Sustainability at ENGIE

July 2021
CSR at the heart of ENGIE strategy

A recognized integrated report, attentive to stakeholders

Committed to Net Zero by 2045, across all scopes, and following a “well below 2°C” trajectory

A leader on the corporate green bond market worldwide
€12.75bn collected to date

Leading CSR ratings

In collaboration with

A certified impact fund, purpose driven

Dow Jones Sustainability Indices

Certified B Corporation
CSR fully integrated in the governance of the Group

1 MANAGEMENT
CSR is represented at all levels of the management: Board, EXCOM, Corporate, BUs & entities

2 NETWORKS
Additional networks complete the governance with CSR ambassadors and focus groups open to all employees

3 POLICIES
Several policies frame sustainability at ENGIE and are regrouped in the main CSR policy

4 OBJECTIVES & ACTION PLANS
ENGIE follows a set of 19 objectives for 2030, proving its positive impact on the Planet and People

5 IMPACT BOOSTER
A Group impact fund boosts our positive impact and leads the way towards sustainability

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1 Environmental policy; Societal policy; HR and Health and Safety development policy; Purchasing and Supply Policy; Ethics Policy; Social Responsibility Policy; Tax policy
A purpose added in ENGIE bylaws in 2020

ENGIE’s purpose

Act to accelerate the transition towards a carbon-neutral economy, through reduced energy consumption and more environmentally-friendly solutions.

The purpose rings together the company, its employees, its clients and its shareholders, and reconciles economic performance with a positive impact on people and the planet.

ENGIE’s actions are assessed in their entirety and over time.
ENGIE strengths to deliver an integrated performance

2020 figures

INTELLECTUAL

- 900 researchers
- €190 million allocated to R&D
- €50 million invested in start-ups in 2020
- €180 million invested in ENGIE New Ventures

INDUSTRIAL

- €4 billion growth Capex
- €2.4 billion maintenance Capex
- €1.3 billion in financing of nuclear provisions

FINANCIAL

- €34 billion in shareholders’ equity
- €13.3 billion in net cash
- €22.5 billion in financial net debt
- 4.0x net economic debt/EBITDA
- Credit rating Baa1 (Moody’s) ; BBB+ (S&P) ; A- (Fitch) (26/03/2021)

HUMAN

- 172,703 employees, of whom 21.5% are women & 24.1% of managers are women
- 29,481 hires
- 70.1% of employees trained

NATURAL

- 76.8 million m³ of water consumed
- €553 million in environmental expenses (investments and recurring expenses related to environmental protection)
- 285 TWh of primary energy consumption

SOCIETAL

- ISO37001 certified anti-corruption process
- 25.1% of senior managers of nationalities other than Belgian or French
- €35 million invested by Rassembleurs d’Énergies
- €7.8 million annual endowment for the ENGIE Foundation

76.8 million m³ of water consumed

CAPITALS

2020 figures
Materiality matrix aligned with ENGIE’s strategic priorities & ENGIE’s contribution to the UN Sustainable Development Goals (SDGs)

6 Key SDGs
5 Gender equality
7 Affordable and clean energy
8 Decent work and economic growth
9 Industry, innovation and infrastructure
11 Sustainable cities and communities
13 Climate action

7 Relevant SDGs
3 Good health and well-being
6 Clean water and sanitation
10 Reduced inequalities
12 Responsible consumption and production
15 Life on land
16 Peace, justice, and strong institutions
17 Partnerships for the goals
# 2030 CSR objectives & 2021-23 financial objectives contributing to the global performance of the Group

## Planet

Respecting planetary limits by acting in particular for the Paris Agreement
- 43 Mt CO\(_2\) eq from production of electricity (regardless of asset ownership), aligned with the SBT trajectory by 2030
- 52 Mt CO\(_2\) eq from gas sales, in line with the SBT trajectory by 2030
- 58% of renewable energy in the electric capacity mix
- Helping its customers reduce their carbon emissions by 45 mt by 2030
- 100% of our preferred suppliers (except energy purchase) certified SBT or SBT aligned by 2030

