the transformation and commit to it in a sustainable way. The Group's 43,000 managers are committed to the transformation, and are responsible for mobilizing their teams to roll out the strategy. ENGIE's current and future performance thus depends on its ability to identify, assess and develop Talents (through the Boost! program), who, beyond their respective BU, unfailingly embody the ENGIE Leadership Way and carry the Group's ambition forward. The Group also supports today's executives through new training programs (Co.Leaders Extreme).

Lastly, HR relies on the following four structural dimensions of culture: (i) engagement; (ii) customer focus, involving cooperation; (iii) the priority given to working through digital (with, eventually, a digital connection for all employees), and (iv) the diversity, inclusion and reflection of stakeholders.

With a target of 50% female managers by 2030 and a level of apprentices of 10% by 2023 in Europe, the Group's culture is evolving and will make diversity its signature.

3.4.1.1 Anticipation of the skills needed to prepare for the future

The carbon-neutral transition and technological accelerations due to digitization and artificial intelligence are transforming the professions of employees and creating shortages of qualified personnel in the Group's many businesses, whether traditional or newly emerging.

To tackle this, ENGIE is implementing a social strategy to increase the skills and mobility of its employees in three directions: (i) advance skills management to prepare for the future; (ii) enhanced internal mobility to serve the transformation of the company and (iii) professional training objectives for all employees.

These three priorities are implemented in order to favor the enrichment of tasks, the renewal of experiences, and the consideration of employee initiatives and empowerment, which strengthen their engagement and foster their development and employability.

An ambitious apprenticeship policy is enabling the shortage of qualified staff to be addressed in the long term, while contributing to the emergence of a more inclusive economy.

In order to anticipate changes in the Group's occupational sectors and skills needs, the *ENGIE Skills* system challenges the BU and entities every year on their three-year projections.

The results of the *ENGIE Skills* survey have been rolled out to all Group employees this year, with the help of an animated film that highlights, among other things, six key trends for the period 2019-2021, along with action plans.

More specifically, these results were also shared during Executive Leadership Sessions with the management teams of the BU and the Group Executive Committee (these are a key element in strategic planning for the BU and the Métiers) and with union organizations in Europe, which were very keen to obtain information on this strategic subject. ENGIE Skills makes an effective contribution to social dialogue.

The action plans include:

- promoting the technical sector and revitalizing career opportunities: extending the community of ambassador technicians, created in France in 2018, abroad. This network of 327 ambassadors promotes the occupational sectors both internally and externally;
- strengthening and widening sourcing by focusing on learning potential, in particular by supporting the development of pathways to growth occupational sectors. Nine pathways were rolled out, with more than 220 people joining them in the last 18 months, with a target of 500 internal/external participants set for Europe by 2021;
- anticipating the development of the "green" occupational sectors of the energy transition, with the construction and rolling out of training systems enabling young apprentices and employees to move towards these occupations of the future (ENGIE Academy project).

3.4.1.2 Internal mobility to support the Group's transformation

In order to stimulate the internal labor market and to address the challenges projected by ENGIE Skills, the *ENGIE Mobility* system plays a key role in helping employees achieve their internal mobility aims.

In partnership with the Group's BU, *ENGIE Mobility*, among other things, revised the Group's Mobility Policy in 2019, with the aim of making internal mobility more fluid and strengthening the mobility culture, to enable every employee to imagine and build his or her future within the Group.

ENGIE believes that internal mobility is a key lever in employee development and business performance. Mobility continues to create ENGIE's DNA. For this reason, the Group stipulates that all internal job applications must be prioritized in the recruitment process.

In addition to this policy, a digital space dedicated to constructing the professional project and to mobility was rolled out in 2019 to employees in France, and is expected to become available for all employees, including abroad, in 2020.

Several events have also helped to stimulate the internal labor market: six events for specific occupations, coordination of regional mobility networks, and local events at the Group's agencies.

In connection with its aim of strengthening local talent, ENGIE Mobility also expanded its services offer to support international mobility.

Lastly, *ENGIE Mobility* is regularly called upon, in the context of the transformation projects of certain organizations, to contribute its expertise and a services offer tailored to the projected changes. ENGIE Mobility was thus involved with the BtoC BU (particularly with the regulated tariffs department), employees seconded to the Touat gas project in Algeria, the Social Dialogue Department of Group HR, in relation to the impact of the creation of the SECs (Social and Economic Committees), and employees with a union mandate being reintegrated.

3.4.1.3 Developing employee key skills and employability through training

In 2019, *ENGIE University* stepped up the implementation of programs on Group strategy, to enable every employee to learn about it (the carbon-neutral transition Strategy), on leadership, on the energy transformation and on customer focus with managers and executives.

Specific pathways were designed to accelerate the development of the potential of talented individuals. Five temporary campuses, including four abroad, 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 complete 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.

ENGIE University continues to step up the use of digital to train employees. The number of digital training hours has tripled since 2016. More formats and modalities help to provide multiple learning opportunities to employees.

In addition, the Group's transformation also entails the evolution of our occupational sectors. *ENGIE University*, supplementing the training provided by the occupational schools, develops programs so that employees can become more skilled in their day-to-day occupations.

With regard to the latter point, the ENGIE Schools program was rolled out in 2019. *ENGIE Schools* is the international internal network of the Group's occupational schools. It comprises 30 internal training centers offering bespoke technical modules in line with the Group's occupational sectors. Aiming to support the Group's international growth, the program is intended to accelerate the transfer of technical skills world-wide and to develop common guidelines, providing a framework for the exchange of information by occasional technical internal trainers between entities. The first school was opened in Chile in 2019.

In the context of this new dynamic, a digital platform for the sharing of all the internal training content of the Group's entities at the international level is currently being rolled out. Thus, the Group's 171,000 employees (and, in particular, the 69% of them currently engaged in a technical assignment) will have access to diversified, adapted, international occupational training. More than 2,400 training modules are currently available on the platform, with a target of 100% sharing by 2021.

In addition, a first "flying school" was trialed in October 2019 between France, Spain and Chile. Truly bespoke training programs, the flying schools are training actions between peers and countries, which take place on an ad hoc basis at the request of an operational entity, for a given technical target.

Through this dynamic of exchanging skills at the global level, the Group aims to capitalize on its internal skills, in order to serve the "common good" and to provide standardized services to its customers, regardless of worldwide location.

Lastly, in a context of individual change and collective transformation, the Group designed a whole range of solutions to meet the needs of employees: coaching, mentoring, training, entrepreneurship development, financial support, end-of-career paid leave, etc. 69,2% of ENGIE employees received training in 2019.

3.4.1.4 Targeted development policies

In 2019, the Group continued to roll out the ENGIE Boost initiative, which is aimed at identifying, developing 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.

Lasting 18 and 24 months respectively, 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 and development tools to ensure a clear and coherent approach.

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. It is also an opportunity to create an active, diverse community of leaders who are committed to ENGIE's future and who engage their teams.

2019 saw the creation of a specific development offer for these programs, based on the development of the carbon-neutral strategy and the embodiment by the leaders of the *ENGIE Leadership Way*.

ENGIE Leadership Way is central to the Group's development policies. Rolled out to all managers and in each of the HR processes, it provides strength and consistency, particularly during staff hiring and selection, training and development, talent detection, performance appraisal, and remuneration.

With regard to the latter, since 2017, the variable remuneration of the Group's 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 relation to ENGIE's Leadership Way (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).

Since 2018, the system has been progressively extended to all the Group's managers.

On the development front, the Co.Leader training course, a central part of the rolling out of *ENGIE's Leadership Way*, was delivered to 25,000 Group managers in two years. This roll out is also based on the 360° feedback approach, i.e. assessments by line managers, peers and subordinates of the dimensions of ENGIE Leadership Way. It enables development plans to be defined at the individual and/or collective level.

In addition to training actions, ENGIE has continued to implement targeted actions such as coaching and mentoring, allocating assignments or projects in order to provide diverse, enriching experiences, and providing personalized career support for ENGIE Boosters and executives managed at Group level.

In December 2019, the Group had 306 top managers (GMRs, or Group managed roles) at Group level, 28% of whom were women and 25% of whom were not French or Belgian.

A new expert policy was also launched in 2019: EXPAND. The policy aims to identify and recognize the Group's experts, to develop expertise communities and to make them emissaries of ENGIE both inside and outside the Group. ENGIE values all types of expertise, whether technical, technological or functional. The expertise and development of its experts are vital to the success of the Group's strategy and competitiveness. Three levels of experts have been established – local, key and global – according to their impact scope and their exposure.

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.

One of the initiatives launched is the Common HR program, which aims to establish a digitized "From hire to retire" experience. This will be achieved through:

- the convergence of our HR processes through "OneHR", the Group's computerized HR management system, to share and facilitate data analysis to help with employee development;
- the progressive use of artificial intelligence;
- the creation of a single portal (My Portal);
- the aim of setting up a data-driven HR line, in collaboration with the Data@Engie project.

A digital HR committee was set up to coordinate experiments in the BU and at Group level relating to topics such as the management of skills and HR data.

Moreover, the Group HR department carried out the ENGIE&Me engagement survey on the Group's employees for the fourth consecutive year, with a participation rate of 66%, 16% higher than in 2018. The survey indicates an engagement rate of 80% (for a target of 90%), the same as in the previous year. The indicator for employee engagement with regard to strategy increased the most (+3 points). Group HR identified areas of improvement. A priority action plan on the contribution of everybody to the implementation of the carbon-neutral target, on inclusion and diversity, on career development, and on mobility is being defined. The survey also highlighted a gap in perception between men and women, in particular with regard to development opportunities, which will result in continued efforts to change the perception of gender gaps.

3.4.2 Attracting and hiring talent

In 2019, the Group continued its actions with young people, experienced professionals and influencers to consolidate its image as an international Group, serving the energy world of tomorrow, renewable, low-carbon and digital. It highlighted the involvement of ENGIE's employees, the Imaginative Builders, who present themselves as a "community" serving the common good, in the rolling out of its carbon-neutral strategy.

Targeted recruitment campaigns emphasized the future occupations of the Group among the key populations that ENGIE hires (technicians, occupations related to renewable energy or digital, business developers, etc.) in France and abroad, particularly through the coordination of the HR ecosystem (ENGIE.com career pages, job boards, LinkedIn, Twitter, etc.).

A campaign dedicated to apprenticeship programs and events specially designed to draw women's attention to the Group's businesses have been rolled out, in relation to the strong, structuring commitments made by ENGIE in 2019, including a target proportion of apprentices of 10% in France and Europe by 2023 and a proportion of women in the management population of 50% by 2030.

The Group has also undertaken to recruit 50% of apprentices after their professional training period. More than ever, ENGIE is making apprenticeship a path of excellence towards employability.

In France, the Group's societal commitment and territorial footprint have been strengthened by efforts to include certain target populations (women, technicians) or those distanced from employment (people with disabilities or from priority neighborhoods).

To stand out in a competitive environment (war for talent), ENGIE recruitment days were held in various French regions, combining the promotion of internal mobility and external recruitment.

In 2019, the Group also set up ENGIE Staffing, an internal recruitment unit, in order to create a network of excellence ensuring recruitment quality and efficiency across the entire Group in France, and to tackle a highly competitive recruitment market.

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.

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, which enhance its attractiveness and competitiveness: 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 has signed the European "Embrace difference" petition on diversity and inclusion of the ERT (European Round-Table of Industrialists).

Professional and gender equity

In September 2019, ENGIE renewed its commitment to professional equality by signing up to the Women's Empowerment Principles defined by the United Nations.

At the same time, the Group's ambition regarding gender diversity was strengthened, with a target level for female managers of 50% by 2030, in addition to the target level for women in the overall workforce of 25% by the end of 2020. At the end of 2019, women made up 21% of the Group's workforce. The proportion of women on the Group Executive

Committee is 30.7% (four women and nine men). Women represent 23.9% of the ENGIE 50.

To accelerate and support the promotion of gender equality, ENGIE has rolled out the Fifty-Fifty project, which aims to implement initiatives in this area.

The efforts made with regard to equal pay in 2019 were pursued in all of the French subsidiaries to improve the performance of the "Pénicaud Index" published in France. This index will be extended to the entire Group in 2020. A tool to analyze pay gaps at equal levels of responsibility has also been provided to all the BU to help them identify factors explaining any gaps and plan corrective measures.

An integrated system to prevent sexism and sexual harassment has been established in France. It comprises 70 trained points of contact, a helpline open to all, and communication and awareness-raising tools, including local versions.

