

Social reporting 2021

Extract from 2021 URD



3.4 Social information

ENGIE's Human Resources (HR) strategy supports and contributes to the Group's strategy. Listening to its stakeholders, the role of the HR function is to constantly reconcile economic performance, human progress and contributions to society. It is a necessary and complex responsibility which calls for a strong and agile HR function.

In May 2021, the Group presented its strategic road map. The new organization established on July 1, 2021 combines the sector and geographic dimensions. This new organization was marked by the creation of EQUANS, an entity structured as a true world leader in services and multi-technical installation and maintenance activities.

With this outlook, the HR function truly supports the business, as an efficient and effective aid in the organization's growth. HR has to be able to provide practical responses on three strategic objectives: attracting and retaining all talent, while developing skills and leadership and building ENGIE's culture. ENGIE's success relies on the women and men who make up the Group and represent its biggest performance driver.

To support this new organization, ENGIE has rolled out a specific program to assist with the change, called "ENGIE WOW" (Ways Of Working) as a supplement to Leadership Way. ENGIE WOW is divided into five principles: COLLABORATE, PRIORITIZE, ENGAGE, COMMIT TO DELIVER and FOCUS ON BUSINESS, which are designed to:

- enable all employees to understand the meaning and practical consequences of the new organization;

- disseminate the reasons behind and understanding of the new structure and the matrix-based organization;
- strengthen the coordination of initiatives and activities between the various entities of the Group by pooling resources;
- translate generic principles into practical actions and behaviors to achieve the required performance.

Lastly, the Group has maintained its social commitments as they were defined: 50% female managers by 2030, professional and pay equity between women and men, professional integration with a target of 10% of staff consisting of students on work-study programs in 2021 in France and in 2030 in Europe, and 100% of staff trained each year by 2030. The pandemic resulted in an acceleration of the ENGIE Care worldwide social protection program (see Section 3.4.5.2). This program protects employees against the vagaries of life all over the world. It contributes to the attractiveness of the Group, employee retention and the strengthening of ENGIE's CSR policy. HR has to continue its actions to support its employees and the business. It shares and adapts the practices put in place within its regions to ensure the safety and health of employees, their well-being at work and their development.

3.4.1 Social data

3.4.1.1 Workforce

ENGIE was present in around 60 countries in 2021, with 171,474 employees. The workforce decreased by 1,229 employees, or -0.7%, compared with 2020. This trend was due to the disposal of entities under the new development strategy.

GRI 102-7 /405-1	France	Europe	Latin	USA &	Middle	2021	2020	2019
		(excl. France)	America	Canada	East, Asia & Africa			
Renewables	2,752	258	1,282	221	369	4,882	4,878	4,550
Networks	17,415	3,061	797	1,269	-	22,542	19,624	19,496
Client Solutions	45,897	48,929	9,925	3,911	8839	117,501	117,291	117,723
Energy Solutions	19,744	15,544	2,278	2,103	7,862	47,531	47,716	47,651
EQUANS	26,153	33,385	7,647	1,808	977	69,970	69,575	70,072
Supply	7,109	3,707	53	-	1,960	12,829	16,495	15,521
Thermal	175	1,205	1442	3	1,437	4,262	2,819	3,129
Nuclear	-	2,135	-	-	-	2,135	2,190	2,160
Others	4,368	2,059	-	768	128	7,323	9,406	8,524
TOTAL	77,716	61,354	13,499	6,172	12,733	171,474	172,703	171,103
% reporting	100%	100%	100%	100%	100%	100%	100%	100%

GRI 102-7 / 405-1	2021									2020	2019	
	Rene-wables	Client solutions							Group	%	Group	Group
		Networks	Energy Solutions	EQUANS	Supply	Thermal	Nuclear	Others				
Managers	2,536	5,727	12,563	15,178	2,659	1,410	503	5,243	45,819	26.7%	45,280	42,963
Men	1,802	3,869	9,659	12,753	1,615	1,177	407	3,260	34,542	75.3%	34,361	32,856
Women	734	1,858	2,904	2,425	1,044	233	96	1,983	11,277	24.6%	10,919	10,106
Non-managers	2,346	16,815	34,968	54,792	10,170	2,852	1,632	2,080	125,655	73.2%	127,423	128,141
Men	1,798	12,478	28,599	45,417	6,529	2,559	1,429	818	99,627	79.2%	101,281	102,527
Women	548	4,338	6,369	9,375	3,641	293	203	1,262	26,029	20.7%	26,142	25,614
TOTAL	4,882	22,542	47,531	69,970	12,829	4,262	2,135	7,323	171,474	100%	172,703	171,103
Men	3,600	16,347	38,258	58,170	8,144	3,736	1,836	4,078	134,169	78.2%	135,642	135,383
Women	1,282	6,195	9,273	11,800	4,685	526	299	3,245	37,305	21.7%	37,061	35,720
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

As of December 31, 2021, the workforce comprises 45,819 managerial staff, i.e. 26.7%, and 125,655 non-managerial staff, i.e. 73.2%. The proportion of managerial staff increased

slightly, from 26.2% to 26.7%. The proportion of women in the workforce increased from 21.5% to 21.7% and represented 24.6% of managers (see Section 3.4.4.1).

3.4.1.2 Contract types and trends

At the end of December 2021, 154,364 employees were on permanent contracts, making up 90% of the workforce. 10,783 employees were on fixed-term contracts, mainly in Latin America, Asia and the United Kingdom.

Furthermore, with 6,327 young people on work-study programs (5,961 in 2020), ENGIE has confirmed its commitment to young people. Work-study programs combine practice with the teaching provided at their training centers. They are also an important source of recruitment (see Section 3.4.3.1.2).

GRI 102-8	2021									2020	2019
	Rene-wables	Client solutions							Group	Group	Group
		Networks	Energy Solutions	EQUANS	Supply	Thermal	Nuclear	Others			
Permanent	91.1%	93.9%	90.3%	87.9%	86.7%	96.8%	99.9%	93.8%	90.0%	90.4%	90.3%
Fixed-term	4.4%	1.0%	6.3%	8.4%	9.1%	2.7%	0.0%	1.4%	6.2%	6.1%	6.5%
Work-study contract	4.4%	5.0%	3.3%	3.5%	4.1%	0.4%	0.0%	4.7%	3.6%	3.5%	3.2%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.1.3 Workforce by age bracket

The average age of employees on permanent contracts is 43, unchanged compared with 2020.

GRI 405-1	2021									2020	2019
	Rene-wables	Client solutions							Group	Group	Group
		Networks	Energy Solutions	EQUANS	Supply	Thermal	Nuclear	Others			
< 25 yrs old	2.0%	2.3%	3.3%	4.2%	3.9%	1.1%	1.1%	1.0%	3.3%	3.4%	3.7%
25-34 yrs old	26.4%	22.9%	24.1%	21.4%	23.6%	20.8%	16.2%	19.0%	22.5%	23.0%	23.4%
35-44 yrs old	38.7%	31.2%	28.7%	25.8%	34.5%	32.9%	33.1%	32.9%	28.9%	28.8%	28.6%
45-54 yrs old	22.6%	30.1%	25.9%	26.1%	26.4%	28.8%	22.5%	31.1%	26.8%	27.3%	27.4%
> 55 yrs old	10.1%	13.3%	17.8%	22.2%	11.4%	16.2%	26.9%	15.7%	18.2%	17.5%	16.7%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.2 The development of talent

3.4.2.1 The talent policy

The development of the Group's talent is guided by the Talent Department within the Group Human Resources Department. The Talent Department contributes to ENGIE's performance by developing its human capital. It anticipates requirements in terms of skills and expertise. It supports the development of leaders and experts within their current remit and identifies potential successors to help them be as prepared as possible for tomorrow's challenges. In order to fulfill this mission, the Talent Department develops:

- a bottom up approach to identifying high-potential talent, from the entities up to the Group management bodies;
- personalized career paths that incorporate the aspirations of employees and draw on the diversity of the Group's occupations and geographic areas;
- development tools and specific courses delivered over the long term.