Other indicators followed
- GHG emissions from our ways of working
- Share of activities, projects and dismantling sites with an environmental plan
- Share of industrial sites with an ecological management
- Water consumption from industrial activities compared to 2019

## People

Building a new and more inclusive world of energy together
- Frequency rate of accident (including suppliers on closed sites) limited to 2.9 by 2030
- 50% women in the management of the Group by 2030
- Score of 100 of the gender equity index at Group level by 2030

Other indicators followed
- Parity objective in the Executive Committee
- Health & safety prevention rate
- Share of apprentices in Europe
- Share of employees with annual training
- Training of the staff most exposed to the risk of corruption
- Number of beneficiaries with access to clean and reliable energy
- Share of activities, projects and dismantling sites with a societal plan
- Responsible purchasing index score\(^1\)

## Profit

Ensuring responsible and profitable performance
- 2021 NRigs\(^2\) guidance reaffirmed: € 2.3bn to 2.5bn (‘BRIGHT’ fully contributing)
- 2023 NRigs\(^2\) guidance\(^3\) € 2.7bn to 2.9bn (No contribution from ‘BRIGHT’)
- Maintain commitment to “Strong investment grade” rating
- Dividend policy: 65-75% payout on NRigs\(^2\) + €0.65 floor for 2021-23
- Growth Capex € 15 – 16 bn for 2021-23
- €9-10 bn of disposals for 2021-23

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1. Index includes CSR evaluation, payment delays and inclusive purchasing
2. Net Recurring Income group share
3. Main assumptions for these targets and indications: average weather in France, full pass-through of supply costs in French regulated gas tariffs, no major regulatory or macro-economic changes, no change in Group accounting policies, market commodity prices as of 12/31/2020, average foreign exchange rates as follows: €/$: 1.23 for 2021, 1.25 for 2022 and 1.26 for 2023; €/BRL: 6.27 for 2021-2023. No additional stringent lockdowns and a gradual easing of restrictions over 2021.
Net Zero by 2045 across all scopes, and following “well below 2°C” 2030 targets

Carbon intensity of energy production (gCO$_2$e / kWh)

- 2017: 348
- 2025: 230
- 2030: 158
- 2045: \( \text{Net Zero} \)

Corresponds to target of 43 Mt

Greenhouse gas emissions on use of sold products (MtCO$_2$e)

- 2017: 79
- 2025: 60
- 2030: 52
- 2045: \( \text{Net Zero} \)

Path to Net Zero

- Coal exit
- Capex alignment: investments in projects and regions compatible with our targets
- Carbon budgets assignment & carbon price integration
- Carbon objectives to top management incentives

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1. 2017 being the reference for existing SBT 2°C trajectory certified 2030 targets
Commitment to phase out coal by 2025 in Europe and 2027 globally

Merit order for a ‘just transition’ that benefits all stakeholders
1. Closing
2. Conversion
3. Disposal

Coal power generation (GW@100%¹)

<table>
<thead>
<tr>
<th>Year</th>
<th>Closing</th>
<th>Conversion</th>
<th>Disposal</th>
<th>COAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>15.1</td>
<td>-72%</td>
<td></td>
<td>no COAL</td>
</tr>
<tr>
<td>2020</td>
<td>4.3</td>
<td></td>
<td></td>
<td>no COAL</td>
</tr>
<tr>
<td>2023</td>
<td>1.8</td>
<td></td>
<td></td>
<td>no COAL</td>
</tr>
<tr>
<td>2025</td>
<td>0.8</td>
<td></td>
<td></td>
<td>no COAL</td>
</tr>
<tr>
<td>2027</td>
<td></td>
<td></td>
<td></td>
<td>no COAL</td>
</tr>
</tbody>
</table>

1 As of 31 December
2 Base case of the coal exit route

Coal power generation (# plants¹²)

<table>
<thead>
<tr>
<th>Year</th>
<th>Closing</th>
<th>Conversion</th>
<th>Disposal</th>
<th>COAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>10</td>
<td>4</td>
<td>2</td>
<td>no COAL</td>
</tr>
<tr>
<td>2027</td>
<td></td>
<td></td>
<td></td>
<td>no COAL</td>
</tr>
</tbody>
</table>