Lastly, as part of its partnership with Le Laboratoire de l'Égalité, ENGIE will help to develop an artificial intelligence pact to ensure that new technologies underlying HR processes that incorporate AI are not discriminatory.

To promote gender equity within the BU, 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", of which ENGIE has been honorary president since 2019, and "Girls Day and Boys Day" in Belgium and the Netherlands.

Young employees, seniors and intergenerational policy

Aiming to make apprenticeship a powerful lever for the employability of young people in 2019, the Chief Executive Officer set an ambitious target level for apprentices of 10% in France by the end of 2021 and in Europe by the end of 2023.

Meanwhile, apprentices continued to gain experience of international mobility in 2019, mainly from France to the UK. A project will be launched to meet the mobility needs of apprentices in the ENGIE Master and to structure this offer.

ENGIE has also pursued its inclusion initiatives on the “Engagement Jeunes” intercompany exchange platform, dedicated to young people looking for their first job, in line with the White Paper on access to employment for disadvantaged young people. ENGIE also took part in the “PaQte Avec les Quartiers pour Toutes les Entreprises” initiative, with a commitment to providing internships to 1,000 young people in their final year of college, every year from December 2018.

In July 2019, in partnership with the For Youth Alliance, ENGIE took part in the European Entrepreneurship Education Summit in Lille, on the 100th anniversary of Junior Achievement, an association that works to develop the entrepreneurial skills of young people. In this context, ENGIE confirmed its support for the “Entreprendre Pour Apprendre” initiative, providing around 10 Group employees as volunteers to coach six mini-businesses across France and fund 50 European Skills Passes.

Knowledge and skills transfer is also boosted by planning for pre-retirement periods, encouraging younger workers to take part in 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 eighth straight year, ENGIE raised awareness of intergenerational issues among around 30 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 updated in 2019 and provided to the entities, along with an interactive version and a meeting coordination kit.

Employees with disabilities

For ENGIE, the measures put in place to help disabled people are an integral part of the CSR commitments in its HR policy. These commitments, which are implemented at the highest level of the Group, involve, in France, recruitment, integration, support and job retention, awareness-raising, communication and collaboration with the sheltered sector.

These commitments have been put into practice with the signing of agreements approved by the DIRECCTE and signed by the social partners. There are currently 10 agreements on employment of the disabled being validated in France.

The first agreements were signed 30 years ago. In order to favor the achievement of the targets set under these agreements, financial and

human resources have been deployed: around €3 million in 2019 and more than 20 “disability contacts” supported by local representatives.

ENGIE's direct employment rate in France was 4.2%, compared with an overall rate of 4.8% in 2018. In 2019, ENGIE employed more than 2,800 people with disabilities, and around 3,400 worldwide (bearing in mind that the concept of a disabled employee differs widely from country to country).

ENGIE sees apprenticeship as the path of excellence to attract, recruit and increase loyalty among the best, while diversifying its recruitment. Apprenticeship is therefore a highly effective lever used by ENGIE to recruit young people with disabilities. ENGIE has undertaken to make a substantial effort to recruit apprentices with disabilities each year, aiming for a level of 3% by the end of 2021 in France, i.e. more than 200 apprentices with disabilities.

Specialized recruitment takes place in France to identify people with disabilities who have skills and abilities the Group needs.

With regard to job retention, the support measures put in place aim to focus particularly on the situation of employees, by anticipating risks of incapacity, advising them, implementing measures allowing them to work in conditions adapted to their needs, and ensuring their career development. Three forms of support are provided to employees in France:

- human support: individual monitoring, skills report, declaration of recognition of the status of disabled worker (RQTH), etc.;
- technical support: seating, screens, modified access to premises, etc.;
- financial support: aid for purchases of prostheses and wheelchairs, aid for careers, etc.

Communication and awareness-raising are essential in order to publicize the provisions contained in the agreements, to disseminate good practices in the area of disability and to combat stereotypes. For example, in addition to normal activities, numerous events were organized by the contacts in the entities during the European Disability Employment Week (EDEW) in November 2019.

Many entities also got involved in the DuoDay operation in May 2019, with the creation of around 10 duos: one disabled person makes up a duo with a professional in order to learn about his or her activity through immersion in that person's daily situation.

Finally, collaboration with the sheltered and adapted sector embodies the Group's inclusive vision of CSR commitments by perpetuating indirect jobs, promoting the local economy and encouraging integration and reintegration into employment.

Purchasing in the adapted and sheltered sector represented around €8.5 million in France.

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 €1.6 million in

grants for 150 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 2019 in two regions: Ile-de-France (more than 80 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 apprenticeship contracts. More than 250 young people have been supported by the initiative since it started in 2016, with a positive exit rate still above 60%.

In early 2019, ENGIE signed the PAQTE with the Ministry of Territorial Cohesion and made commitments regarding receiving, raising the awareness of, or integrating 1,000 young people per year from disadvantaged neighborhoods.

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, Transgender/Transsexual plus)

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. In 2019, ENGIE took part in the IFOP-L'Autre Cercle study, which aims to learn about the challenges of the LGBT+ question in the world of work. This study, which took place within France, will enable assessment of how ENGIE's employees, regardless of their sexual orientation or gender identity, regard the inclusion of LGBT+ people in their working environment, and the subsequent drawing up of measures to meet the needs expressed.

3.4.4 Compensation, employee savings plans and employee shareholding

Principles of the remuneration policy

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 Group uses external information provided by specialized firms to establish its positioning in relation to the local reference market. It also ensures compliance with the minimum wages applicable in the different countries in which it operates.

In line with the implementation in France of the index of professional gender equality, ENGIE has provided the BU with a tool for identifying and analyzing pay gaps and corrective measures. In France, ENGIE's aim for 2019 is to achieve at least 85 points, with a target of 100 points by the end of 2021 for the majority of the Group's entities.

In addition to traditional group employee savings, profit-sharing, and employee shareholding policies, ENGIE is developing value-sharing policies.

A mapping of social security minimums was carried out in 2019 on a global scale for all socio-professional categories combined, in order to roll out a minimum social protection program to all employees (*ENGIE Care*).

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.

Profit-sharing and incentives

Due to the existence of legally separate companies, there is no common collective profit-sharing and incentive plan 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 2019 for 2018 profit-sharing was €16,273,027. The employee profit-sharing agreement for ENGIE was signed on June 26, 2009. Application of the statutory profit-sharing formula for 2018 resulted in no payment being made to employees in 2019.

Employee shareholding

At the end of 2019, employees held 3.2% of the share capital, including 2.4% held through an employee-sponsored mutual fund (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.

On December 11, 2019, the employee shareholding plan, Link 2014, in which 32,000 employees took part five years ago, became available. Subscribers to the Link Multiple 2014 leverage effect formula were paid the monetary value of their investments.

3.4.5 Employee relations

Within national and European representative bodies and through national, European and global collective bargaining agreements, ENGIE involves its social partners in the implementation of its social ambition, which has been opened and broadened to take into account environmental and societal challenges.

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 137,200 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 every two months.

In 2019, the EWC held two plenary meetings, along with six EWC secretariat meetings, and eight meetings of the health and safety, social, strategy and research working groups.

On November 28, 2019, the EWC and the Executive Board signed a joint declaration of the signatories' commitment to anticipate and support economic, social and organizational transformations related to

the development of digital within the Group. This shared frame of reference for all of the Group's entities and employees aims to maintain and develop skills, provide training in digital tools and support with changing work methods (remote working, dynamic spaces, etc.), and reaffirm the importance of quality of life at work.

French Group Works Council

This body, which represents more than 77,000 employees in France, has 30 full members. Two meetings were held in 2019. The French Groupe Work Council is an information body with representatives of institutions representing the employees of French companies.

Group collective bargaining agreements

ENGIE proposed to the international federations the opening of negotiations from the end of 2019 on a global agreement on fundamental rights and social responsibility, in order to renew and improve the commitments it made in this area in 2010.

In 2019, dialogue with employee representatives and trade unions continued at all levels of the Group and particularly with the working groups of the European Works Council and the follow-up committees for the various Group agreements.

3.4.6 Health and safety policy

3.4.6.1 Results

The Group's performance in terms of employee health and safety is as follows:

- a lost-time injury frequency rate of 3.7. This result is welcome in view of the current transformation of the Group's activities towards more services, which are more exposed to risks for people, and on average less mature in terms of safety culture than industrial activities;
- a lost-time injury severity rate of 0.21, unchanged overall compared with previous years.

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 4⁽¹⁾ in 2019, within a broader scope of activities than in 2018 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 120 in 2019.

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.

To make the Group's commitment to the health and safety of its subcontractors even more visible, a new lost-time injury frequency rate was introduced in 2019, including accidents involving employees, but also those involving subcontractors operating on site with controlled access ("total" frequency rate).

In addition, given the maturity of the process for detecting situations and high potential severity (HiPo) events, a new performance indicator was developed in 2019: the prevention rate, which is the ratio of the number of HiPo situations and events to the sum of the number of HiPos and lost-time injuries; this new indicator, which includes both employees and subcontractors of the Group, is focused on identifying and anticipating

(1) And one fatal accident, currently under investigation to establish its cause.

risks, and therefore constitutes a “proactive” indicator, complementary to traditional, “reactive” results indicators.

In 2019, all of the Group’s BU completed a new internal control questionnaire dedicated to health, safety and security.

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 2019, 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 BU and the Group’s main functional departments.

The health and safety performance is shared with managers and the Group’s health and safety functional line, distributed to the BU 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 2019, to evaluate their capacity to prevent serious and fatal accidents involving employees and subcontractors.

The Group is monitoring changes in the situation relating to the coronavirus epidemic and is implementing appropriate measures to prevent the infection from spreading to its employees, subcontractors and customers, according to the contamination level in the various countries where it operates.

The BUs have updated their business continuity plans according to the features of the epidemic and have taken measures appropriate for the situation in the regions where they are active. Technical and organizational steps have also been taken to maintain, as far as possible, the quality of the service delivered to customers.

At the governance level, a Group steering committee has been set up to take decisions on the management of the various aspects of the crisis, preserving the health of permanent and temporary workers and subcontractors and managing human resources and internal and external communications. Steering committees have also been established by the BUs.

Three coordination committees for the various countries are now in place for France, Belgium and other countries. These committees enable the measures taken to be harmonized and information and practices to be exchanged.

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.

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.

Substantial investments were made in training in 2019: 32.6% of the total number of training hours were devoted to Quality, Safety and Environment (QSE).

A memory (mémoriel®) anchor learning module, based on the latest scientific expertise in memory and artificial intelligence, has been deployed to give each employee a personalized tool for learning the main rules to be respected in terms of health, safety and security, which is adapted according to the remaining knowledge to be acquired.

In 2019, the Group’s annual health and safety communication campaign focused on the need to strengthen the risk analysis of the activity just before starting it, in order to manage the risks more effectively. 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).

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.

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, analyzing and handling, through a specific action plan, 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 firm commitment to eradicating fatal accidents, in particular for its subcontractors, led it in 2019 to revise the Group Rule on analyzing HiPos and serious and fatal accidents in order to simplify and strengthen its requirements, and to obtain greater involvement on the part of managers, Group employees and subcontractors.

A new Group Rule on promoting a fair health and safety culture has also been rolled out within the Group. The BUs have to set up a system for recognizing virtuous behavior and proportionate sanctions for any deviations from health and safety rules.

These provisions foster the establishment of a climate of trust and transparency, conducive to escalation to management of dangerous situations, incidents and near accidents, and to good practices.

3.4.6.5 Dialogue with social partners

In 2019, 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. A working group from the European Works Council takes stock twice a year of advances in health and safety at work and quality of life at work.

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 entities, subsidiaries of the ENGIE Group, is carried out in the SyGMA consolidation tool, 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, in particular for some entities in the North America and Asia-Africa zones, which were recently integrated into the Group data. Only data remuneration has been excluded for the Africa BU.

Data relating to remuneration and professional training have not been included for the GTT BU.

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 include those of the 25 BU and of Corporate, grouped into seven sectors that essentially correspond to the geographical areas of the Group's activities (see Section 1.3 "Description of the Group's activities").

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.