ENGIE has developed an ambitious talent policy in recent years. It aims to build knowledge, strengthen loyalty and prepare for the future. The health crisis has impacted ways of working, working relationships and drivers of motivation and engagement. In order to tackle this, ENGIE is drawing on the quality of the "talent experience" of employees, starting as soon as they are hired. The policy of attracting future talents is based on a meaningful brand that reflects the Group's values. It is accompanied by ambitious goals in terms of apprenticeships and relationships with major academic partners. The promotion of our technical professions by our employee ambassadors is also a major asset in attracting talented individuals.

To retain them, ENGIE relies on its development policy. It offers employees various professional courses within its main occupations. Since 2016, this department has managed the measurement of the engagement of all its employees through the ENGIE&ME survey (see Section 3.4.3.2.1). Each year, ENGIE&Me implements action plans that are defined and rolled out at all levels of the company.

3.4.2.1.1 ENGIE Boost

ENGIE Boost is a system for identifying, developing and retaining high-potential talent at all levels of the organization in order to prepare these individuals to occupy strategic roles at the Group. It comprises two programs: Rise! and Pulse! Over a 24-month period, they prepare leaders who are likely to rapidly take strategic responsibility within ENGIE. A third program, called Up!, is designed for High-Potential local talent. Inclusion in the Rise! or Pulse! programs is managed by the Talent Department teams. They ensure a consistent, pertinent approach by implementing People Reviews with the GBU and the support functions. In 2021, a total of 264 talented individuals were on the Pulse! program and 179 were on the Rise! program. Inclusion in the Up! programs

3.4.2.2 Human resources development policies

The Group offers its employees opportunities for a range of career paths thanks to ongoing skills development programs. This helps develop employability by adapting skills to changes in occupations and technologies. The transition to carbon neutrality 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

is managed locally, through the People Reviews of the GBU. In this way, 1,541 talented individuals have joined the Up! programs of the GBU. 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 that they are in the best position for future development toward a key role. It is also an opportunity to create an active and diverse community of leaders who are able to engage their teams in the service of the Group's strategy.

3.4.2.1.2 The communities

ENGIE also promotes and develops the creation of communities that add value to the employee experience.

The Communau'Tech

The Communau'Tech is a community of men and women acting as Technical Ambassadors with the task of promoting the technical sector, both internally and externally. This system creates value from the men and women who are our technicians, builds their loyalty, and disseminates an attractive image of hard-to-fill positions. The Communau'Tech takes part in events for specific occupations, jobs forums and trade fairs organized by the Group in order to explain the occupations and promote the technical sector. It contributes to Group debates and takes part in reports and testimonials, webinars and experiments. The Ambassadors and Technicians work with schools. They make young people aware of environmental and climate issues and the importance of our occupations in the transition to carbon neutrality. Lastly, they help to recruit young people to the Academy of Energy and Climate Transition Occupations, an ENGIE Apprentice Training Center. They explain their occupations to generate interest in them. The goal is to build a community of 500 Ambassadors and Technicians at the European level by the end of 2022. The Communau'Tech now has 400 Technical Ambassadors (300 in France and 100 in the European subsidiaries) including 20 women.

The Experts

ENGIE implemented the ExpAND program in 2020. It is designed to identify and recognize the Group's experts. It develops communities of expertise and makes the ExpANDers ambassadors for ENGIE both inside and outside the Group. It is also a development program based on co-option. It allows experts to develop their "soft skills", such as leadership and communication. All expertise is aligned with the Group's strategy, whether technical, technological or functional. Three levels of experts have been established - Global, Key and Local - according to their impact scope and their exposure. At the end of the first campaigns, 787 ExpANDers had been identified: 58 Global, 457 Key and 272 Local.

mobility of its employees in three areas: advance skills management to prepare for the future; enhanced internal mobility to serve the transformation of the company and its four main businesses; and, lastly, professional training objectives for all employees. They are being 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, serving the sustainability of the Group's activities.

3.4.2.2.1 ENGIE Skills, the jobs and expertise advance management system

Skills are guided via a process of provisional management of jobs and skills called ENGIE Skills. In relation to industrial and financial forecasts, it provides a three-year mapping of the quantitative and qualitative skills that each Group entity must acquire. This vision is organized around the ENGIE reference system, which lists 200 reference professions, allowing:

- better knowledge of how our resources are distributed between the businesses, functions GBU, regional Hubs, countries and entities;
- improvement of HR performance and skills management by the GBU, regional Hubs, functions and entities.

These data are consolidated at Group level. They enable the construction of a general overview of the evolution of occupations and skills. Employee support, development and mobility plans are associated with this.

In a context of strategic transformation and digitization of processes, the evolution of skills is reflected at three levels:

- technical skills to be strengthened to enable the Group to become the leader in the energy transition by emphasizing operational excellence and industrial know-how;
- digital skills to be developed in order to offer new services;
- organizational and managerial adaptations requiring strong support.

3.4.2.2.2 ENGIE Mobility

Mobility practices are strongly encouraged and promoted within ENGIE. The fluidity of resources and employees' ability to evolve are a measure of how their employability is being maintained. They are also a necessary condition for Group's transformation and agility. More than 6,170 movements between and changes in positions took place in 2021. More than 90% of key posts in the new organization were filled internally.

ENGIE Mobility is a system to support career mobility. Since its creation in 2017, ENGIE Mobility has individually supported close to 1,500 employees in their career plans. The system was also used to support organizations with their employment issues. It contributes its expertise and its services offering tailored to projected changes. In 2021, ENGIE Mobility acted in support of major transformation projects.

In France, a digital space called "Mymobility," dedicated to building career plans, was made available to all employees. About 30 occupation-related meetings, job forums and remote events were held. Lastly, the "Regional Mobility Employment Committees" network is coordinated on a monthly basis. These Committees, which are assigned to five Regions across the country (Ile-de-France; West; South West; Center East and South East; North East) work to promote local internal employment.

3.4.2.2.3 Skill'Lib

The development and acquisition of skills play a key role in the competitiveness and performance challenges of the company.

Beyond training, which remains the preferred lever for learning, ENGIE has set up an effective, innovative, win-win system for employees and managers: Skill'Lib. This is a skills marketplace that promotes learning through experience for employees. At the same time, it enables managers to quickly access relevant skills that meet their business needs.

This system was recognized and rewarded in November 2021 with the winning of the HR Prize for Innovation of the Victoires des Leaders du Capital Humain (Victories of Leaders of Human Capital) awards.

3.4.2.2.4 Training

Developing skills and maintaining employability are crucial areas for the company's competitiveness and performance and for its ability to roll out the Group's strategy. In February 2020, ENGIE defined a non-financial goal of training 100% of employees each year by 2030. To achieve this, ENGIE favors a skills development approach of multiplying learning opportunities and diversifying its training methods. The wider use of digital technology allows training courses to be personalized.

3.4.2.2.5 ENGIE Schools

Since 2019, ENGIE Schools has been boosting the skills development of employees with technical profiles. They represent 70% of the workforce and more than 100,000 employees worldwide. Based on peer-to-peer training, ENGIE Schools has asserted itself as the international internal network of the Group's occupational schools. It is made up of 32 internal training centers, with a tailor-made technical training offer adapted to the requirements of our businesses. It is the driving force behind a dynamic of cross-functional projects on energy transition subjects. It is the driving force behind the implementation of awareness-raising and shared Group training projects, capitalizing on experience, internal skills and inter-entity cooperation. This dynamic resulted in an inter-entity course on the skill of "Preventing low-voltage electrical risk" and the corresponding accreditation in 2019. All technical training resources are shared between the Group's entities on a dedicated digital portal. In 2021, ENGIE Schools adapted in order to support the new organization. It is based on the network of existing schools and develops specific training courses and Schools by GBU.