1 As of 31 December
2 Base case of the coal exit route
ENGIE’s commitment for just transition

Taking into account the social impacts of the transition to a low-carbon economy

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<th>Employment</th>
<th>Regional benefits</th>
<th>Stakeholder inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes and initiatives to boost:</td>
<td>Initiatives to create economic value for the regions and benefits for the</td>
<td>Stakeholder inclusion to promote just transition in a co-constructive</td>
</tr>
<tr>
<td>- job opportunities,</td>
<td>communities</td>
<td>way</td>
</tr>
<tr>
<td>- skills development</td>
<td></td>
<td>Seeking cooperation-based</td>
</tr>
<tr>
<td>- and employee retention,</td>
<td></td>
<td>solutions between the company,</td>
</tr>
<tr>
<td>along with measures to support employees</td>
<td></td>
<td>government and civil society</td>
</tr>
</tbody>
</table>
Our coal phase-out plan in action - Chile

Transformation of the ENGIE’s generation portfolio

1. Conversion also includes the coal asset commissioned in 2019
Decarbonization of Clients emissions through ENGIE products and services
Helping clients incrementally reduce their carbon emissions with a robust methodology

GHG emissions
(ton CO$_{2e}$)

1. Emissions that would have occurred under a credible baseline case
2. Emissions related to the use of ENGIE’s product or service

ENGIE’s contribution to the decarbonization of a Client = 1 minus 2

~20 Mt CO$_{2e}$ avoided for clients in 2020

~45 Mt CO$_{2e}$ avoided / year by 2030

1. The baseline is the most likely alternative in the absence of the product or service provided by ENGIE
Our main Corporate commitments

UNSG Summit Pledge letter
Business commitment to a just transition and green, decent jobs
ENGIE’s renews its commitment on biodiversity

Avoid Reduce Compensate
100% of the files submitted to the Group’s CDE in 2022

Application of the “avoid-reduce-compensate” sequence on development projects presented to the Committee on Commitments (CDB) throughout the world, in concertation with stakeholders.

Nature-based solutions
10 projects identified that meet the IUCN NDS standard by 2022

To act simultaneously on the challenges of climate change and biodiversity, contribution to the implementation of nature-based solutions (NBS) in territories

Ecological site management
2025: 50% sites

Implementation of an ecological site management for all of the Group’s industrial activities, with a minimum of 10 phytosanitary products and maintenance of green spaces that respects nature.

Priority sites for biodiversity
2025: 50% priority sites with an action plan established with relevant stakeholders

Continued development of action plans for sites located in or near a biodiversity hotspot by applying the new definition of priority sites, throughout the world.

Supply chain
Analysis at least 2 activities per year by 2025

Integrating biodiversity criteria into life cycle assessments to carry out an in-depth analysis of the impacts and dependencies with regard to biodiversity for the Group’s activities throughout the value chain, in order to identify the challenges and the appropriate solutions to meet them.

Awareness-raising and sharing good practices
2 modules minimum per year by 2025 - 2022 - 2023: 3000 employees/year

• Delivery of biodiversity awareness modules for all employees
• Creation of a platform for sharing good practices
OUR CSR PERFORMANCE
Leading position in CSR ratings and indexes

ENGIE listed in the main indexes

<table>
<thead>
<tr>
<th>Index</th>
<th>Rating</th>
<th>ENGIE</th>
<th>Sector average</th>
</tr>
</thead>
<tbody>
<tr>
<td>DJSI World, DJSI Europe</td>
<td>81</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>MSCI EMU ESG, MSCI Europe ESG</td>
<td>A1+</td>
<td>65</td>
<td>51</td>
</tr>
<tr>
<td>CAC40 ESG</td>
<td>A-</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Euro Stoxx 50 ESG</td>
<td>A</td>
<td>BBB</td>
<td></td>
</tr>
<tr>
<td>Euronext Vigeo Eris Europe 120 / Eurozone 120 / France 20</td>
<td>45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSCI Europe ESG</td>
<td>51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stoxx Europe 600 ESG, Stoxx Global 1800 ESG</td>
<td>75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Ranked 21 on 55 within the multi-utilities sector
2. Median of the multi-utilities sector
-26% of total GHG emissions since 2017