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

g) Health and safety indicators

The analyses carried out in this document concern the entities and activities in which 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,

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

3.4.7.2 Table of social indicators

	GRI		GROUP ⁽¹⁾			NORTH AMERICA		
			2019	2018	2017	2019	2018	2017
WORKFORCE								
Total workforce ■■	1.A	LA1	171,103	160,301	155,128	3,559	6,010	3,770
breakdown by geographic region	1.A	LA1						
France	1.A	LA1	77,151	74,961	72,589	0	0	0
Belgium	1.A	LA1	16,835	16,910	16,658	0	0	0
Other European countries	1.A	LA1	43,232	42,228	45,266	0	0	0
Total Europe	1.A	LA1	137,218	134,099	134,513	0	0	0
North America	1.A	LA1	6,318	7,380	4,903	3,559	6,010	3,770
South America	1.A	LA1	14,310	7,033	6,147	0	0	0
Asia - Middle East - Oceania	1.A	LA1	9,815	9,092	8,858	0	0	0
Africa	1.A	LA1	3,442	2,697	707	0	0	0
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
breakdown by SPC	1.A	LA1						
Managers ■■	1.A	LA1	42,963	40,131	37,191	1,498	1,680	893
Non-managers ■■	1.A	LA1	128,140	120,170	117,937	2,061	4,330	2,877
% Managers	1.A		25.1%	25.0%	24.0%	42.1%	28.0%	23.7%
% Non-managers	1.A		74.9%	75.0%	76.0%	57.9%	72.0%	76.3%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
breakdown by type of contract	1.A	LA1						
Permanent ■■	1.A	LA1	90.3%	92.5%	93.3%	98.5%	99.4%	99.2%
Fixed terms ■■	1.A	LA1	9.7%	7.5%	6.7%	1.5%	0.6%	0.8%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Age pyramid of permanent employees	1.A	LA1						
under 25 yrs old	1.A	LA1	3.7%	3.4%	3.1%	4.4%	6.3%	5.6%
25-29 yrs old	1.A	LA1	9.9%	9.5%	9.5%	10.0%	11.6%	13.4%
30-34 yrs old	1.A	LA1	13.6%	13.5%	13.5%	12.4%	12.9%	14.6%
35-39 yrs old	1.A	LA1	15.0%	15.1%	14.6%	12.3%	13.1%	14.7%
40-44 yrs old	1.A	LA1	13.6%	13.6%	13.5%	12.0%	12.6%	12.5%
45-49 yrs old	1.A	LA1	13.8%	14.3%	14.7%	13.5%	12.3%	11.9%
50-54 yrs old	1.A	LA1	13.7%	14.1%	14.2%	13.2%	12.3%	10.8%
55-59 yrs old	1.A	LA1	11.2%	11.2%	11.5%	11.1%	10.9%	9.2%
60-64 yrs old	1.A	LA1	4.7%	4.5%	4.6%	7.8%	5.7%	5.2%
65 and +	1.A	LA1	0.8%	0.8%	0.9%	3.3%	2.4%	2.1%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Female workforce ■■	1.F	LA13	35,720	33,817	34,378	814	1,405	1,256
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■■ Reasonable assurance for fiscal year 2019.

FRANCE EXCLUDING INFRASTRUCTURE			FRANCE INFRASTRUCTURE		
2019	2018	2017	2019	2018	2017
57,616	55,631	52,478	17,415	17,194	17,032
54,108	52,470	49,685	17,183	16,970	16,809
21	0	0	0	0	0
1,046	913	530	232	224	223
55,175	53,383	50,215	17,415	17,194	17,032
46	21	0	0	0	0
8	8	8	0	0	0
2,076	1,951	1,890	0	0	0
311	268	365	0	0	0
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
14,088	13,153	11,758	4,601	4,437	4,245
43,528	42,478	40,720	12,814	12,757	12,787
24.5%	23.6%	22.4%	26.4%	25.8%	24.9%
75.5%	76.4%	77.6%	73.6%	74.2%	75.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
91.6%	91.6%	91.9%	94.3%	94.3%	94.3%
8.4%	8.4%	8.1%	5.7%	5.7%	5.7%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
3.9%	3.4%	3.0%	3.0%	3.3%	3.9%
10.0%	10.0%	10.4%	10.2%	10.8%	11.4%
14.0%	14.3%	14.5%	15.4%	15.1%	15.3%
15.7%	15.7%	15.4%	15.4%	15.6%	14.8%
13.4%	13.4%	13.4%	14.8%	14.4%	14.5%
13.8%	14.3%	14.5%	15.0%	14.7%	14.0%
14.1%	14.4%	14.5%	12.9%	13.0%	13.6%
11.7%	11.5%	11.4%	10.7%	10.9%	10.6%
3.1%	2.8%	2.8%	2.5%	2.1%	1.8%
0.3%	0.3%	0.3%	0.1%	0.1%	0.1%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
9,519	9,190	8,551	4,766	4,553	4,406
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



			GROUP ⁽¹⁾			NORTH AMERICA		
GRI			2019	2018	2017	2019	2018	2017
DIVERSITY AND EQUAL OPPORTUNITY								
Proportion of women in workforce ■■	1.F	LA13	20.9%	21.1%	22.2%	22.9%	23.4%	33.3%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management ■■	1.F	LA13	23.5%	23.3%	22.9%	22.3%	29.2%	30.8%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of apprentices in workforce ⁽²⁾	1.F	LA1	3.3%	3.0%	2.9%	0.0%	0.1%	0.0%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of disabled employees	1.F		2.0%	2.1%	2.0%			
Employees under 25 as a % of permanent hires	1.F		14.8%	13.9%	15.7%	11.4%	9.8%	10.2%
Employees over 50 as a % of permanent hires	1.F		12.2%	13.6%	14.3%	19.4%	21.7%	23.8%
STAFF AND JOB MOVEMENT								
No. of permanent hires	1.A	LA2	20,388	18,011	14,339	726	1,246	886
No. of fixed-term hires	1.A	LA2	16,794	11,743	9,499	133	74	31
Hiring rate	1.A	LA2	21.8%	18.9%	15.6%	24.6%	30.3%	24.8%
% reporting			100.00%	99.38%	99.07%	100.00%	81.68%	61.59%
Permanent hiring rate	1.A	LA2	54.8%	60.5%	60.2%	84.5%	94.4%	96.6%
% reporting			100.00%	99.38%	99.07%	100.00%	81.68%	61.59%
Number of lay-offs ⁽³⁾	1.A		5,691	4,101	4,204	216	706	572
% reporting			100.00%	99.38%	99.07%	100.00%	81.68%	61.59%
Turnover	1.A	LA2	11.3%	9.3%	8.4%	22.0%	27.9%	21.0%
% reporting			100.00%	99.38%	99.07%	100.00%	81.68%	61.59%
Voluntary turnover	1.A	LA2	7.1%	5.8%	5.8%	15.8%	11.5%	5.3%
% reporting			100.00%	99.38%	99.07%	100.00%	81.68%	61.59%
CAREER DEVELOPMENT								
Proportion of workforce trained ■■	1.E	LA10	69.2%	66.1%	67.7%	31.9%	67.3%	17.7%
% reporting			97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
Proportion of women in trained workforce	1.E	LA10	18.5%	18.4%	17.6%	25.5%	16.4%	5.5%
% reporting			97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
Proportion of managers and non-managers in trained workforce:	1.E	LA10						
Managers	1.E	LA10	24.0%	25.0%	24.6%	18.6%	13.0%	7.7%
Non-managers	1.E	LA10	76.0%	75.0%	75.4%	81.4%	87.0%	92.3%
% reporting			97.42%	95.00%	97.57%	45.71%	13.47%	17.95%

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities⁽¹⁾ New formula in 2019.

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■■ Reasonable assurance for fiscal year 2019.

	FRANCE EXCLUDING INFRASTRUCTURE			FRANCE INFRASTRUCTURE		
	2019	2018	2017	2019	2018	2017
	16.5%	16.5%	16.3%	27.4%	26.5%	25.9%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	22.2%	21.6%	21.1%	32.5%	31.9%	31.4%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	6.2%	5.0%	4.8%	5.8%	5.5%	5.4%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	3.7%	3.8%	3.6%	3.6%	3.6%	3.4%
	16.6%	17.3%	18.8%	22.9%	28.2%	29.4%
	9.3%	8.4%	8.8%	2.8%	3.2%	4.4%
	6,535	5,840	4,183	705	592	742
	4,756	5,476	4,423	654	651	586
	19.8%	20.6%	16.5%	7.9%	7.3%	7.8%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	57.9%	51.6%	48.6%	51.9%	47.6%	55.9%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	861	809	876	25	19	23
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	7.5%	7.5%	6.5%	1.3%	1.1%	0.7%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	5.0%	4.9%	3.7%	1.1%	0.9%	0.5%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	63.7%	63.3%	70.5%	67.8%	78.8%	75.2%
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	12.4%	12.8%	12.6%	23.1%	26.0%	21.4%
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	23.4%	22.6%	22.8%	24.2%	21.8%	20.4%
	76.6%	77.4%	77.2%	75.8%	78.2%	79.6%
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%



	GROUP ⁽¹⁾				NORTH AMERICA		
	GRI	2019	2018	2017	2019	2018	2017
Total no. of training hours	1.E LA10	3,271,154	3,069,973	3,082,644	9,804	5,097	10,541
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
Breakdown of training hours by topic	1.E LA10						
Business techniques		38.9%	40.8%	45.2%	77.4%	21.0%	50.1%
Quality, safety and environment.		32.6%	32.0%	31.7%	4.5%	20.6%	39.0%
Languages		2.0%	2.8%	2.9%	1.5%	2.5%	0.0%
Management and personnel development		15.0%	17.4%	13.0%	6.3%	2.6%	2.8%
Others		11.4%	7.0%	7.1%	10.4%	53.4%	8.0%
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
No. of training hours per person trained	1.E LA10	28	31	30	19	11	16
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
No. of training hours per woman trained	1.F LA10	25	27	27	5	9	29
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
Training expenses per hour of training (in €)	1.E LA10	31	29	34	11	10	12
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
Training expenses per person trained (in €)	1.E LA10	879	885	1,036	212	109	199
% reporting		97.42%	95.00%	97.57%	45.71%	13.47%	17.95%
WORKING CONDITIONS							
Days of absence per person	1.B LA7	12	13	12	5	6	3
% reporting		99.13%	95.90%	98.32%	81.38%	29.65%	48.92%
Overtime	1.B LA7	3.1%	3.0%	3.0%	5.0%	3.8%	4.4%
% reporting		99.13%	96.39%	98.62%	81.38%	38.79%	61.59%
HEALTH AND SAFETY DATA							
Number of fatal accidents (employees)		2	4	1	0	0	0
% reporting		100%	100%	100%	100%	100%	100%
Frequency rate (employees)		3,7⁽⁵⁾	3.4	3,3⁽⁵⁾	1.73	1.00	0.69
% reporting		100%	98%	99.08%	100%	100%	65%
Severity rate⁽⁴⁾ (French framework)		0.21	0.19	0.20	0.11	0.03	0.08
% reporting		100%	98%	99.08%	100%	100%	65%
Severity rate⁽⁴⁾ (ILO framework)		0.14	0.13	0.13	0.09	0.03	0.01
% reporting		100%	98%	99.08%	100%	100%	65%
Number of new cases of occupational illness		120	91	76	0	0	2
% reporting		100%	86%	89%	100%	100%	100%

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■ Reasonable assurance for fiscal year 2019

	FRANCE EXCLUDING INFRASTRUCTURE			FRANCE INFRASTRUCTURE		
	2019	2018	2017	2019	2018	2017
	897,165	950,527	1,018,716	586,894	582,986	531,107
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	34.0%	34.0%	36.2%	41.2%	45.5%	51.5%
	42.5%	45.5%	43.3%	17.4%	17.3%	18.6%
	1.4%	1.6%	1.8%	0.7%	1.6%	1.5%
	13.3%	12.4%	11.9%	22.3%	31.3%	23.1%
	8.8%	6.5%	6.8%	18.4%	4.2%	5.3%
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	25	27	28	50	43	42
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	24	24	25	46	38	38
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	38	27	31	41	49	57
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	946	735	857	2,044	2,113	2,366
	98.46%	99.97%	100.00%	100.00%	100.00%	100.00%
	13	13	13	15	16	16
	99.22%	99.97%	100.00%	100.00%	100.00%	100.00%
	1.5%	1.8%	1.6%	2.8%	2.4%	2.5%
	99.22%	99.97%	100.00%	100.00%	100.00%	100.00%
	0	1	1	0	1	0
	100%	100%	100.0%	100%	100%	100%
	5.25	5.22	5.38	2.13	2.47	2.20
	100%	100%	100.0%	100%	100%	100%
	0.36	0.34	0.38	0.10	0.12	0.11
	100%	100%	100%	100%	100%	100%
	0.21	0.20	0.22	0.08	0.07	0.09
	100%	100%	100%	100%	100%	100%
	108	82	68	0	1	1
	100%	100%	100%	100%	81%	100%