3.4.2.2.6 ENGIE University

In 2021, ENGIE University stepped up the implementation of programs enabling every employee to learn about the Group's strategy. These programs focus on issues related to carbon neutrality, customer orientation and the organizational agility of managers and executives. To fulfill the Group's diversity aims, the University has launched an Inclusive Leadership program for all managers. This year saw a marked rise in hybrid modes of working. This had significant effects on training, in terms of both course content and format. Programs have been developed on hybrid management, leadership in uncertain times, new business models and competitiveness factors.

Since 2016, the University has been increasing learning opportunities by rolling out new modalities. For example, the number of hours of digital training quadrupled between 2016 and 2021. In this context, and in response to training needs, the University organized the Learning Festival in March 2021. This event, which was planned and delivered in 100% digital format, consisted of a week of training for all the Group's employees. It is a key driver for ENGIE's culture of engagement, belonging and ownership of strategy. It involved the development of key skills, a need that goes hand in hand with the crisis and which required a readjustment of our know-how. It also responded to the need to change perceptions of virtual training. The Learning Festival brought together more than 3,000 employees from 40 different countries, representing all the Group's entities on 100 different programs. It involved 50 internal stakeholders and 40 external teachers. Every day, more than 1,000 employees took part in one of the programs.

As the transformation of the Group also entails the evolution of occupations, ENGIE University is developing programs so that employees can upskill on the energy transition. 2021 saw the launch of the Sustainability Academy, a driver of employee engagement and skills development. This Academy provides courses on the Group's mission. It enables the professionalization of the occupations and the technical and

leadership skills necessary for the roll-out of the strategy. It showcases the Group's expertise and commitment to taking into account the sustainability challenges of its businesses. It is open to the company and to its ecosystem.

As a result of the implementation of all these systems, ENGIE trained 81.9% of its employees in 2021.

Proportion of employees trained

GRI 404-2	2021									2020	2019
	Renewables	Networks	Client solutions		Supply	Thermal	Nuclear	Others	Group	Group	Group
			Energy Solutions	EQUANS							
Proportion of women trained	86.6%	80.0%	74.9%	82.3%	88.9%	89.3%	101.5%	77.7%	80.9%	69.2%	62.0%
Proportion of men trained	100.3%	86.0%	79.9%	81.6%	79.8%	88.7%	100.4%	71.0%	82.1%	70.3%	71.1%
Proportion of employees trained	96.7%	84.4%	78.9%	81.7%	83.0%	88.8%	100.5%	73.8%	81.9%	70.1%	69.2%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.7%	97.4%

Training hours

GRI 404-1	2021									2020	2019
	Renewables	Networks	Client solutions		Supply	Thermal	Nuclear	Others	Group	Group	Group
			Energy Solutions	EQUANS							
Total nb. of training hours	156,354	794,924	731,757	1,214,884	216,378	104,060	143,951	106,599	3,468,907	2,963,242	3,271,154
Average nb. of hours per person trained	34	43	20	22	21	28	68	19	25	26	28
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.7%	97.4%

Breakdown of training hours by topic

GRI 404-1	2021									2020	2019
	Renewables	Networks	Client solutions		Supply	Thermal	Nuclear	Others	Group	Group	Group
			Energy Solutions	EQUANS							
Business techniques	24.8%	45.5%	35.4%	31.7%	37.9%	38.3%	75.2%	32.1%	38.1%	35.9%	38.9%
Quality, safety and environment	49.6%	17.3%	49.1%	50.5%	20.8%	46.7%	19.6%	7.0%	37.9%	33.7%	32.6%
Languages	4.0%	1.2%	1.8%	0.9%	3.5%	1.2%	0.2%	12.7%	1.8%	3%	2%
Management, personnel development	12.4%	30.5%	9.0%	11.8%	13.0%	10.3%	0.3%	31.6%	15.6%	13.1%	15%
Others	9.2%	4.5%	4.8%	5.1%	3.6%	3.6%	4.7%	16.5%	6.6%	14.2%	11.4%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.7%	97.4%

3.4.3 Hiring and retention

3.4.3.1 Hiring and employer brand

The Group's main challenge is to develop an attractive employer brand that is consistent with its locations and its hiring needs. In 2021, the employer brand thus enabled ENGIE's position in the rankings to be maintained or improved.

- ENGIE had more than 675,000 subscribers to LinkedIn in 2021. It therefore rose from 7th to 5th place in the LinkedIn "Top Companies" ranking;
- the Group is the 2nd most committed CAC 40 company in terms of CSR in France, according to the new CSR index published by Universum in December 2021;
- ENGIE is the 15th most popular company among students at engineering schools in France (compared with 17th in 2020). The Group has moved up 10 places in the Universum ranking of business school students (from 70th to 60th place).

The talent recruitment strategy is aligned with ENGIE's purpose and the transition to a carbon-neutral economy. It has to deal with a highly competitive job market, changing occupations and constantly evolving candidate expectations. This strategy stands out. It favors an approach that places the candidate at the center of the recruitment process in the service of the occupations and the business. The Talent Acquisition Policy, which was launched in 2020 based on five key principles, spearheads this strategy. ENGIE has thus developed its methods, strengthened the professionalization of its HR teams and cultivated its agility. The Group has developed strategic partnerships with LinkedIn, Indeed, Glassdoor and Pole Emploi in France. The HR sector thus identifies, supports and develops the skills and resources needed by the Group. It anticipates and responds to the challenges of today and tomorrow. ENGIE has initiated an active policy of developing its employer brand to attract the best talent and roll out its strategy. Multiple communication actions take place on networks and recruiting sites to publicize ENGIE's occupations. They make it possible to attract priority targets: technicians, digital occupations, women and young people.

3.4.3.1.1 Academic relationships

In order to recruit the best young talents and to maintain its leadership position, ENGIE relies on its academic relationships. These make it possible to publicize ENGIE to students in higher education (engineering schools, business schools and universities). As a real driver of attractiveness for the young people who represent ENGIE's future, the strategy of the academic relationships is aligned with that of the Group. They strengthen its employer brand, making it more attractive. They confirm its priorities in terms of diversity, inclusion and equal opportunities. They meet its recruitment needs in business and leadership skills.

ENGIE adopts a proactive attitude in order to meet strategic objectives and to get ahead of its needs by carrying out these actions:

- developing suitable partnership tools and criteria;
- establishing and coordinating communities of Ambassadors and Alumni;
- adopting a distinctive approach to the ecosystem;
- rolling out a communication and innovative formats.

The academic relationships are being redesigned in a more qualitative way, with associated returns on investment. Clear and relevant performance KPIs (presence, attractiveness, influence and recruitment) ensure the effectiveness of these initiatives.

ENGIE enters into privileged relationships with numerous target schools: Polytechnique, Centrale Supélec, MINES ParisTech, Télécom ParisTech, ESTP, IFP, KEDGE, EDHEC, ESSEC, HEC, NEOMA, EM Lyon, GEM, the École 42, Paris Dauphine University, Sciences Po and Paris 1 Sorbonne. In the Renewables occupations, the Group has embarked on numerous partnerships with laboratories and engineering schools (Telecom Paris, Mines, Centrale Supélec and IMT Lille Douai). They give their students the opportunity to take part in the ENGIE adventure through work-study programs, internships and the hosting of PhD students and students researching specific areas. Lastly, partnerships have also been established in digital occupations (EPITHEC, École 42, ESSEC, GEM, ENSIMAG and EPITA) and with the major French business schools (GEM, HEC, ESSEC, EDHEC, KEDGE and Sciences Po).

In 2021, ENGIE took part in 18 trade fairs, forums and conferences attended by 1,296 French students. Eleven events and media actions organized by ENGIE resulted in a visibility level of 555,075 views on social media. They involved 3,033 students.