Total GHG emission evolution*

<table>
<thead>
<tr>
<th>Year</th>
<th>Mt CO₂ éq</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>237</td>
</tr>
<tr>
<td>2018</td>
<td>199</td>
</tr>
<tr>
<td>2019</td>
<td>182</td>
</tr>
<tr>
<td>2020</td>
<td>175</td>
</tr>
</tbody>
</table>

-26% of total GHG emissions since 2017
-52% of direct GHG emissions since 2017

2020 carbon footprint (175 Mt all scopes)

- Energy production: 67.5 Mt** -37% since 2017
- Use of products sold: 61.5 Mt -23% since 2017
- All other emissions: 45.9 Mt -10% since 2017

* Emissions likely to be revised from one year to the other by the introduction of new items or ex-post corrections of existing items
** Including 36.4 Mt in scope 1 et 31.1 Mt in scope 3
Following highest standards on climate reporting and governance

Climate governance

• Climate under the responsibility of the Board (as per internal regulation of the Board)
• Priority risks reviewed every year by the board
• Internal carbon prices and carbon budget to comply with Group’s climate targets
• CSR targets on CO2eq emissions covering the whole value chain
• Publication of a climate lobbying policy

A Climate Notebook disclosing our commitments in the fight against climate change

• Reporting following TCFD recommendations in the URD and integrated report
• Extensive work on activities and assets of the Group to assess impact of major climate events
• Adaptation plans under construction to ensure resilience of our business
ENGIE supported the Task Force on Climate-related Financial Disclosures work and is implementing its recommendations. We are now currently:

- Assessing physical risks of climate change on our assets and activities
- Designing Group adaptation plans to reduce our vulnerability to climate change events

**In details**

1. We identified the specific vulnerability to climate change of each type of assets owned by the Group.

2. We built a partnership with IPSL (Institut Pierre Simon Laplace) to get the projections to 2030 and 2050 of the 4 main climate change events relevant for the needs previously defined.

3. Based on the elements, we shall rate and measure the potential impacts of climate change on our assets/activities. Assets with high vulnerabilities will elaborate their adaptation actions plan.

4 climate change vulnerability events

- Heatwave
- Water Stress
- Flood
- Extreme wind event
ENGIE committed to social improvements

Diversity

Gender Equality Index
• France: 87\(^1\); International: 80\(^1\)
• Target 2030: 100 globally

Gender Diversity
• 24.1\(^1\) of women in management
• Target 2030: 50% of women in management

Afnor diversity label extended to October 2022 in France

Hiring, Training, Engagement

Apprenticeship\(^3\)
• ~6,000 FTE\(^1\)
• Target 2030: \(\geq\) 10% of workforce
• Apprenticeship training center dedicated to energy transition and climate occupations

Training
• ~70\(^1\) of employees trained
• Target 2030: 100%

Employee commitment\(^2\)
• 90\(^1\) proud to work for ENGIE
• > 84% fully committed

Health & Safety

Safety
• “No life at risk” program
• Injury frequency rate = 3.2\(^4\)
• Target: \(\leq\) 2.9 by 2030

Mental health
• “No mind at risk” program
• 9 commitments for workplace wellbeing

ENGIE Care
• Social protection for all Group employees worldwide by 2023

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1. 2020 figures
2. ENGIE internal survey
3. In Europe
Proactive stakeholders engagement

PARTNERSHIPS WITH CIVIL SOCIETY

INTEGRATED INDUSTRIAL PROCESS
CSR performance objective; criteria in investment process

METHODOLOGY AND TOOLS
Stakeholder mapping and Engagement Framework

DEDICATED TRAINING
For business developers and project managers
A mixed and independent board

14 Board Members

- Directors representing the French State appointed by decree
- Directors elected by the Shareholders’ Meeting upon recommendation of the French State (in compliance with the French law)
- Directors representing employee-shareholders elected at the Shareholders’ Meeting
- Directors representing employees elected by the employees
- Independent Directors
- CEO
- Chairman