				REST OF EUROPE			LATIN AMERICA		
	GRI		2019	2018	2017	2019	2018	2017	
WORKFORCE									
Total workforce ■■	1.A	LA1	54,276	54,020	56,209	14,867	7,407	6,446	
Breakdown by geographic region									
France	1.A	LA1	174	306	263	0	0	0	
Belgium	1.A	LA1	14,101	14,241	13,872	0	0	0	
Other European countries	1.A	LA1	40,001	39,408	41,842	0	0	0	
Total Europe	1.A	LA1	54,276	53,955	55,977	0	0	0	
North America	1.A	LA1	0	65	232	1,123	979	844	
South America	1.A	LA1	0	0	0	13,744	6,428	5,602	
Asia - Middle East - Oceania	1.A	LA1	0	0	0	0	0	0	
Africa	1.A	LA1	0	0	0	0	0	0	
% reporting	1.A	LA1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Breakdown by SPC									
Managers ■■	1.A	LA1	10,220	9,866	9,442	1,811	1,556	1,016	
Non-managers ■■	1.A	LA1	44,056	44,154	46,767	13,056	5,851	5,430	
% Managers	1.A	LA1	18.8%	18.3%	16.8%	12.2%	21.0%	15.8%	
% Non-managers	1.A		81.2%	81.7%	83.2%	87.8%	79.0%	84.2%	
% reporting	1.A		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Breakdown by type of contract									
Permanent ■■	1.A	LA1	93.6%	93.6%	94.1%	70.2%	91.8%	92.6%	
Fixed terms ■■	1.A	LA1	6.4%	6.4%	5.9%	29.8%	8.2%	7.4%	
% reporting	1.A	LA1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Age pyramid of permanent employees									
under 25 yrs old	1.A	LA1	3.3%	3.2%	3.1%	6.5%	4.6%	4.4%	
25-29 yrs old	1.A	LA1	12.6%	13.0%	12.6%	17.8%	19.2%	18.3%	
30-34 yrs old	1.A	LA1	9.9%	10.3%	10.4%	19.5%	18.8%	18.3%	
35-39 yrs old	1.A	LA1	12.6%	13.0%	12.6%	17.8%	19.2%	18.3%	
40-44 yrs old	1.A	LA1	13.0%	13.0%	12.7%	13.8%	14.3%	14.2%	
45-49 yrs old	1.A	LA1	14.5%	15.1%	15.9%	10.7%	10.3%	11.0%	
50-54 yrs old	1.A	LA1	16.3%	16.2%	15.7%	7.3%	9.0%	9.5%	
55-59 yrs old	1.A	LA1	13.4%	13.1%	13.3%	5.2%	5.8%	5.7%	
60-64 yrs old	1.A	LA1	7.9%	7.4%	7.3%	2.5%	2.7%	3.3%	
65 and +	1.A	LA1	1.5%	1.4%	1.7%	0.8%	0.7%	0.8%	
% reporting	1.A	LA1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Female workforce ■■	1.F	LA13	11,579	11,816	13,581	2,253	1,256	1,118	
% reporting	1.F	LA13	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■■ Reasonable assurance for fiscal year 2019

MIDDLE EAST/ASIA/AFRICA			OTHER		
2019	2018	2017	2019	2018	2017
10,024	8,957	6,510	13,346	11,082	12,683
45	34	14	5,641	5,181	5,818
0	0	0	2,713	2,669	2,786
0	0	0	1,953	1,683	2,671
45	34	14	10,307	9,533	11,275
34	241	0	1,556	64	57
0	0	0	558	597	537
6,822	6,261	6,187	917	880	781
3,123	2,421	309	8	8	33
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
2,050	1,712	1,335	8,695	7,727	8,502
7,974	7,245	5,175	4,651	3,355	4,181
20.5%	19.1%	20.5%	65.2%	69.7%	67.0%
79.5%	80.9%	79.5%	34.8%	30.3%	33.0%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
82.9%	82.5%	87.2%	91.9%	94.0%	95.5%
17.1%	17.5%	12.8%	8.1%	6.0%	4.5%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
4.0%	3.5%	3.5%	2.9%	1.3%	0.9%
14.0%	13.8%	14.6%	10.1%	7.8%	7.0%
20.1%	19.2%	18.5%	15.1%	15.6%	15.5%
18.3%	17.4%	16.2%	17.8%	18.5%	17.3%
14.2%	14.2%	14.6%	15.2%	15.9%	15.5%
11.9%	13.5%	13.3%	13.4%	13.6%	13.9%
8.0%	8.8%	8.9%	11.2%	12.1%	12.4%
6.2%	6.3%	6.8%	9.0%	9.1%	11.1%
2.6%	2.6%	3.0%	4.2%	4.8%	5.4%
0.6%	0.8%	0.6%	1.0%	1.3%	1.0%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
1,643	1,564	1,010	5,146	4,033	4,456
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



			REST OF EUROPE			LATIN AMERICA		
GRI			2019	2018	2017	2019	2018	2017
DIVERSITY AND EQUAL OPPORTUNITY								
Proportion of women in workforce ■■	1.F	LA13	21.3%	21.9%	24.2%	15.2%	17.0%	17.3%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in management ■■	1.F	LA13	17.3%	17.1%	16.6%	20.6%	19.2%	17.3%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of apprentices in workforce ⁽²⁾	1.F	LA1	1.2%	1.1%	0.9%	0.3%	0.6%	2.1%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of disabled employees	1.F		0.7%	0.7%	0.7%	0.6%	1.1%	0.5%
Employees under 25 as a% of permanent hires	1.F		13.9%	11.9%	14.4%	14.8%	12.2%	13.9%
Employees over 50 as a% of permanent hires	1.F		18.8%	21.1%	21.1%	8.3%	6.5%	5.1%
STAFF AND JOB MOVEMENT								
No. of permanent hires	1.A	LA2	6,204	6,594	5,862	3,131	1,773	1,199
No. of fixed-term hires	1.A	LA2	2,435	2,516	2,310	7,169	2,010	1,464
Hiring rate	1.A	LA2	16.0%	16.7%	15.0%	65.8%	53.7%	41.3%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Permanent hiring rate	1.A	LA2	71.8%	72.4%	71.7%	30.4%	46.9%	45.0%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of lay-offs ⁽³⁾	1.A		1,019	1,574	1,243	3,016	667	869
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Turnover	1.A	LA2	9.8%	11.5%	9.9%	39.3%	16.8%	21.7%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Voluntary turnover	1.A	LA2	7.3%	7.7%	6.7%	17.7%	6.4%	7.5%
% reporting			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CAREER DEVELOPMENT								
Proportion of workforce trained	1.E	LA10	73.3%	63.8%	61.7%	89.8%	72.5%	72.7%
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of women in trained workforce	1.E	LA10	19.5%	17.4%	17.1%	15.9%	18.4%	18.8%
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Proportion of managers and non-managers in trained workforce:	1.E	LA10						
Managers	1.E	LA10	21.5%	21.6%	20.4%	11.2%	24.2%	19.0%
Non-managers	1.E	LA10	78.5%	78.4%	79.6%	88.8%	75.8%	81.0%
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■■ Reasonable assurance for fiscal year 2019

	MIDDLE EAST/ASIA/AFRICA			OTHER		
	2019	2018	2017	2019	2018	2017
	16.4%	17.5%	15.5%	38.6%	36.4%	35.1%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	20.4%	22.7%	20.4%	29.9%	28.8%	28.3%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	1.4%	1.4%	1.4%	2.9%	2.5%	2.1%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	0.2%	0.3%	0.2%	1.0%	1.1%	1.3%
	12.3%	12.1%	13.3%	11.6%	8.0%	7.5%
	10.0%	6.4%	9.5%	9.5%	9.4%	10.6%
	1,102	840	677	1,985	1,126	790
	703	549	311	944	467	374
	18.0%	16.0%	15.2%	22.7%	14.6%	9.1%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	61.1%	60.5%	68.5%	67.8%	70.7%	67.9%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	171	99	372	383	227	249
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	11.8%	9.0%	13.6%	10.9%	7.9%	6.7%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	9.1%	7.6%	7.5%	7.0%	4.7%	3.8%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	65.6%	56.3%	73.1%	59.8%	55.0%	63.0%
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%
	15.2%	16.0%	16.2%	42.6%	41.5%	37.9%
	92.17%	65.88%	95.07%	96.14%	96.84%	97.09%
	23.8%	22.2%	22.0%	64.3%	69.5%	63.2%
	76.2%	77.8%	78.0%	35.7%	30.5%	36.8%
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%



	GRI		REST OF EUROPE			LATIN AMERICA		
			2019	2018	2017	2019	2018	2017
Total no. of training hours	1.E	LA10	1,091,096	988,462	981,190	392,190	217,719	147,670
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Breakdown of training hours by topic	1.E	LA10						
Business techniques			44.3%	45.4%	50.2%	32.9%	38.8%	41.1%
Quality, safety and environment.			30.2%	30.3%	31.4%	47.3%	34.0%	26.7%
Languages			2.3%	2.3%	3.0%	2.8%	10.3%	7.8%
Management and personnel development			14.1%	15.3%	8.9%	9.2%	9.2%	13.2%
Others			9.1%	6.8%	6.5%	7.7%	7.6%	11.2%
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
No. of training hours per person trained	1.E	LA10	28	28	29	28	43	31
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
No. of training hours per woman trained	1.F	LA10	21	22	24	20	38	31
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Training expenses per hour of training (in €)	1.E	LA10	23	24	29	7	12	14
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Training expenses per person trained (in €)	1.E	LA10	632	671	847	208	490	449
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
WORKING CONDITIONS								
Days of absence per person	1.B	LA7	12	12	12	10	7	9
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
Overtime	1.B	LA7	3.5%	3.8%	4.0%	5.1%	4.4%	3.9%
% reporting			99.39%	100.00%	100.00%	100.00%	100.00%	100.00%
HEALTH AND SAFETY DATA								
Number of fatal accidents (employees)			1	0	0	0	1	0
% reporting			100%	100%	100%	100%	100%	100%
Frequency rate (employees)			3.6	3.72	3.10	5.38	1.84	1.44
% reporting			100%	100%	100%	100%	100%	100%
Severity rate ⁽⁴⁾ (French framework)			0.23	0.12	0.16	0.12	0.10	0.02
% reporting			100%	100%	100%	100%	100%	100%
Severity rate ⁽⁴⁾ (ILO framework)			0.17	0.11	0.11	0.09	0.10	0.02
% reporting			100%	100%	100%	100%	100%	100%
Number of new cases of occupational illness			5	0	0	6	1	3
% reporting			100%	54%	50%	100%	100%	100%

(1) Groupe covers the ENGIE 7 sectors

(2) New formula in 2019.

(3) Excluding contractual terminations

(4) The evolution of severity rates does not include fatalities

(5) 3.4 at 2018 scope (excluding companies integrated in 2019)

■ Reasonable assurance for fiscal year 2019

	MIDDLE EAST/ASIA/AFRICA			OTHER		
	2019	2018	2017	2019	2018	2017
	124,336	171,645	220,215	169,671	153,537	173,206
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%
	31.6%	43.4%	59.3%	39.2%	36.6%	36.8%
	41.3%	32.1%	25.6%	10.1%	12.2%	15.8%
	1.2%	2.1%	1.5%	7.2%	7.3%	10.9%
	12.1%	9.1%	7.2%	20.7%	31.2%	20.2%
	13.8%	13.3%	6.4%	22.8%	12.8%	16.3%
	92.17%	65.88%	95.06%	96.14%	61.92%	97.09%
	21	35	49	23	26	21
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%
	18	28	29	23	25	22
	92.17%	65.88%	95.07%	96.14%	96.84%	97.09%
	18	11	14	77	40	54
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%
	375	385	676	1,752	1,033	1,152
	92.17%	65.88%	95.06%	96.14%	96.84%	97.09%
	10	5	8	12	13	12
	99.44%	68.51%	95.06%	100.00%	96.84%	97.09%
	7.5%	8.7%	9.0%	0.3%	0.2%	0.4%
	99.44%	71.86%	95.06%	100.00%	96.84%	97.09%
	1	0	0	0	0	0
	100%	100%	100%	100%	100%	100%
	1.09	0.48	0.80	1.64	1.09	1.87
	100%	80%	100%	100%	97%	100%
	0.02	0.01	0.04	0.03	0.03	0.07
	100%	80%	100%	100%	97%	100%
	0.01	0.01	0.01	0.03	0.03	0.06
	100%	80%	100%	100%	97%	100%
	0	4	0	1	0	0
	100%	80%	100%	100%	97%	100%



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 Chapter 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).