3.4.3.1.2 Apprenticeships

To tackle the skills shortage and guarantee the Group's performance, ENGIE relies on young people and apprenticeships as a path of excellence toward its future occupations.

In 2020 the Group set itself two strategic targets:

- the proportion of apprentices in the Group's workforce to reach 10% in France by the end of 2021 and 10% in Europe by the end of 2030;
- a level of transformation into permanent or fixed-term contracts in the technical or digital sectors in France of 50% by the end of 2021.

The Group recently saw its efforts and commitment in relation to young people recognized when it won the Grand Prize for Youth Employment awarded by the HUMPACT ratings agency. This prize acknowledges the engagement of the Group's employees, as close as possible to local needs. Within three years, ENGIE has doubled the number of work-study program participants in France and has boosted a long-lasting European dynamic. The transformation level in Europe, in the technical or digital occupational sectors, where positions are very hard to fill, is more than 50%. Working for the employability of young people also involves proposing a more inclusive model of society and proving that technical occupations have a future and are accessible to all, especially women.

Representativity of apprentices compared to permanent and fixed-term contracts

FRANCE	EUROPE	OTHERS	Group
7.4%	1.1%	0.6%	3.8%

At the end of 2021, ENGIE had 6,327 apprentices, representing an increase of 14.5% since 2019. In France, the percentage of staff undertaking work-study programs compared to permanent and fixed-term contracts is 7.4%. For several years, the Group has been developing its academic relationships and is working in particular with the Apprentice Training Centers (*Centres de Formation d'Apprentis* or CFA) throughout France. They support the Group in the design of its training courses and in the search for skills, for the benefit of a nationwide network. Developing the skills of tomorrow to serve the transition to carbon neutrality is more than ever a priority for the Group. It carries the promise of making a positive impact on people and the planet. In November 2020, ENGIE opened its own CFA in France: the "Academy of Energy

and Climate Transition Occupations.” This human-scaled Academy will welcome several hundreds of students by the end of 2024. The CFA offers the vocational Baccalaureate Diploma and higher technician’s license (brevet de technicien supérieur or BTS) for young people aged 16 to 29, in close partnership with well-known educational establishments. The aim is to meet the changing needs of the Group and to attract more young people, particularly women, to its occupations. The “Academy of Energy and Climate Transition Occupations” is helping to achieve ENGIE’s aim of work-study students accounting for 10% of its employees in France. The Group also aims to hire 50% of its work-study students into technical occupations at the end of their training. This represents more than two-thirds of its overall hiring needs. Each year, the Group organizes “le mercato” of work-study students to share this pool of young talent among all of the Group’s companies. In addition, the partnership with “Engagement Jeunes” provides them with external opportunities. The launch of the Young Talent Community in January 2020 has brought together the Group’s work-study students, interns and VIEs (Volunteers for International Experience), in order to unite them further and to support them in their professional integration.

The Group has also taken action to identify, train and promote tutors, who are key players in the successful integration of work-study students. The 2021 external recruitment campaign also demonstrates this aim.

3.4.3.1.3 Hiring

33,806 employees were hired. They are suited to our future skills requirements and will support the transformation undertaken by the Group. 70% of them relate to occupations in the technical, engineering and business development areas. The profile of these hires is shifting towards increased expertise, particularly in the digital occupations. These hires reflect different situations in terms of activities and countries. 11,770 hires took place in France, including 6,632 on permanent contracts and 5,138 on fixed-term contracts (11,393 in 2020). Internationally, there were 22,036 hires in 2021 (18,088 in 2020) of which 10,644 were permanent and 11,392 fixed-term, up by 3,948 or 22%, driven by fixed-term hirings in Latin America. 21.1% of hires were women. In addition to these hires, 6,170 employees benefited from the internal mobility selection procedures.

GRI 401-1	2021								2020	2019		
	Rene-wables	Client solutions				Supply	Thermal	Nuclear	Others	Group	Group	Group
		Networks	Energy Solutions	EQUANS								
Permanent hires	328	1,185	5,990	7,836	1,229	227	40	441	17,276	16,540	20,388	
Women	78	370	1,306	1,540	351	43	8	167	3,863	3,611	4,477	
Men	250	816	4,684	6,296	878	184	32	274	13,414	12,929	15,911	
Fixed-term hires*	337	906	3,113	10,448	1,189	81	1	455	16,530	12,941	16,794	
Women	133	337	794	1,350	415	18	1	231	3,279	2,723	3,296	
Men	204	569	2,319	9,098	774	63		224	13,251	10,218	13,498	
TOTAL	665	2,091	9,103	18,284	2,418	308	41	896	33,806	29,481	37,182	
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

* Including work-study students

3.4.3.1.4 Departures

The Group registered an increase in departures in 2021: 21,612, compared with 19,537 in 2020. In 2020, the specific context of the health crisis resulted in a decrease in resignations worldwide. The economic recovery created new

work opportunities and prompted an increase in departures in the international subsidiaries in Latin America of 18.2%, in North America of 12.5% and in the United Kingdom of 13.7%. In France the resignation rate remained moderate at 4.5%.

GRI 401-1	2021								2020	2019		
	Rene-wables	Client solutions				Supply	Thermal	Nuclear	Others	Group	Group	Group
		Networks	Energy Solutions	EQUANS								
Departures	268	852	6,660	11,729	1,172	311	88	531	21,612	19,537	21,545	
Retirements	55	428	566	855	116	35	59	66	2,180	2,248	2,196	
Resignations	161	237	3,706	7,355	716	156	23	602	12,656	9,444	12,120	
Dismissals	36	128	1,530	2,561	245	44	3	86	4,633	6,166	5,691	
Contractual terminations	16	60	858	958	95	76	3	77	2,143	1,677	1,537	
Levels of resignations	3.2%	1.1%	7.8%	10.5%	5.6%	3.8%	1.1%	3.9%	7.4%	5.4%	7.1%	
Turnover rate*	4.3%	1.9%	12.8%	15.5%	8.2%	6.6%	1.3%	6.1%	11.3%	10%	11.3%	
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

* excluding retirements

3.4.3.2 Retention

3.4.3.2.1 The employees' commitment to the Group's strategy

ENGIE&Me

In October 2021, the Group carried out its "ENGIE&Me" engagement survey for the 6th consecutive year. Addressed to employees on permanent contracts all over the world, it allows them to express themselves on the key dimensions of engagement: adherence to the Group's strategy, working conditions, relations within the team, quality of management, prospects for development and mobility, recognition, etc. In 2021, the diversity and inclusion dimension was strengthened with the incorporation of a questionnaire used for the EDGE certification on good practice in terms of gender equality. The results measure the progress made from one year to the next. Action plans tailored to all levels of the organization: Team, Department, Entity and GBU/Group - are rolled out. They are a key management tool, used by managers at all levels of the company.

In 2021, 52% of employees responded to the survey (53% in the previous year) i.e. more than 65,000 employees. ENGIE&Me has registered a positive change again this year, continuing its track record since 2017, with a sustainable engagement level of 83%. On questions related to vision and

strategy, employees showed increasing confidence. Communications on strategy should be continued to help individuals to see more clearly how they contribute to ENGIE's aims. Employees reported their satisfaction in terms of their degree of autonomy, their ability to innovate and their work-life balance. The improvement principally concerned the effectiveness of our internal processes.

The 2021 results were presented to all employees and appropriate action plans were identified.

3.4.3.2.2 Organization of work

In France, most of the Group's entities have signed an agreement to implement regular remote working, on the basis of two to three days a week. Before the lockdown in March 2020, fewer than 30% of ENGIE employees worked from home. The level is now 40% on average. With the advent of the health crisis, negotiations to renew expiring agreements will be an opportunity to take feedback on generalized remote working into account. Some entities have also signed agreements on the right to disconnect.

These various arrangements for working time and improvements to working conditions help to limit absenteeism.