- WOMEN 5*
- MEN 5*

60% Independent*

Independent Chairman of the Board

16 meetings in 2020

98% attendance rate

*A balanced and independent Board

*In compliance with French law and Afep-Medef governance Code, directors representing employees or employee shareholders are not taken into consideration when calculating the percentage of women and independent directors.
2021 CEO compensation policy including ESG criteria

Short-term incentives

- **35%** ESG and non-financial criteria
- **32.5%** Profitability - NRIgs - EBIT
- **32.5%** Cash and balance sheet - Free Cash Flow - Economic net debt

Long-term incentives

- **20%** ESG Criteria
- **30%** ROCE
- **25%** NRIgs
- **25%** Total Shareholder Return

- **50%** Based on relative growth to peers

ESG & non-financial criteria:
- 10% CO$_2$ emissions
- 10% Injury rate
- 10% CSR rating
- 70% Other objectives

ESG criteria:
- 50% CO$_2$ emissions
- 25% women in management position
- 25% Renewable energy
Extensive and dynamic approach to risk management

ERM approach for endogenous risks
- Monitoring of main CSR risks on our activities: health & safety, climate change, water stresses, etc.

Duty of vigilance for exogenous risks
- Identify risks within the supply chain and prevent violations (French law)
- 4 main axis: human rights; health & safety; environmental and societal; purchasing

Controversies management
- Constant monitoring using external tool
- Examination at Board level

Dialogue to mitigate risks
- Participating in public debate, directly or via business associations
- Stakeholder engagement on each project
- CSR risk analysis available in the non-financial statement
A Group committed to increased transparency

Audited CSR performance

• Reasonable assurance notice covers 20 indicators (11 environmental and 9 social)
• Moderate insurance notice covers all CSR information based on an audit sample covering the most important information
• No reserve from the auditors

Referring to major international standards

• Communication on corresponding table with GRI
• Ongoing work on the implementation of TCFD recommendations
Committed to increase Group financing through sustainable finance tools

Member of the CFO Taskforce for the SDGs

A pioneer & leader on the Green Bond market

€12.75bn of green bonds issued since 2014. Green bonds represent 40% of bonds in effect and 31% of the Group’s total gross debt at the end of 2020.

Adherence to the B Team Responsible tax Principles

THE B TEAM

€5bn of Sustainable Revolving Credit Facility. Margin index on two climate change KPIs:
1) direct CO₂ emissions
2) renewable electricity capacities

≃ 20,000 employees invested in solidarity fund Rassembleurs d’énergies

>75% of assets funding pension liability invested with asset managers signatories of UN PRI

€2.5bn of assets funding Group’s French pension liabilities with integrated ESG criteria

€30m of investments in gender equality funds

100% of Money Market funds invested by Group’s treasury with ESG investment screening

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Rassembleurs d’Énergies at the forefront of ENGIE’s positive impacts

A robust track record

A GLOBAL & DIVERSIFIED PORTFOLIO

- 19 active investments
- €35m invested as of end of 2020

SOCIAL LEADERSHIP

- B.Corp certification
- French ‘Société à Mission’ status

HIGH SOCIAL & ENVIRONMENTAL IMPACT

- 5.5 million beneficiaries for energy access
- 20,000 jobs created
- 4 women CEOs, a gender equality focus
- 2 MtCO₂eq avoided per year
- 3.9 Mt of waste processed per year

EMPLOYEE ENGAGEMENT

≃20,000 employees
invested in Rassembleurs d’énsembles solidarity fund
ENGIE supporting European initiatives & regulations

**European Taxonomy**

Committed to the EU goal of climate neutrality for 2050, ENGIE supports the expansion in the EU of sustainable finance of which the taxonomy – a classification system for economic activities viewed as sustainable – is an important element.

*Over 2021-2023*

~80% growth CAPEX* expected to be compatible with draft European Taxonomy.

**EFRAG**

Member of theEuropean Financial Reporting Advisory Group (EFRAG) Taskforce on non financial reporting (CSRD).