3.5.2 Environmental management

At the end of 2019, the entities that had implemented an Environmental Management System (EMS) accounted for 72.6% 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 2019	ENGIE 2018	ENGIE 2017
By an EMAS certification	3.08%	2.42%	4.75%
By an ISO 14001 (non-EMAS) certification	58.23%	66%	61.84%
By another external EMS certification	2.88%	2.15%	3.16%
TOTAL EXTERNAL CERTIFICATIONS	64.19%	70.57%	69.75%
By an internal certification (but not by a certified EMS)	8.37%	9.73%	11.92%
TOTAL INTERNAL AND EXTERNAL EMS	72.56%	80.30%	81.67%

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 that 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;
- 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). However, the emission factors for coal can vary greatly depending on the provenance. For this reason, each reporting entity consuming coal provides a factorlocally calculated emission levels. This is also the case for alternative fuels for which it is not possible to use standard emission factors;
- 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, France BtoB, France Networks, and France Renewable Energy;
- for the sake of consistency, the factor for converting thermal energy produced (GW_{th}) into electric power (GW_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 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;
- for the category "Use of sold products" in Scope 3, a change in methodology has been made to exclude sales of natural gas on financial markets and to intermediaries with retroactive effect from 2017. This is also the case for LNG sales on financial markets and to intermediaries with retroactive effect from 2018. In addition, although emissions from sales of coal to end customers have fallen sharply over the last three years, they have been added for completeness with retroactive effect from 2017. Also for the "Use of sold products" category of Scope 3, natural gas sales are expressed in TWh HCV, for Higher Calorific Value, while the emission factors used until 2018 were defined for TWh LCV, for Lower Calorific Value. As this leads to a 10% overestimation of the emissions linked to the use of gas sold to end users, the TWh HCV have been converted into TWh LHV and the data restated accordingly with retroactive effect from 2017;
- emissions of NO_x, SO_x and particulate matters are calculated locally on the basis of measurements. Where it is not possible to measure these emissions, a calculation method is provided for NO_x emissions and standard emission factors based on fuel consumption are used for SO_x and particulate matters. These emission factors are taken from the standards of the US Environmental Protection Agency (US EPA).

3.5.4 Group actions

3.5.4.1 Climate change

Direct emissions

Information presented in this section and in Section 2.2.2 “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 Commercial Code.

By developing a low carbon⁽¹⁾ energy mix 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 2019 was 248.7g CO₂eq./kWh, down 19.6% compared to 2018, and down 43.8% 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 12.2 million tons in one year, from 66.2 tons to 54 million tons, a 18.4% 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 2019	ENGIE 2018	ENGIE 2017
Total direct GHG emissions - Scope 1 ■■	53,952,322 t CO eq.	66,117,396 t CO eq.	89,756,230 t CO eq.
of which CH ₄ emissions	1,726,874 t CO eq.	1,830,192 t CO eq.	2,252,850 t CO eq.
GHG emissions per business unit – energy generation	248.7 kg CO eq./MWheq.	315.3 kg CO eq./MWheq.	363.7 kg CO eq./MWheq.
GHG emissions per business unit – gas storage	0.9 kg CO eq./MWheq.	0.9 kg CO eq./MWheq.	0.8 kg CO eq./MWheq.
GHG emissions per business unit – gas transportation (excluding via LNG tanker)	1.0 kg CO eq./MWheq.	1.1 kg CO eq./MWheq.	1.7 kg CO eq./MWheq.
GHG emissions per business unit – LNG terminals	0.8 kg CO eq./MWheq.	1.8 kg CO eq./MWheq.	2.3 kg CO eq./MWheq.
GHG emissions per business unit – gas distribution	3.4 kg CO eq./MWheq.	3.2 kg CO eq./MWheq.	2.8 kg CO eq./MWheq.

■■ Verified by the Statutory Auditors with “reasonable” assurance for 2019

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 the construction of a perimeter 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 67.3% in 5 years, from 32.7% to 54.8% in 2019.

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 2019	ENGIE 2018	ENGIE 2017
Indirect emissions related to energy ("Scope 2")	2,518,487 t CO eq.	2,912,586 t CO eq.	3,576,861 t CO eq.
Indirect emissions related to power consumption ⁽¹⁾	1,438,826 t CO eq.	1,853,696 t CO eq.	2,602,395 t CO eq.
Indirect emissions related to the consumption of steam, heating or cooling ⁽¹⁾	1,079,661 t CO eq.	1,058,890 t CO eq.	974,466 t CO eq.
Other indirect GHG emissions ("Scope 3")	126,317,314 t CO eq.	133,060,132 t CO eq.	145,527,966 t CO eq.
Upstream fuel chain (energy-related emissions not included in the "direct GHG emissions" and "indirect energy-related GHG emissions" categories)	20,179,995 t CO eq.	23,368,440 t CO eq.	25,616,434 t CO eq.
Investments (GHG emissions from power plants consolidated under the equity method)	28,862,010 t CO eq.	30,732,680 t CO eq.	9,847,667 t CO eq.
Use of products sold (fuel sales to third parties, market sales excluded)	60,599,653 t CO eq.	68,796,400 t CO eq.	3,301,942 t CO eq.
Purchased products and services	13,685,097 t CO eq.	6,812,253 t CO eq.	27,896,370 t CO eq.
Capital equipment	2,990,558 t CO eq.	3,350,358 t CO eq.	78,865,553 t CO eq.

(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 2019 (see Section 3.11).

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 2019, renewable energy accounted for

close to 19.5 GW of installed electric equivalent, representing 29.5% of the total capacity directly operated by the Group.

Indicator title	ENGIE 2019	ENGIE 2018	ENGIE 2017
Renewable - Net installed power (electric and thermal) ■■	19,512 MW _{eeq.}	18,094 MW _{eeq.}	16,812 MW _{eeq.}
Share of renewable resources in installed capacity	29.5%	27.8%	24.5%
Renewable - Electricity and heat produced ■■	71,496 GW _{heeq.}	66,325 GW _{heeq.}	58,985 GW _{heeq.}
Energy produced – share of large hydropower	71.5%	76.2%	75.4%
Energy produced – share of small hydropower	1.2%	1.5%	1.4%
Energy produced – share of wind	14.5%	9.2%	9.9%
Energy produced – share of geothermal	0.19%	0.19%	0.14%
Energy produced – share of solar	3.1%	2.6%	1.2%
Energy produced – share of biomass and biogas	9.6%	10.3%	12.0%

These capacities correspond to the scope of the environmental reporting specified in Section 3.5.3 (excluding equity-accounted and non-controlled facilities).

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2019.

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 2019	ENGIE 2018	ENGIE 2017
Primary energy consumption - total (excluding own consumption) ■■	337,596 GWh	330,656 GWh	445,327 GWh
Share of coal/lignite	11.54%	20.89%	24.55%
Share of natural gas	41.72%	44.56%	40.11%
Share of fuel oil (heavy and light)	0.71%	0.74%	0.99%
Share of uranium	36.37%	24.48%	26.90%
Share of biomass and biogas	5.73%	5.77%	4.57%
Share of other fuels	3.25%	3.28%	2.63%
Share of fuel in transport	0.68%	0.29%	0.25%
Electricity and thermal energy consumption (excluding own consumption) ■■	8,075 GWheeq.	9,124 GWheeq.	9,503 GWheeq.
Energy efficiency of fossil fuel plants (including biomass/biogas) ■■	44.9%	44.2%	43.4%

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2019 (see Section 3.11).

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 19 to Section 6.2.2 "Notes to the consolidated financial statements".

Indicator title	ENGIE 2019	ENGIE 2018	ENGIE 2017
Radioactive gas emissions			
Rare gases	35.1 TBq	54.4 TBq	34.0 TBq
Iodines	0.02 GBq	0.03 GBq	0.01 GBq
Aerosols	0.26 GBq	0.26 GBq	0.34 GBq
Radioactive nuclear waste (low and medium level)	149 m ³	204 m ³	178 m ³
Radioactive liquid wastes			
Beta and Gamma emitters	17.21 GBq	22.77 GBq	20.56 GBq
Tritium	65.1 TBq	84.8 TBq	55.7 TBq

The risk factors relating to nuclear power are presented in Section 2.2.5 "Industrial Risks".

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 2019, ENGIE was awarded a B rating by the CDP Water Disclosure program, in real progress from 2018.

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 2019, 33 sites were located in areas with extremely high water stress (4.5% 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 6 out of the 33 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 61.4% reduction in freshwater withdrawals from its power generation business since 2012.

Indicator title	ENGIE 2019	ENGIE 2018	ENGIE 2017
Fresh water			
Total withdrawal	2823 Mm ³	2717 Mm ³	2793 Mm ³
Total discharge	2755 Mm ³	2642 Mm ³	2680 Mm ³
Non-fresh water			
Total withdrawal	5636 Mm ³	7603 Mm ³	8685 Mm ³
Total discharge	5611 Mm ³	7594 Mm ³	8672 Mm ³
Total consumption	93.3 Mm ³	85.3 Mm ³	124.9 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 released in 2017. 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 76% for non-hazardous waste and 31% for hazardous waste in 2019. 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 2019	ENGIE 2018	ENGIE 2017
Total quantity of non-hazardous waste and by-products discharged (including sludge)	3,192,173 t	2,723,905 t	2,773,419 t
Fly ash, reflows (residues from the purification of incineration fumes from household waste)	1,642,912 t	1,509,757 t	1,709,087 t
Ash, bottom ash	677,893 t	645,597 t	503,592 t
Desulfurization by-products	120,757 t	180,478 t	191,522 t
Sludge	18,828 t	19,500 t	20,576 t
Driftwood	5,305 t	8,888 t	7,331 t
Total quantity of non-hazardous waste and by-products recovered (including sludge)	2,432,929 t	2,315,236 t	2,255,802 t
Total quantity of hazardous waste and by products discharged (including sludge and excluding radioactive waste) ■■	52,893 t	43,174 t	386,783 t
Total quantity of hazardous waste and by products recovered (including sludge and excluding radioactive waste) ■■	16,377 t	11,953 t	52,203 t

■■ Verified by the Statutory Auditors with "reasonable" assurance for 2019.

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 2019	ENGIE 2018	ENGIE 2017
NOx emissions	50,408 t	60,412 t	92,209 t
SO ₂ emissions	129,026 t	118,291 t	159,623 t
Fine particle emissions	4,544 t	4,873 t	7,353 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 plane⁽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	ENGIE 2019	ENGIE 2018	ENGIE 2017
% of relevant revenue covered by an environmental risk prevention plan	80.2%	87.6%	83.2%
% of relevant revenue covered by an environmental crisis management plan	85.1%	88.4%	87.7%

The 10 complaints registered in 2019 did not give rise to an obligation to pay compensation. One complaint concerns a problem of odor nuisance for the neighborhood, 2 are related to a construction site but no damage was finally confirmed, 7 were addressed to ENGIE by private individuals for nuisances related to the operation of wind turbines (noise, stroboscopic effect, falling of ice chunks). The Group actively monitors these data and implements actions to further reduce them.

In 2017, local residents brought 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 (Chile). ENGIE has not yet received a notification. The Group has implemented measures to contain the growth of such algae.

In 2019, environmental expenses (investments and current operating expenses related to environmental preservation) amounted to more than €466 million.

(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.

Indicator title	ENGIE 2019	ENGIE 2018	ENGIE 2017
Environment-related complaints	10	24	13
Environment-related convictions	1	0	1
Amount of compensation (in € thousands)	13 k€	0 k€	0 k€
Environmental expenditure (in € thousands)	466,365 k€	406,428 k€	396,731 k€

3.5.4.10 Noise pollution

Any industrial activity is a source of noise pollution. In order to reduce these impacts, 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 authorizations 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 €1 billion in 2019 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 2019, nine years after it was created, the ENGIE Rassembleurs d'Énergies fund had invested in 20 companies active on four continents: Europe, Africa, Asia and Latin America – and in around 20 countries. These companies cover 13 sustainable development targets through a broad range of technologies that respond to the

problem of energy access and help to reduce fuel poverty: energy efficiency in social housing and the circular economy in Europe, decentralized electrification through individual or collective solar power systems and access to clean cooking solutions, particularly with biogas solutions, in emerging countries. The companies in the portfolio currently provide power to more than 4 million recipients and employ more than 5,000 people worldwide. More than 20,000 employees have invested in the ENGIE Rassembleurs d'Énergies fund.