GRI 403-2	2021								2020	2019	
	Client solutions				Supply	Thermal	Nuclear	Others	Group	Group	Group
	Re-n wables	Networks	Energy Solutions	EQUANS							
Absenteeism	3.4%	6.4%	5.2%	5.7%	6.4%	2.9%	5.1%	4.3%	5.5%	6%	5.5%
Absence due to sickness	1.3%	3.0%	3.3%	4.3%	4.7%	2.2%	4.3%	1.9%	3.6%	3.8%	3.4%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.1%

3.4.4 Diversity and inclusion

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. ENGIE's diversity policy was rewarded by the four-year renewal of its Diversity label in October 2017 for all Group activities in France. A follow-up

audit in September 2020 confirmed the Group's commitment to promoting diversity and equal opportunities. It praised the many initiatives taken by all the entities. Lastly, ENGIE has renewed its commitment to professional equality by signing up in September 2019 to the Women's Empowerment Principles defined by the United Nations.

3.4.4.1 Diversity

3.4.4.1.1 Gender diversity

ENGIE aims to become a benchmark for professional and pay equality. In February 2020, two new Tier 1 non-financial targets were set and approved by the Board of Directors:

- the Group's consolidated gender equality index to reach 100 out of 100 points by the end of 2030;
- women to make up 50% of the Group's managerial staff in 2030.

For ENGIE, diversity, professional equality and inclusion are innovation and performance drivers. In order to achieve this ENGIE has launched and is rolling out the Fifty-Fifty program. This international program is based on a systematic approach to creating the conditions needed to achieve gender equality.

This project came in response to demand not only from the entire Company and ENGIE's customers, but also investors. Its road map is based on six pillars: structuring and governance, diagnostics, awareness and communication, organizational adaptation, employee development and external partnerships. For ENGIE, it means becoming a benchmark player in this area and attracting the best talent.

In 2021, each entity benefited from a "Fifty-Fifty toolbox," tailored to the occupations and cultural environments of each region. Our main points of action are focused on:

- **Training employees**

- three "Diversity, Professional Equality and Inclusion" programs were rolled out between May and July 2021: one online program for all employees and two mixed programs for the Group's managers and senior managers;
- in January 2021, a personal development program "Wo+Men to Lead" was introduced for women and in September 2021 for men;
- in November 2020, a partnership was entered into with the Women Initiative Foundation in training for inclusive leadership.

- **Communication and awareness-raising**

- a "Diversity, Professional Equality and Inclusion" masterclass has been offered since February 2020. Its target audience is various hierarchical levels of the company;
- Fifty-Fifty events are scheduled for all employees on certain key dates, particularly Women's Day;
- executive committee awareness-raising workshops were held in March 2021, on privilege and how to manage unconscious bias.

- **Diagnostics and certification**

- in February 2021, ENGIE's initial scope obtained EDGE certification in Diversity and Inclusion;
- in October 2021, 22 Diversity, professional equality and inclusion questions were included in the ENGIE&Me survey;
- the findings of the audit of the processes used to assess our talent, in order to make them more inclusive, were reported in May 2021.

- **Sharing of good practice and external resonance**

- in November 2021, the 1st edition of the Fifty-Fifty Award, a competition open to everybody, was launched. It rewards the teams that are most invested in gender diversity;
- in November 2021, a virtual media library containing the resources in the Fifty-Fifty toolbox, was created on the ULearn platform: videos, statements, articles, good practice, etc.;
- as part of the Fifty-Fifty program, the Change Drivers network was created in November 2019, as well as the *ChangeMakHers* network in May 2021.

In 2021, women made up 21.8% of the Group's workforce. The proportion of women in management was 24.6%. The proportion of women on the Operational Committee is 27.3% (15 women and 40 men) in 2021. The proportion of women on the Group Executive Committee is 27.3% (three women and eight men).

In addition, to promote gender diversity in the occupations, ENGIE is raising awareness among young female audiences through the "Elles Bougent" association, which promotes the role of women in technical sectors in France. Lastly, as part of its partnership with *Le Laboratoire de l'Égalité*, ENGIE has been helping since September 2019 to develop an artificial intelligence pact. This ensures that new technologies underlying HR processes that incorporate AI are not discriminatory in terms of gender.

As part of its commitment to the apprenticeship foundation, *Fondation Innovations Pour les Apprentissages* (FIPA), ENGIE has undertaken to start a class dedicated exclusively to young women: "les Ingénieuses." In September 2021, four young women from ENGIE joined this promotion. The aim is to help them become engineers.

GRI 405-1	2021								2020	2019	
	Renewables	Client solutions			Supply	Thermal	Nuclear	Others	Group	Group	Group
		Networks	Energy Solutions	EQUANS							
Proportion of women in workforce	26.2%	27.4%	19.5%	16.8%	36.5%	12.3%	14.0%	44.3%	21.8%	21.4%	20.8%
Proportion of women in management	28.9%	32.4%	23.1%	15.9%	39.2%	16.5%	19.0%	37.8%	24.6%	24.1%	23.5%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Proportion of women in permanent hires	23.7%	31.1%	21.8%	19.6%	28.5%	18.9%	20.0%	37.8%	22.3%	21.8%	21.9%
Proportion of women in permanent management hires	30.6%	35.1%	24.7%	18.7%	42.1%	14.4%	40.0%	32.9%	24.5%	27.0%	25.4%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.4.1.2 Professional and pay equity

As part of its CSR policy and to support its purpose, ENGIE has extended the French obligation to calculate the professional and pay equity index to all of its companies abroad with more than 250 employees. This index is based on several criteria: the gender pay gap, the difference in the distribution of promotions and individual pay raises, the number of employees who received a pay rise on returning from maternity leave and the number of women among the ten highest-paid employees. All the companies use a decision-making tool called EQUIDIV, developed by the Group HRD. The tool enables automatic calculation of the index from individual data and provides priority remedial actions to progress professional and pay equality between women and men.

The effort has continued, maintaining the result of the Group's consolidated gender equality index at 85 out of 100

points in 2021. In the France the 2021 score was 89 points (identical with 2020) and internationally, 82 points (up two for the year).

On November 22, 2017, ENGIE signed a European Agreement for an indefinite period on professional equality between women and men, the fight against discrimination and violence, and the prevention of sexual harassment. Sexist behavior was the subject of a specific article.

Management is committed to developing awareness campaigns to combat sexism. Campaigns will be put in place in the 1st half of 2022 as soon as the international guide has been published. ENGIE is committed to taking all necessary measures to prevent incidents of sexual harassment. Reporting tools have been put in place to enable any deviant behavior to be flagged. In early 2021, ENGIE took part in the "BVA/#StOpE" au Sexisme scale for the first time. This

identified the priority actions to be taken across France.

In addition, on the basis of an international benchmark of legislation in force, the Group has defined a common international reference framework designed to eradicate

sexual harassment. ENGIE launched a global information and awareness campaign on domestic violence on the occasion of the International Day for the Elimination of Violence against Women. A note will be distributed internationally in the 1st quarter of 2022.

3.4.4.2 Inclusion and job-seeking support

3.4.4.2.1 The social and professional inclusion of young people

ENGIE is a major, engaged and active player. The Group develops many innovative initiatives in partnership with its ecosystem to promote learning.

A founding member of the *Collectif des entreprises pour une économie plus inclusive* ("Group of companies for a more inclusive economy"), since 2018, the Group has been taking action countrywide, alongside 34 large companies and public authorities, to promote the inclusion of young people, particularly those who have been distanced from employment or come from the most disadvantaged areas. In particular, ENGIE has undertaken to host 3,000 young people from priority neighborhoods for a period of three years, from the third grade until they start their working lives.