ENGIE Rassembleurs d'Énergies has thus invested €32 million in own funds, including €6 million in 2019 alone, having studied more than 150 opportunities. The ENGIE Rassembleurs d'Énergies fund was B.Corp certified in 2019 for a renewable period of three years. The fund's solidarity assimilation was renewed in 2019, due to the fact that the Ministry of the Ecological and Solidarity Transition took into account the corporate object of companies outside France and their real impact on the improvement of the living conditions of beneficiaries. This provision enables the fund to maintain its status and manage the solidarity savings of Group employees.

3

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 2019 to be covered by such a mechanism, 74% were covered by the end of 2019.

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.

In 2019, the Group continued its partnerships with Emmaüs 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. ENGIE thus supported home improvement projects carried out by Emmaüs through material donations (office equipment, vehicles, etc.) but also by making available its expertise in the energy field (energy and water testing, energy performance works, etc.). In addition, awareness-raising actions to control energy demand have been set up with populations helped by Emmaüs.

3.6.3 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 2019, 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 2019, around 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 will have paid out €100 million in the period 2014-2020 to renovate 250,000 homes.

ENGIE has created a network of mediation partners with over 120 customer assistance centers throughout the country as of the end of 2019. 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, departments and associations. Some 100 ENGIE solidarity advisers are also dedicated to processing requests from social workers. In 2019, those advisers responded to approximately 300,000 requests from social services.

The ISIGAZ (Information Sécurité Intérieure Gaz) program set up by GRDF aims to inform and educate customers who are tenants of social housing located in "Politique de la ville" (City Policy) neighborhoods about gas safety and how to save energy.

The ISIGAZ program was terminated at the end of 2018 (end of SPC), but more than 2,700 families were informed in 2019 in order to complete the local agreements that had been signed previously. In total, since the launch of ISIGAZ in 2006, more than 337,000 families have been educated and more than 52,000 connectors for cooking appliances have been installed.

In addition, since 2015, GRDF has deployed a program called CIVIGAZ, in partnership with the Fondation Agir Contre l'Exclusion (Action Against Exclusion Foundation). This program also aims to inform and educate customers on gas safety and how to save energy regardless of their occupancy status (tenant or owner) and regardless of the type of neighborhoods in which they reside (City Policy neighborhoods or not). The focus is on areas of concern that are determined in consultation with local authorities. It is deployed by associations that recruit and support civic service volunteers. In 2019, nearly 4,000 families were informed through the work of 43 young people. In total, since the launch of CIVIGAZ in 2015, nearly 55,000 families have been informed thanks to more than 700 civic service volunteers.

As part of its ENGIE Volunteers Program (EVP) initiated by the CSR Department, ENGIE supports and coordinates the internal NGOs of the Group for missions allowing access to energy for populations in difficulty.

Energy Assistance, a non-profit association, was created in Belgium in 2001 by ENGIE's employees. On this model, Energy Assistance France was founded in 2005, then Energy Assistance Italia and Energy Assistance Monaco were founded in 2011. The objective of these four associations is to put the skills and know-how of their members, active or retired from the Group, supported by the Group's technical means, at the service of humanitarian projects intended for populations who do not have access or have very limited access to essential energy services on all continents.

Since its creation, Energy Assistance has carried out 371 projects which have contributed to the access to electricity of more than 3.8 million people. In 2019, Energy Assistance finalized 20 projects thanks to 50 volunteers representing 700 volunteering's days, mainly for projects of electrification by photovoltaic panels of buildings (schools or health centers) in Africa.

Since its creation, Energy Assistance France has carried out 147 projects in 36 countries benefiting more than 1.5 million people. In 2019, Energy Assistance France carried out 23 projects which mobilized 37 volunteers, mainly projects of electrification by photovoltaic panels of school and health buildings in Burkina Faso and Madagascar.

Energy Assistance Italia and Monaco carry out or finance a smaller number of projects.

For more information, refer to the websites of the various Energy Assistance associations

3.6.4 ENGIE Corporate Foundation

The ENGIE Foundation's mission is to "contribute the energy of the possible", i.e. to stimulate and fund the most useful, necessary and ambitious projects in a world facing many challenges: global warming, migration crises, preserving biodiversity, access to energy for all, and combating poverty.

Since its creation in 1992, the Foundation has supported 1,000 projects, associations or institutions. Since 2010, it has prioritized the funding of projects in three areas: childhood and youth in distress, access to sustainable energy for all and protecting biodiversity, particularly projects led by women. The Foundation also supports emergency aid initiatives for refugees.

The Foundation is managed by a Board of Directors, comprising 22 directors: 12 representatives of the ENGIE Group, founder of the Foundation, and 10 external representatives. Project applications are

submitted for the opinion of two selection committees, one in France and one in Belgium, which meet twice a year. The committees examine and approve financial sponsorship projects for amounts of less than €150,000, and also assess and follow them up. They are made up of Group experts and qualified individuals who contribute their expertise and enrich the committees' discussions. The two committees obtain concrete and measurable results.

The ENGIE Foundation has established a multi-year program (2015-2020) for €29 million. In 2018-2019, the Foundation supported 117 projects with more than 485,000 direct or indirect beneficiaries. Of these projects, 73% were dedicated to children and 23% to access to energy and biodiversity, with the remaining 4% devoted to supporting women and female leadership. The following flagship initiatives took place in 2019:

- support for the Schools, Lights and Rights program, which has enabled a million children to learn about their civil rights in the Democratic Republic of the Congo;
- support for awareness-raising initiatives for the general public carried out by the Surfrider association on the issue of aquatic waste;
- the financing of a “Clean water, healthy child” project based on hygiene, soil remediation and environmental education, to improve the health of more than 5,600 children and indirectly benefit more than 17,000 people on the Paracatu site (Brazil), thanks to the mobilization of technicians from the ENGIE solar power plant under construction;

- the funding of a house located in Gérard Marchant hospital in Toulouse to welcome and support cancer patients undergoing treatment or after treatment, managed by the National Anti-Cancer League of Haute-Garonne;
- the co-funding of a hygiene and care center dedicated to homeless women managed by Samu Social in Paris (12th *arrondissement*) providing reception and social and medical support for 200 women per year;
- the co-financing of an essential services unit powered by a floating tidal turbine producing 100 MWh per year, directly benefiting 3,000 villagers from Loubassa on the Congo River (Congo).

For more information, please see the Foundation’s website: <https://fondation-engie.com/>

3.7 Purchasing, Subcontracting and Suppliers

3

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;
- **a 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 three 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, 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 supplies 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 BUs, 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 Ethics and Compliance

The Group's senior executives, particularly the Chief Executive Officer, the General Secretary and all other members of the Executive Committee, drive and oversee the Group's ethics and compliance policy and ensure that it is properly applied.

A strong message of "zero tolerance" with respect to all forms of fraud and corruption is regularly communicated by the Chief Executive Officer. The same message is conveyed by all managers at all Group levels.

ENGIE's principles of action are based on international standards, in particular those aimed at combating corruption and fraud, protecting human rights and protecting personal data.

The Group has taken a proactive stance in the fight against corruption by joining the United Nations Global Compact – the tenth principle of which relates to combating corruption – and the French chapter of the NGO Transparency International.

ENGIE implements an ethics and compliance program structured around the following pillars:

3.8.1 Organization and structure

Ethics and compliance within the Group are overseen by the Board of Directors via its Ethics, Environment and Sustainable Development Committee (EESDC).

The Compliance Committee assesses the handling of ethical incidents and monitors the process for updating the Group's ethics and compliance framework. Chaired by the Group's General Secretary, the Committee consists of the Group Internal Audit Director, the Group Internal Control Director, the Group Legal Director, and the Group Ethics, Compliance and Privacy Director.

Reporting in functional terms to the General Secretary within the Legal Department, the Group Ethics, Compliance and Privacy Department manages the integration of ethics into the Group's strategy, management and practices. It proposes ethics and compliance policies

and procedures for the Group and works with all organizational levels to help implement them. Since 2018, the Group Ethics, Compliance & Privacy Department has expanded its scope of intervention to become the competent department for all issues requiring the establishment of a compliance procedure.

The Group Ethics, Compliance and Privacy Department is thus responsible for personal data protection, export controls and embargoes, interest representation and trade secrets. It coordinates the implementation of the Group's vigilance plan (see Section 3.9) and deals with whistleblower reports arising under the Group procedure which it manages. The Ethics, Compliance and Privacy Department leads the network of Ethics & Compliance Officers and Data Protection Managers throughout the Group.

3.8.2 Risk assessment

The assessment of ethical risks is included in the Group's risk analysis process (Enterprise Risk Management or ERM). Five ethical risks have been identified: corruption; human rights violation; failure to take account of competition law and/or embargoes; fraud; and lack of ethics management. These are reported via a reporting tool. The Group's risk analysis approach also includes the risk related to the handling of

personal data and the risk of non-compliance with the GDPR (General Data Protection Regulation). The process for assessing corruption risks, human rights violation risks and data privacy risks uses a common analysis methodology for all BUs (a self-diagnostic scorecard on corruption risk, a checklist regarding human rights violations risk and guidelines on the assessment of the risk of personal data breaches).

3.8.3 Reference texts

ENGIE's ethics and compliance policy aims to develop an ethics culture and practice based on:

- the **Ethics Charter**, which establishes the general framework for the professional conduct of every employee. It specifies ENGIE's four fundamental ethical principles. It also describes the Group's ethics and compliance organization;

- the **Practical Guide to Ethics** relating to the day-to-day application of ethics. It includes the Group's decision to refrain from any financing of political activities, including in countries where such funding is authorized and regulated by law.

These two documents apply to all Group employees and are shared with external stakeholders.

The “Integrity” reference system is a collection of policies and procedures for preventing fraud, corruption and influence peddling. In 2019, policies on business consultants and the entire ethical due diligence field and procedures, related to the duty of vigilance (stakeholders, corporate patronage, charitable giving, suppliers, and business consultants) were revised.

The “Human Rights” reference system and policy comprise ENGIE’s commitments to respect internationally-recognized human rights and specify the operational processes for analyzing and managing risks so that the Group can be vigilant about the impact of its activities on the human rights of all individuals. The referential and policy are the cornerstones of the human rights component of the Group’s vigilance plan.

The “Ethics Compliance” reference system sets out how the Group implements the Group ethics and compliance programs and measures compliance. It also includes the Group’s procedures for complying with rules on embargoes and export controls, competition law and personal data protection. The requirements of European Regulation 2016/679 on personal data protection are contained in the Group’s personal data protection policy, rolled out in 2017. These requirements resulted in the

definition and implementation of procedures and reviews, maturing in 2019, which are being pursued by the integration of privacy by design currently under way. Lastly, on January 1, 2019, new guidelines were rolled out within the Group relating to the identification of weak signals in the area of ethics.

Codes of conduct are used to apply ENGIE’s ethics commitments to business practices and operations. The codes of conduct include, for example, the “Ethics of Business Relationships: Governing Principles”, the “Code of Conduct in Supplier Relations,” and the “Code of Conduct on Lobbying”. Finally, with regard to interest representation, the Group has had a simple reporting procedure and tool in place since 2017, so that all of the entities concerned can comply with their legal obligations, particularly with regard to the reporting obligation to France’s High Authority for Transparency in Public Life, pursuant to the law on “transparency, the fight against corruption and the modernization of economic life” (Sapin 2 law).

These documents are available on the website via the following link: www.engie.com.

3.8.4 Whistleblowing and reporting of ethics incidents

The Group’s new whistleblowing policy was defined in 2017. It includes the legal requirements of Sapin II and those of the law on the duty of vigilance. On July 1, 2018, a new procedure for collecting alerts was set up at the central level, via the email address ethics@engie.com, together with a dedicated telephone number, both of which are outsourced to an external service provider in charge of the two whistleblowing channels. This new procedure was opened to all of the Group’s staff worldwide on January 1, 2019. Alerts may be received in several languages and the service is available 24/7. The Group’s whistleblowing system is an addition to the Group’s other reporting routes, which enable any

employee, as well as any person outside the Group, to report suspicions of or actual breaches of ethics rules. In 2019, 183 referrals were made within this framework.

Ethical failures are monitored using the *INFORM’ethics* reporting tool, which has been rolled out in the BUs and Corporate... It covers seven areas: accounting and financial integrity, conflicts of interest, social responsibility and human rights, business ethics, confidential information, the protection of intangible assets, and data privacy. In 2019, 282 incidents were reported (218 in 2018, 199 in 2017).

3.8.5 Training and awareness

The Group conducts a series of awareness campaigns and training programs: these include mandatory awareness seminars on fraud and corruption risk for all new Group managed roles (GMRs) (86% of GMRs took part in 2019), for members of the BU Executive Committees and for members of the ethics and compliance networks. The training for purchasers from the purchasing line (see also Section 3.7 “Purchasing, subcontractors and suppliers”) has changed to include all the challenges associated with fraud and corruption risk and duties of vigilance. A new e-learning module competition law has been rolled out across the entire Group, and training on institutional relations in France has been

implemented. Training for Data Protection Managers and training in human rights continued in 2019.

Awareness-raising through videos continued in 2019 (gifts, invitations, corruption, whistleblowing, human rights, conflicts of interest) for all of the Group’s employees. The Group also provides all BUs, entities, métiers and NewCorp functions with training modules that can be tailored to employees based on their exposure to ethical risks, particularly the employees most exposed to corruption risk. An automatic reporting system for distance training has been established throughout the Group.

3.8.6 Controls and certifications

The monitoring of the implementation of the ethics and compliance policy is based on an annual compliance procedure and a dashboard of some 15 indicators (including the dissemination of ethics documentation, training, and the implementation of ethics policies).

At each organizational level, the Ethics & Compliance Officers produce an annual report on the work and progress accomplished by their entity in this area. This report is submitted to the relevant supervising entity and accompanied by a compliance letter from the manager certifying his

or her commitment to the application of the ethics and compliance program within the organization for which he or she is responsible. At the start of the year, a bilateral assessment of the activities and risks of each BU is carried out by the Ethics, Compliance & Privacy Director. The consolidated annual report resulting from this process is submitted to the Group’s Executive Committee and to the Ethics, Environment and Sustainable Development Committee.

Key controls aimed at ensuring compliance with the Group's ethics and compliance reference texts are incorporated into the INCOME internal control program. This compliance procedure is part of a broader control procedure: a control of different policies is incorporated into each audit campaign, and there are annual internal control campaigns on the implementation level of ethical, embargo and data privacy policies.

Internal audits are performed to assess the effective implementation of the policies and of the GDPR compliance program and, where applicable, define areas for improvement.

The Group is also engaged in external audits of its ethics and compliance framework. In 2015, the Group was awarded anti-corruption certification by Mazars, an accounting and auditing firm, and by ADIT, a

business intelligence firm. In 2018, the Group obtained ISO 37001 certification for its anti-corruption management systems, which was renewed in 2019. This certification was delivered by ETHIC Intelligence, a certification agency specializing in the certification of corruption prevention programs which abides by the requirements of the ISO/IEC 17021-1 & 9 standard.

The certification audit was carried out at the ENGIE Group level and at several operating entities, a scope that covers all of the Group's activities, both geographically and in terms of the occupational sectors. In this context, in 2019, a certification control audit was carried out on all of these activities, also concerning new entities, and the Group's certification was confirmed.

3.9 Vigilance Plan

This section summarizes the ENGIE Group's Vigilance Plan and reports on its operational implementation ⁽¹⁾.

The vigilance plan covers all the measures established by ENGIE SA to prevent for its activities and those of its controlled subsidiaries (pursuant to Article L. 233-1 of the French Commercial Code), serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment according to its ethical and social responsibility commitments. The Group's adherence to international

standards on human rights, including the health and safety of persons and the environment is the minimum basis for commitments that the Group intends to apply wherever it operates.

The plan is based on the different processes to identify and prevent the Group's risks specific to each issue or scope of vigilance, and which have already been deployed over several years, and on a common alert system. Completely backed by the ethics organization, it benefits from steering, governance and dedicated monitoring.

3.9.1 Identification and management of the risks of serious harm to individuals and the environment

The Group exercises vigilance through different policies that cover all the issues described in the plan, and regular procedures to identify and assess risks, determine goals and follow-up processes and evaluate their effectiveness.

The 300 ethical due diligence procedures carried out in 2019 by ENGIE's safety department and the 92 due diligence procedures carried out by external providers all involve a study relating to breaches or suspected breaches of rules on human rights, health and safety and the environment.

Prevent and manage the risks related to human rights

The major risks of negative impacts on the human rights of any individual due to the Group's activities are related to the fundamental rights of workers (health and safety at work, freedom of association, non-discrimination, interdiction of forced labor and child labor, working hours, housing conditions for workers), the rights of local communities (consequences for health and living conditions of local communities, displacement and rehousing of populations), the security of employees and sites (practices of private and public security forces, safety of employees in at-risk countries) and the practices of partners and suppliers (as conditions of energy supply or practices of commercial partners in the projects).

The Group's human rights policy, adopted in 2014, specifies the Group's commitments and provides for regular processes to identify and manage risks so that each entity ensures compliance in their activities and commercial relations. In particular, every year, the entities must assess their activities with regard to their impact on human rights, via a dedicated questionnaire (ERM process), as well as any new business activity (dedicated questionnaire aimed at identifying the risk factors specific to the activity considered, relating to the country, the activity, the presence of vulnerable populations, the products/services used, and business relations). Business partners and suppliers are also subject to ethical due diligence procedures, explicitly including human rights. The monitoring of the application of these processes is incorporated into the ethics compliance report (quantitative indicators) and into the internal control system.

In 2019, six BUs were regarded as having strong related human rights risks, either because of their country of activity or their type of activity.

At the operational level, the specific risks identified are the subject of specific action plans (for examples of responses, please refer to the website dedicated to the Vigilance Plan). At the Group level, the risk identification tools were refined in 2019 to take its new activities into account. Face-to-face training on the Group's human rights approach was developed. A new e-learning module on human rights for all employees was launched.

(1) More detailed information on the Vigilance Plan and its implementation is available on the Group's website at: <https://engie.com/ethique-compliance/plan-vigilance>

The Purchasing reference system, which included an ethics and vigilance clause, was reinforced in 2019 through the updating of the Code of Conduct for relations with suppliers to incorporate the requirements of the conventions of the International Labor Organization on fundamental workers' rights. Emphasis was also placed on measures to combat discrimination against discrimination and harassment of anyone working within the Group, including the staff of its subcontractors.

Prevent and manage the risks related to the health, safety and security of individuals

The health, safety and security risks mapping includes, on one side, the risks of damage to the health, safety and security of individuals working for the Group, employees, temporary workers and subcontractors and, on the other side, the risks related to the Group's industrial assets or those which the Group maintains and/or operates on behalf of customers, which could generate risks for individuals working for the Group or for residents living near these industrial assets.

Annual reviews are carried out on the identification of the risks arising from the Group's activities, their assessment and the follow-up of the treatment action plans. The ENGIE Group has developed control processes to ensure the implementation of actions and the achievement of objectives⁽¹⁾. A comprehensive health and safety report is presented annually to the Executive Committee and the EESDC.

In 2019, actions aimed at reducing the accident frequency rate work were continued. A specific "No Life At Risk" program was deployed within the Group to strengthen the culture of safety among employees and subcontractors, and the commitment to implement the Group's basic rules intended to prevent serious or fatal accidents, particularly compliance with the Group's Life-Saving Rules, the identification and control of risks, the identification and treatment of situations and events with high potential severity, work shutdowns if safety conditions are not gathered met (see also, for further details, Section 3.4.6 "Health and safety policy").

These various provisions were supplemented in 2019 with:

- a communication campaign to strengthen the risk analysis of the activity just before starting it, in order to manage the risks more effectively (last minute risk assessment);
- a review of training of managers aimed at strengthening their leadership in health and safety: the training was supplemented in particular with various tools available to managers, employees, temporary workers and subcontractors to prevent serious and fatal accidents;
- the deployment of an e-learning system for anchoring rules in memory@.health-security-safety fundamentals for all company employees;

- the establishment of a rule dedicated on the promotion of a fair health and safety culture, intended to reinforce virtuous behavior, in particular proposals for technical or organizational changes, and to establish a system of sanctions proportionate to the severity of the discrepancies observed.

The Group has a policy to protect individuals from malicious acts, whether they are employees or subcontractors at the sites at which they normally work, or employees on a mission or expatriates. The prevention and protection measures are adopted on the basis of the criticality of the geographic region in which the individual is located. This criticality is continually assessed in collaboration with local authorities (see also Section 2.8 "Social and societal risks").

Preventing and managing environmental and societal risks

The environmental risks identified by the Group are related to Water (scarcity of the resource and pollution in the event of discharge), Biodiversity (degradation of ecosystems), Air (emission of atmospheric pollutants), Soil (soil pollution) and Waste (pollution and waste treatment). These local environmental risks are identified annually at the sites level and allow a list of sites "at risk" to be established.

In addition to these local risks, ENGIE takes into account global risks, in particular the climatic risk. (Cf. Section 3.1). From a societal point of view, the risks analyzed are the impact of activities on local communities and their social consequences.

The Group's CSR Policy⁽²⁾ guides the vigilance process with regard to environmental and social matters. Environmental and societal risks are analyzed periodically at every level of the company. CSR analysis criteria make it possible to identify risks, such as climate change, biodiversity, air, water, and soil and take them into account before starting projects. In collaboration with the local stakeholders, each industrial site identified as being "at risk" draws up an action plan that includes all of these environmental aspects. From a societal point of view, risks analyzed are the activities' impact on local communities and their social consequences. The Group's CSR policy aims to institute action plans at various levels to avoid, reduce, and if necessary, offset the environmental and societal impacts of the Group's activities. This policy is deployed in each BU, subsidiary, and site. Its implementation is monitored through goals and action plans that are reviewed every year. This review process enables us to make sure our obligations, with respect to environmental and societal vigilance, are properly satisfied.

In 2019, the monitoring of the implementation of the action plans at sites presenting a potential environmental risk was included in the environmental reporting. The BUs with industrial sites have all contributed. Approximately 20% of the sites are subject to action plans. Furthermore, 53% of industrial activities were covered by an appropriate mechanism for dialogue with stakeholders. And in collaboration with the departments responsible for major projects and training, the CSR Department trained business developers and project managers of 6 entities/business units to its methodology of dialogue with the stakeholders in their activities. In addition, the CSR Department supports the operational teams in their dialogue processes on a daily basis. For more information: <https://www.engie.com/analystes-rse/gouvernance/devoir-de-vigilance-des-risques-environnementaux-et-societaux/>

(1) Such as health and safety discussions held at each Executive Committee meeting, a reporting system of indicators dedicated to the health and safety of its employees and that of subcontractors working on its sites, and annual performance reviews with the Group's various BUs.

(2) For more details on this policy, see Section 3.2 "Societal responsibility".

Prevent and manage risks related to energy supply

The social and environmental risks related to the Group's energy supply (coal, biomass, natural gas and LNG) have been identified as a specific issue of vigilance for the Group. They are managed directly by the Global Energy Management (GEM) BU, which has partially identified the risks specific to each of its activities (by energy source, by country, etc.) as well as the relevant players and the responses to address these risks, particularly through existing sector initiatives. A CSR strategy was formalized to meet these challenges, with specific action plans per energy source.

In 2019, within the GEM BU, the governance structure was strengthened in 2019 to ensure that the duty of vigilance is included in decision-making processes and the supply chain risk assessment approach was systematized. A new strategy focused on the social and environmental aspects was also developed.

Prevent and manage the risks related to non-energy purchases

The Group procurement Governance, the document governing the management system, was revised in 2019 to strengthen the role of the Chief Procurement Officer of the BU, particularly with regard to ethics. On this basis, an analysis of ethical risks must be carried out in each BU, taking into account the occupational sectors, procurement categories and spend, organizations and projects. The rotation of the individuals in the Purchasing function engaged in the supplier relationship is encouraged.

Risk prevention also takes place through the implementation of three operational processes, "Manage the Purchase categories", "Buy & Supply" and "Manage the supplier panel", the management system of the non-energy purchases incorporates the requirements related to human rights, health and safety at work, ethics and the environment.