The Group is committed to the social and professional inclusion of people in severe difficulty or in a situation of exclusion via the *Parcours Emploi - Mobilité - Sport* (PEMS) program. This program helps young people aged 17 to 26 from priority neighborhoods, or young isolated minors supported by child welfare or charities, to sign up to a work-study contract. More than 400 young people have been supported by the initiative since 2016, with a positive exit rate above 60%. For this initiative, ENGIE relies on a network of volunteer employee sponsors, who help the young people find work-study contracts and a host company while providing them with moral support.

ENGIE has been a partner in the Alliance for Youth movement since December 2015. This is an opportunity to implement collective actions to improve the employability of young people all over the world. In this context, ENGIE has launched the "Apprenti Swap" program with Nestlé. In 2020, this enabled four young people hired as apprentices to take part in a two-year master's 2 in Digital Marketing. They are spending one year as an apprentice at each of the two partner companies. In September 2021, four new work-study students were hired simultaneously by ENGIE and Nestlé in the Compensation & Benefits and HR Performance occupations.

Since 2020, ENGIE has chaired the French GAN (Global Apprenticeship Network), the aim of which is to:

- encourage corporate initiatives;
- act on factors hindering the development of work-study programs;
- connect these initiatives with real career opportunities for young people;
- use professional training as a springboard for accessing the world of work.

3.4.4.2.2 Employees with disabilities

ENGIE is fully committed to the area of disability, including at the highest levels of the Group. In France, it is mainly involved in recruitment, integration, support and job retention, awareness-raising, communication and collaboration with the sheltered sector. In 2019, the Group reaffirmed the need for collective corporate action by signing, alongside 130 large companies, the "Manifesto for the Inclusion of People with Disabilities in Economic Life."

Through this charter of operational commitments, ENGIE is taking action, with the other signatories, that includes bringing the world of education and the world of work closer together. It helps young people discover occupations and access the labor market through work-study programs.

ENGIE has around 2,620 employees with disabilities in France. The direct employment rate was 3.4% in 2021.

ENGIE sees work-study programs as a lever for recruiting young people with disabilities. The Group has undertaken to make a substantial effort to recruit people with disabilities for work-study programs each year.

The collaboration with the protected and adapted work sector makes the inclusive vision of the Group's CSR commitments a reality. It aims to ensure the viability of indirect jobs, promote the local economy and encourage professional integration. In France, ENGIE is a partner of the GESAT network. It puts ENGIE in economic contact with service providers in the protected and adapted work sector. The services provided represented around €9 million in 2020.

3.4.4.2.3 Religious diversity

One of the 25 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. In 2015 the Group prepared some points of reference on religious diversity in the company to help managers in this regard. This guide was updated in 2019 and provided to the entities, along with an interactive version and a meeting coordination kit.

3.4.4.2.4 LGBT+ (Lesbian, Gay, Bisexual, Transgender/Transsexual plus)

ENGIE signed the L'Autre Cercle's LGBT+ commitment charter on December 6, 2017. In October 2020, in France, ENGIE published the practical guide "LGBT+, understanding to act together" in order to raise awareness of the question of LGBT+ in the workplace. ENGIE participated in the 2020 edition of L'Autre Cercle's 95 LGBT+ & Allié.e.s au Travail Role Models in France. Two employees were designated in the LGBT+ Leaders and Allié.e.s Dirigeant.e.s Role Models category. In 2021, ENGIE stepped up its actions to boost diversity and combat discrimination, with:

- the launch of "Friends," the Group's network of LGBT+ and Straight Allies employees;
- the worldwide publication of a new guide, "Understand each other to better act together";
- the training of 150 HR staff in France;
- the provision of a training/awareness-raising catalog for management committees, managers, employee representative bodies and all employees;
- participation for the second time in the "Role Models" of L'Autre Cercle, with two candidates presented.

In 2022, ENGIE North America was awarded for the 2nd year running by the Human Rights Campaign (score 95/100). Actions taken in the United States to improve equal treatment for LGBT+ employees were recognized.

3.4.5 Remuneration, social protection, employee savings plans, and employee shareholding

3.4.5.1 Principles of the remuneration policy

Group policy is to offer everyone remuneration that is personalized, fair and competitive on the market, 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. Particular attention is paid to equal pay, with the calculation of the index (see Section 3.4.4.1.2). The overall compensation structure consists of a base salary and, depending on the level of responsibility and the country, variable compensation schemes to reward collective and individual performance.

3.4.5.2 Social protection and pensions

ENGIE ensures that it adheres to the best practices of major international groups. The Group ensures the competitiveness of its entities' systems in relation to local practices in terms of social protection and pensions. In 2020, ENGIE rolled out the ENGIE Care social protection program worldwide. This program allows each employee to benefit from health coverage, guaranteeing reimbursement of at least 75% of costs in the event of hospitalization. It also protects the employees' family or loved ones in the event of their death by paying a benefit equal to at least 12 months' salary. The signing of the new global agreement is meant to guarantee protection of every employee by 2024. A lump sum equal to 12 months' wages will be paid. At least 14 weeks of

maternity leave and at least 4 weeks of paternity leave will be paid at full wages. This parenting pillar strengthens the work/life balance and equal opportunities between men and women. ENGIE Care thus adds to the attractiveness of the Group, helps employee retention and strengthens ENGIE's CSR policy. ENGIE Care is accelerating the Group's performance in terms of social benefits (including retirement) by mapping them to its various entities.

This facilitates the pooling, and therefore optimization, of its plans. The entities also have access to a pool of international insurance companies. It provides optimized subscription options, with the potential to share local and global surpluses.

3.4.5.3 Group employee savings plans policy

3.4.5.3.1 Savings plans

In France, since the end of 2009, the Group's employees have had access to a Group Savings Plan (*Plan d'Épargne Groupe – PEG*). The plan includes employee shareholding funds as well as a large range of diversified savings options. It totaled close to €2 billion in assets at the end of 2021. Outside France, measures have also been put in place in some countries that allow employees to save under terms adapted to local laws.

3.4.5.3.3 Principles of non-financial management

As part of these plans, in France, ENGIE selects management companies whose management policies take environmental, social and governance (ESG) criteria into account. As such, most of them are signatories to the United Nations Principles for Responsible Investment. In addition, a specific ESG policy has been implemented for part of the range by the fund governance. They include representatives of management and social partners.

3.4.5.3.2 Retirement savings plans

In France, since 2010, all employees may, at their own pace, build funds for retirement by paying into the Collective Retirement Plan (*Plan d'Épargne pour la Retraite Collectif – PERCO*). In 2021, ENGIE began transforming its PERCO plan, within the framework of the Pacte law. Outside France, products exist in some countries that allow employees to supplement their pensions by making voluntary contributions on favorable terms.

3.4.5.3.4 Solidarity funds

In France, the ENGIE solidarity employee mutual Fund (FCPE) called "*Rassembleurs d'Énergies Flexible*" is one of the largest dedicated solidarity funds in the French market. This fund is classed as an impact fund and has supplemented the range of Groups Savings Plan and Retirement Savings Plan investment products since 2012. It enables employees to take part in a social initiative that is consistent with their occupations.

3.4.5.4 Profit-sharing and incentive plans

Due to the existence of legally separate companies, there is no common collective profit-sharing and incentive plan for the Group. Collective variable compensation systems are widely developed in the subsidiaries. In 2021, the overall volume of employee profit-sharing and incentive plans at the various French subsidiaries reached close to €150 million.

At the ENGIE SA level, a profit-sharing agreement was signed with all the representative trade unions on June 30, 2021. This agreement provides for the payment of an envelope of

7.5% of the principal remuneration in the event that financial (4.5%) and non-financial (3%) targets are exceeded. The new agreement notably includes a non-financial criterion related to the reduction of the carbon footprint of employees. The amount paid out in 2021 for 2020 profit-sharing was €15,694,453. The agreement setting up the employee profit-sharing system for ENGIE SA was signed on June 26, 2009. Application of the statutory profit-sharing formula for 2020 resulted in no payment being made to employees in 2021.

3.4.5.5 Employee shareholding

With an employee shareholding level of 3.2%, ENGIE has a particularly dynamic and innovative shareholding policy. ENGIE periodically organizes the global employee shareholding operation known as "Link". ENGIE carried out the largest employee shareholding operation of 2018 with a volume of €340 million. This operation was subscribed by more than 40,000 employees worldwide at attractive conditions in terms of discount and employer contribution.

3.4.5.6 Performance shares/Long-term incentives

ENGIE grants performance shares, which are described in detail in Section 4.4.3. These shares, which have a minimum maturity of three years, are subject to internal and external

performance conditions. This plan is not reserved for senior managers and ENGIE has a particularly wide allotment policy. Around 7,000 employees worldwide benefit from the plan.

3.4.6 Social dialog

The development and maintenance of high-quality social dialog is considered essential to successfully support ENGIE's new organization. To this end, the work of the HR teams, in close collaboration with the social organizations, has resulted in the establishment of an innovative process of social dialog. The project for creation and evolution of the shareholding structure of EQUANS ended with a memorandum between ENGIE and the European Works Council (EWC). Potential investors submitted their business and social plans to the

secretariat of the EWC, enabling it to make a comparative analysis of the bids and issue an opinion.

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.

3.4.6.1 Representative bodies

At Group level, social dialog is organized around two representative bodies that are privileged forums for consultation between management and employee representatives:

- **The EWC:** comprising 41 full members representing the Group's 139,070 employees throughout Europe. The European Works Council (EWC) aims to develop and strengthen European social dialog, ensure balanced representation between the Group's countries and main business activities, and develop social dialog within these main businesses. A secretariat with 13 members representing eight countries meets every two months. In 2021, the EWC held eight plenary meetings, six of them extraordinary, along with ten EWC secretariat meetings and

nine meetings of the working groups. The high number of meetings is due to the various EWC consultation processes that began in 2021 (creation of EQUANS in the first half-year, changes to the Group's organization in Europe and changes to the shareholding structure of EQUANS in the second half-year). It should be noted that face-to-face meetings were resumed from mid-June, when Covid-19 related health restrictions were lifted.

- **The French Group Works Council:** this body, which represents more than 77,716 employees in France, has 30 full members. The French Group Work Council is an information body with representatives of institutions representing the employees of French companies. In 2021, four meetings were held, two of which were extraordinary.

3.4.6.2 Group collective bargaining agreements

In line with its commitments, ENGIE opened negotiations with the international union federations toward a worldwide agreement on fundamental rights and social responsibility. It was signed in January 2022 with the three global union federations most representative of our business lines, and

with the four representative labor organizations at the Group level. This agreement reaffirms ENGIE's intention to be recognized as a responsible employer that intends to attain a level of excellence socially that is commensurate with our environmental standards.

3.4.7 Note on the calculation method for social indicators

3.4.7.1 Scope of reporting

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. The reporting scope is the same as that of the Finance Department.

The data are submitted by the GBU created as part of the new organization established on July 1, 2021. EQUANS was presented separately within the Client Solutions GBU (see Section 1.6). A reporting level is attached to each indicator, according to the employees

3.4.7.2 Consolidation methods

The content of the report is based on indicators selected to reflect the main social and societal impacts of the Group's activities. The indicators are chosen in accordance with the Global Reporting Initiative (GRI) standards.

3.4.7.3 Tool

The social indicators are derived from Group social reporting (GSR). These are set out in a shared Group database that may be viewed on request. The collection, processing and

3.4.7.4 Control

The social data are successively consolidated and verified by each operational entity before verification at the Group HRD level. ENGIE's statutory auditors then verify the social information collected in order to issue a reasonable assurance

3.4.7.5 Additional information on some indicators

3.4.7.5.1 Employment

Administrative employees are recognized under "senior technicians and supervisors". The Belgian entities in the energy sector do not declare "manual workers, clerical staff and technicians" (Electrabel).

Contractually, unskilled or low-skilled workers have employee status. This might cause an underestimation of this category. The French concept of cadres (managerial staff) (≥ 300 points on the Hay Guide Chart, the universal job classification and evaluation system) is sometimes difficult to understand in other countries. This can lead to a slight underestimation because some entities may take only their senior management into account.

3.4.7.5.2 Employee flows

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.

3.4.7.5.3 Diversity and equal opportunity

The declared percentage of people with disabilities provides the best possible information on the inclusion of people with

The indicators for this report are consolidated using defined procedures and criteria. Data on the organization's structure, employee turnover, working conditions, training and safety were consolidated by aggregation.

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.

report. This work is carried out at the same time as the work of the independent third party responsible for verifying the non-financial performance statement published in ENGIE's management report.

disabilities. The Group does 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.

3.4.7.5.4 Career development

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.

Training: the definition of the indicator was changed in 2020 to ensure that it included face-to-face and e-learning training courses. The format and duration of a training may vary but must include a description of educational content. The breakdown of training hours by topic does not include e-learning hours.

3.4.7.5.5 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.

3.4.8 Health and safety policy

3.4.8.1 Performance

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

- a total frequency rate of lost-time accidents for employees and subcontractors operating on site with controlled access of 2.9, which is below the maximum target for the year of 3.1;
- a severity rate of lost-time accidents for employees of 0.11 in 2021 (level with 2020);
- a prevention rate of 0.58, higher than the minimum target for the year of 0.50.

The number of fatalities arising from the exercise of a professional activity among Group employees, temporary workers and subcontractors was 16 in 2021 - 4 employees and 12 subcontractors.

Of the 16 fatalities, 7 were due to the same accident at the construction site for a high-voltage power transmission line in Brazil, when a pylon fell over due to a fault in construction quality. In response to these accidents, the Executive Committee decided to implement a decisive action plan (see Section 3.4.8.2.4).

In the field of occupational health, the number of new cases of recognized occupational illness was 52 in 2021, marking a decrease compared with 2020 (106).

3.4.8.2 The health and safety management system

The Group's health and safety policy sets out the key principles for the management of health and safety. This policy was subject to an agreement with the representative bodies of European personnel and the representatives of the global federations.

To implement these principles, the Group's Health and Safety Rules set out the minimum standards and requirements that apply within the Group.

3.4.8.2.1 Performance reporting

The Group's performance in terms of health and safety in the workplace and process safety are monitored by:

- the Executive Committee;
- the Ethics, Environment and Sustainable Development Committee (EESDC) for health and safety at work;
- the Audit Committee for process safety;
- the Board of Directors.

In 2021, all in-depth analyses of fatal workplace accidents were presented to the Executive Committee in the presence of the operating manager involved and to the EESDC. Regular updates were also provided at meetings of the Board of Directors and the Operational Committee, which comprises the Group's main operational managers.

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

Periodic updates are carried out with each GBU in order to assess the effectiveness of the measures implemented. These also serve to evaluate the entities' capacity to prevent serious and fatal accidents involving employees and subcontractors.

3.4.8.2.2 The management of risks arising from the Covid-19 pandemic

At the start of the crisis, the Group set up a dedicated communications system to support the roll out of the various personal protection measures. The measures defined and implemented in early 2020 were continued in 2021. The Group enlisted a service provider specialized in managing health risks to help guide its decision making. Measures to prevent the infection of employees, subcontractors and customers were applied which took into account the contamination level of countries and the prevention systems set up locally by the authorities.

The specific reporting on the numbers of employees infected, which began in 2020, continued in 2021. The infection rate within the Group (based on the number of infections) remains lower overall than the rate in the country.

Managers were made aware of the need to reinforce communication and listening time with both employees working from home and those active at their usual places of work. Given the length of the pandemic, particular attention was paid to detecting weak signals that are markers of potential psychological discomfort. The various entities carried out regular surveys of their employees to assess their well-being at work. These made it possible to qualify their feelings, in particular regarding the support provided to them, and to identify any needs they might have.