The prevention plan under the duty of vigilance is implemented through the Purchasing Process by following the following key steps:

- analysis of risks and opportunities by Purchasing category and by country (amended in 2019 with our partner EcoVadis);
- associated management plan (qualification and selection criteria for preferred suppliers, need for an audit, due diligence, supplier data accessible via the Procurement Information Center, etc.);
- incorporation of contract clauses on ethics, GDPR, etc.;
- measurement of the performance delivered by the suppliers and related improvement plans.

In addition, the partnership launched in late 2018 with an external provider (ECOVADIS) was extended in 2019 to assess the CSR impact of the Group's 250 preferred suppliers in four areas (Environment, Work and Human Rights, Ethics and Sustainable Purchasing). In June 2019, the CSR assessment of suppliers was extended to the Major Suppliers of the BUs to cover a panel of around 1,400 existing suppliers in nearly 70 countries and representing a significant portion of expenditure.

Alongside the assessment of the suppliers, the partner ECOVADIS created a risk map covering all of the Group's purchasing categories. This risk mapping confirmed that six purchasing categories were high risk, with all areas combined: engineering and turnkey installation, wind power, lighting, construction and civil engineering, industrial piping and steel structure, mechanical equipment and services. This risk matrix, together with a set of recommendations, enables selection criteria and means of limiting risks to be defined for new suppliers.

Lastly, as the assessment of the Group's new preferred suppliers is automatically implemented during the tender phase, the Group can carry out the pre-requisite full due diligence procedure before contract signature.

3.9.2 Alert mechanism and collection of alerts

In the context of the application of the Sapin 2 law and the law on the duty of vigilance, in 2018 the Group deployed a new alert system common to the entire Group and defined a new policy on whistleblowers. On January 1, 2019, information about this alert system was specifically communicated to all employees via a mailing, videoscribing and poster campaign, with particular visibility on the Group's website, and was presented to the employee representative bodies via the existing committees at Group level, such as the European Works Council.

This system⁽¹⁾ is open to all employees, both permanent and temporary, and to all its external stakeholders, and covers all the vigilance issues.

An alert can be issued, anonymously or not, via email (ethics@engie.com) or a free telephone call. It is received by an external service provider that transmits the report anonymously to ENGIE for processing.

In 2019, 183 alerts were received via the system, 96 of which concern subjects related to the duty of vigilance ("social responsibility and human rights category"). Most of these alerts concern allegations relating to the interpersonal relationships between employees or bullying.

(1) For more information on the system, please see: <https://www.engie.com/ethique-et-compliance/notre-approche/dispositif-alerte-2/>

3.9.3 Steering, governance and follow-up of deployment of the plan

Steering and follow-up at the highest corporate level

The Group has set up monitoring and global coordination at the highest level to ensure that it can meet the law's objectives in an effective and coordinated way. The Group's vigilance plan was validated by the Group's Executive Committee on January 22, 2018, which entrusted management to the Ethics, Compliance & Privacy department, under the responsibility of the General Secretary. A report on the effective implementation of the plan is presented annually to the EESDC of the Board of Directors. Coordination and deployment of the plan is monitored by a specific, groupwide committee⁽¹⁾ whose mission is to ensure an effective ENGIE SA process for the Group, to successfully disseminate the plan and to increase awareness among the entities, as well as to facilitate the feedback of information for the legal reporting requirement. In addition, each entity must ensure that the Vigilance Plan is known and properly rolled out at its level and within its direct and indirect subsidiaries. The monitoring of these actions by the entities is included in the annual compliance report.

Stakeholder relations

The plan and the progress made in its implementation are presented and regularly discussed with the employee representative bodies via the existing committees at Group level, such as the European Works Council, and moreover, the EESDC, and the Board of Directors. At the local level, the entities were also specifically asked to present the vigilance plan and the legal obligations to their employee representative organizations.

Such as health and safety discussions held at each Executive Committee meeting, a reporting system of indicators dedicated to the health and safety of its employees and that of the subcontractors working on its sites, and annual performance reviews with the Group's various BUs.

⁽¹⁾ The monitoring committee is composed of the four main sectors concerned by the operational implementation of the plan: the Ethics, Compliance and Privacy Department and the Corporate Social Responsibility Department, which co-chair the committee, the Global Care Department and the Sourcing Strategy and Purchasing Department; the Legal, Audit and Internal Control support functions; and the BUs considered to be the greatest risk in terms of vigilance: MESCOT BU, Asia-Pacific BU, Latin America BU, GEM BU and UK BU.

3.10 Independent third party's report on consolidated non-financial statement presented in the management report

Year ended December 31st, 2019

To the General Assembly,

In our quality as an independent verifier, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website www.cofrac.fr), and as a member of the network of one of the statutory auditors of ENGIE (hereafter "entity"), we present our report on the consolidated non-financial statement established for the year ended on the 31 December 2019 (hereafter referred to as the "Statement"), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

The entity's responsibility

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and are 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 the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of the work

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000 ⁽¹⁾.

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important ⁽²⁾. For certain risks: « Low level of societal acceptance of activities », « Reputational », « Participation of employees », « Corruption » and « Tax non-compliance », our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities.

(1) ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

(2) **Social, health and safety information:** results of the human resources development and mobility policies (Engie Skills, Engie Mobility, Engie University), results of the diversity policy, results of the health and safety policy.

Environmental information: climate change (most important sources of GHG emissions related to activity, GHG emissions reduction objectives, climate change adaptation measures), water management and management of sites under water-stress conditions, biodiversity protection.

Societal information: actions implemented to avoid corruption and tax evasion, results of responsible supply chain management.

- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important ⁽¹⁾, we implemented:
- analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
- tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities ⁽²⁾ and covers on average, 20% of the headcount and between 33% and 83% of the quantitative environmental data;

- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.
- We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion. A higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our verification work mobilized the skills of 12 people and took place between September 2019 and March 2020 on a total duration of intervention of about 30 weeks.

We conducted about ten interviews with the persons responsible for the preparation of the Statement in particular representing Human Resources, Health and Safety, and the environment.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Paris-La Défense, March 10th, 2020

Independent third party

EY & Associés

Jean-François Belorgey
Associé

Alexis Gazzo
Associé, Développement Durable

(1) Social, health and safety information: Total workforce, 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, Proportion of trainees in the workforce, Proportion of disabled employees, Number of permanent hires, Number of fixed-term hires, Hiring rate, Permanent hiring rate, Number of lay-offs, Turnover, Voluntary turnover, Proportion of workforce trained, Total number of training hours, Number of training hours per person trained, Days of absence per person, Number of fatal accidents (employees), Frequency rate, Severity rate (French framework), Severity rate (ILO framework), Engagement level from the Engie&Me survey, Proportion of women in senior management positions, Proportion of non-French and non-Belgian senior managers, Proportion of Group entities that have a process that ensures training in the “life-saving rules” for subcontractors, Proportion of Group entities that have a process that ensures the identification and management of potentially serious events.

Societal information: BtoC customer satisfaction level, Training of the employees most exposed to corruption risk.

Environmental information: Percentage of relevant revenue covered by an EMAS certification, Percentage of relevant revenue covered by an ISO14001 (non-EMAS) certification, Renewable – Net installed power (electric and thermal), Renewable – Electricity and heat produced, Primary energy consumption – total (excluding own consumption), Electricity and thermal energy consumption (excluding own consumption), Energy efficiency of fossil fuel plants (including biomass/biogas), Total direct GHG emissions - scope 1, Indirect emissions related to energy (“Scope 2”), GHG emissions per business unit – energy generation, Fresh water – Total withdrawal, Fresh water - Total discharge, Non-fresh water - Total withdrawal, Non-fresh water - Total discharge, Total Consumption (fresh water and non-fresh water), Total quantity of non-hazardous waste and by-products discharged (including sludge), Total quantity of non-hazardous waste & by-products recovered (including sludge), 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), NOx emissions, SO2 emissions, Fine particle emissions.

(2) Social, health and safety information: Audits performed at the BU level: France Renewable Energy BU and North, South and Eastern Europe BU. Audits performed at entities level: France BtoC BU: Direction des Tarifs Réglementés ; France Networks BU: Cofely Réseaux Etablissement ; United Kingdom BU: ENGIE Services ; Middle East, South and Central Asia, and Turkey BU: SUEZ Tractebel Operation & Maintenance (Oman), Other BU: ENGIE SA Corporate activities.

Environmental information: Audits performed at the BU level: United Kingdom BU. Audits performed at entities level: France Renewable Energy BU: CN’AIR, Compagnie Nationale du Rhône ; France BtoB BU: ENGIE COFELY installations – East-North Territory, ENGIE energy production and distribution subsidiaries – East-North Territory, France Networks BU: Climespace ; Generation Europe BU: Coö, DK6 (Dunkerque), Knippegroen, SPEM (Montoir), Maxima, Amercoeur, Eems power plants ; Benelux BU: Doel, Tihange ; North, South and Eastern Europe BU : ENGIE Servizi ; Latin America BU: ENGIE Generación Monterrey, Mejillones, Tocopilla and Inversiones Hornitos power plants (ENGIE Energia Chile) ; Brazil BU: Salto Santiago, Companhia Energetica Estreito, Machadinho, ITA Energetica and Jorge Lacerda power plants (ENGIE Brasil Energia); Asia-Pacific BU : Pelican Point power plant ; Storengy BU: Chémery storage site.

3.11 Statutory auditors' reasonable assurance report on selected social and environmental information

Year ended December 31, 2019

Pursuant to your request and in our capacity as Statutory Auditors of ENGIE (the "Company"), we performed a review in the aim of providing reasonable assurance on the environmental and social indicators selected by ENGIE and identified by the symbols ■■ in sections 3.4 and 3.5 of the Universal Registration Document for fiscal year 2019 (the "Data" ⁽¹⁾).

Responsibility of the Company

The Data has been prepared under the responsibility of ENGIE 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 Universal Registration Document in the section "Methodological elements" and "Note on the methodology of 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 ;
- We have tested the Data for a representative sample of entities that we selected ⁽³⁾ 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 50% of the workforce and between 15% and 61% of the environmental information.

(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: 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, Total direct GHG emissions - scope 2, GHG emissions per business unit – energy generation.

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

(3) **Social, health and safety information:** Audits performed at BU level: France Renewable Energy BU; Benelux BU; North, South and Eastern Europe BU; Tractebel Engineering BU Audits performed at entities level: France BtoB BU: INEO, ENDEL; France BtoC BU: Direction des Tarifs Réglementés; France Networks BU: Cofely Réseaux Etablissement; United Kingdom BU: ENGIE Services; North America BU: Unity International Group, ENGIE Insight Services ; Latin America BU: IMA Industrial; Brazil BU: ENGIE Brasil Serviços de Energia; Middle East, South and Central Asia, and Turkey BU: SUEZ Tractebel Operation and Maintenance (Oman); Asia-Pacific BU: ENGIE Services Singapore; GRTgaz BU: GRTgaz; Elengy BU: Elengy; Other BU: ENGIE SA Corporate activities.

Environmental information: Audits performed at BU level: United Kingdom BU. Audits performed at entities level: France Renewable Energy BU: CN'Air, Compagnie Nationale du Rhône; France BtoB BU: ENGIE energy production and distribution – East-North Territories; France Networks BU: Climespace; Generation Europe BU: Coo, DK6 (Dunkerque), Knippegroen, SPEM (Montoir), Maxima, Amercoeur and Eems power plants; Benelux BU: Doel, Tihange; North, South and Eastern Europe BU: ENGIE Servizi; Latin America BU: ENGIE Generación Monterrey, Mejillones, Tocopililla and Inversiones Hornitos power plants (ENGIE Energia Chile); Brazil BU: Saito Santiago, Companhia Energetica Estreito, Machadinho, ITA Energetica and Jorge Lacerda power plants (ENGIE Brasil Energia); Asia-Pacific BU: Pelican Point power plant; Storengy BU: Chémery storage site.

Non-Financial Statement and CSR information

3.11 Statutory auditors' reasonable assurance report

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 Universal Reference Document have been prepared, in all material aspects, in accordance with the Reporting Criteria.

Paris-La Défense, March 10, 2020

The Statutory Auditors

DELOITTE & ASSOCIES

Olivier Broissand
Associé

Patrick E. Suissa
Associé

ERNST & YOUNG et Autres

Charles-Emmanuel Chosson
Associé

Stéphane Pédrón
Associé

3