The system put in place was part of a continuous improvement cycle. Feedback from entities expressing their needs and sharing any difficulties helped adapt the prevention system.

3.4.8.2.3 Definition of the new 2021-2025 action plan

The Group's objectives in terms of health and safety at work, which are reflected in its policy, are set out in multi annual action plans. The new 2021-2025 action plan covers three areas of prevention:

- "No life at risk," the management of risks relating to the direct execution of activities;
- "No mind at risk," well-being at work, vigilance, the management of risks relating to the context of activities being executed;
- "No asset at risk," management of the risks associated with the Group's industrial activities.

The main measures relating to "No life at risk" implemented in 2021 are described in Section 3.4.8.2.4 "The management of risks relating to health and safety at work." The main actions implemented by the Group relating to "No mind at risk" in 2021 are described in Section 3.4.8.2.5 "Improving well-being at work." The actions implemented in 2021 relating to "No asset at risk" are described in Section 2.2.5.1 "Industrial accident risks."

3.4.8.2.4 The management risks relating to health and safety at work

The prevention of serious and fatal accidents is based on the identification of risks and the implementation of measures aimed primarily at eliminating exposure to risks, or at implementing appropriate collective and individual protection measures, particularly by means of the safety rules imposed by the Group. Specifically, the Group has defined nine "Life-Saving Rules," covering the major risks identified, which constitute the last individual barrier of prevention before a serious or fatal accident, if all other barriers have not worked.

The entities pursued a systematic approach to identifying, analyzing and handling events with high potential of severity (HiPo) that are precursors to serious accidents. These HiPos are identified by the operating entities, which draw up an action plan for each of them to prevent their recurrence and in particular to eliminate risk exposure. The HiPos are collected by the Group, which shares them with the entities through its health and safety network.

Moreover, operators are asked to stop working if safety conditions are not met (the "Stop the work" approach). Operators must also implement "the life-saving minute", which consists of carrying out a new on-site review of risks to ensure that these are correctly under control.

Lessons were specifically shared after each serious accident analysis and specific preventive measures were then implemented.

As a result of the fatal accidents experienced by the Group in 2021, a number of specific actions were taken:

- the organization of a "safety stand down," which was a dedicated opportunity for discussion, when all the Group's activities were suspended and the teams invited to reflect on what measures to take to strengthen safety at work within the Group. The various proposals made by the entities have been analyzed and incorporated into the Group's health and safety action plan;
- in-depth health and safety reviews were carried out at certain construction sites deemed to be particularly at risk. Within the Group, construction sites have faced higher risks, with deaths on these sites accounting for three-quarters of all deaths in 2021;

- the action plan to ensure the safety of the Group's subcontractors was strengthened, with the number of subcontractor fatalities in 2021 accounting for three-quarters of all fatalities;
- a specialist external provider was charged with carrying out a full assessment of health and safety maturity and organization. The actions resulting from recommendations made by the service provider will be incorporated into the Group's health and safety action plan.

Finally, in 2021, a specific action plan was put in place to strengthen the prevention of electricity-related accidents, particularly the most serious accidents. In this context, it was requested that safety visits by management be focused in particular on the prevention of electrical accidents. All Group employees and subcontractors have been reminded that it is essential to check that there is no voltage when working on a facility. In addition, all the GBU and entities have been asked to strengthen their electrical risk action plans.

3.4.8.3 Strengthening the health and safety culture

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

The health and safety functional line animation makes extensive use of digital tools, with a great deal of work going into dissemination of information to the various entities. This work is notably supported by the organization of thematic monthly webinars, presentations of the analysis of fatal accidents and the provision of various technical support.

3.4.8.4 Dialog with social partners

In 2021, dialog with employee representatives continued at all levels of the Group and particularly with global and European bodies. A permanent health and safety at work working group is active within the European Works Council.

3.4.8.2.5 Improving well-being at work

For several years, the Group and its subsidiaries have been implementing specific measures to improve the well-being of their employees at work. In 2021, the Group continued to coordinate a network of contacts for well-being at work representing all of its entities, aiming in particular to share existing tools and resources, design new tools and share feedback and good practices between the entities.

In order to strengthen the culture of health and well-being at work and to implement an effective governance system to manage them, a Group-level body - the "No Mind At Risk" Group Committee - was established to carry out a critical, collective examination of the planned measures, with the aim of sharing and challenging them.

Nine commitments for well-being at work were rolled out during 2021, designed to improve the working conditions of all. Each Group employee has undertaken to comply with these commitments.

An e-learning was also developed and provided to all Group managers in order to raise their awareness of the most effective managerial conduct to adopt to ensure that these commitments become a reality within each working group.

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

Each half year, it reviewed the performance and actions taken in terms of health and safety and well-being at work.

With regards to the management of the pandemic, the representative bodies were regularly informed and consulted regarding new provisions to be implemented.

Health and safety data

Additional information regarding the 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 health and safety at work reporting scope includes the data of entities sold during the year up to their date of transfer.

Concerning the indicator relating to the 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.

	Number of deaths (employees)	Frequency rate (employees)	Severity rate ⁽²⁾ (French framework)	Severity rate ⁽²⁾ (ILO framework)	Number of new cases of occupational illness
GROUP ⁽¹⁾					
2021	4	3.2	0.18	0.11	52
% reporting	100%	100%	100%	100%	
2020	3	3	0.19	0.11	106
% reporting	100%	100%	100%	100%	
2019	2	3.7	0.21	0.14	120
% reporting	100%	100%	100%	100%	
NORTH AMERICA					
2021	0	1.46	0.03	0.03	0
% reporting	100%	100%	100%	100%	
2020	0	1.03	0.08	0.05	1
% reporting	100%	100%	100%	100%	
2019	0	1.73	0.11	0.09	0
% reporting	100%	100%	100%	100%	
FRANCE EXCLUDING INFRASTRUCTURE					
2021	1	4.24	0.36	0.18	49
% reporting	100%	100%	100%	100%	
2020	1	4.47	0.36	0.19	4
% reporting	100%	100%	100%	100%	
2019	1	5.25	0.36	0.21	108
% reporting	100%	100%	100%	100%	
FRANCE INFRASTRUCTURE					
2021	0	3.07	0.16	0.12	0
% reporting	100%	100%	100%	100%	
2020	0	2.02	0.07	0.07	0
% reporting	100%	100%	100%	100%	
2019	0	2.1	0.10	0.08	0
% reporting	i				
REST OF EUROPE					
2021	1	3.96	0.14	0.10	0
% reporting	100%	100%	100%	100%	
2020	1	3.27	0.19	0.12	1
% reporting	100%	100%	100%	100%	
2019	0	3.60	0.23	0.17	5
% reporting	100%	100%	100%	100%	
LATIN AMERICA					
2021	0	1.78	0.06	0.04	0
% reporting	100%	100%	100%	100%	
2020	1	2.83	0.07	0.06	84
% reporting	100%	100%	100%	100%	
2019	0	5.28	0.12	0.09	6
% reporting	100%	100%	100%	100%	
MIDDLE EAST/AFRICA/ASIA					
2021	2	0.57	0.01	0.01	0
% reporting	100%	100%	100%	100%	
2020	0	1.26	0.02	0.02	0
% reporting	100%	100%	100%	100%	
2019	1	1.09	0.02	0.01	0
% reporting	100%	100%	100%	100%	

	Number of deaths (employees)	Frequency rate (employees)	Severity rate ⁽²⁾ (French framework)	Severity rate ⁽²⁾ (ILO framework)	Number of new cases of occupational illness
OTHERS					
2021	0	0.72	0.03	0.02	3
<i>% reporting</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	
2020	0	0.68	0.02	0.02	16
<i>% reporting</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	
2019	0	1.64	0.03	0.03	1
<i>% reporting</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	

(1) Groupe covers the ENGIE 7 sectors

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