

# Social reporting 2022

Extract from 2022 Universal Registration Document



### 3.4 SOCIAL INFORMATION

Against a complex geopolitical and societal backdrop in 2022, ENGIE was able to resist in the face of numerous challenges, thanks notably to its industrial and integrated organization. ENGIE has been, more than ever, at the heart of the key subjects of our society, notably with an environmental crisis and an energy crisis in wake of Russia's invasion of Ukraine. The rare scale of the latter has raised questions relating to sovereignty, supply safety and access for all to energy.

In this context, the Group had to be capable of providing practical responses in relation to three strategic objectives: attracting and retaining all talents, while developing skills and leadership and building ENGIE's culture.

The internal ENGIE&ME survey showed an employee engagement rate of 86%, of the 73% of staff who responded. This demonstrates employee commitment to the Group strategy, as well as their understanding of the integrated organization model that was implemented in 2021. Moreover, the Group has a long history of employee share ownership and launched the Link 2022 plan in September 2022, to allow its

employees based across 21 countries to acquire shares in the Group. More than one in three employees worldwide and 43% in France subscribed to the plan, representing a further demonstration of employees' engagement and adherence to the Group's road map.

The men and women of the Group represent its leading performance driver and it is on them that ENGIE's success is based. To support them, talent identification and management programs have been reinforced. To retain them, ENGIE relies on both its development policy and its career path policy. It offers employees various career paths within its main professions and guides them in their career development choices.

In terms of recruitment, ENGIE, as its peers, has to deal with a highly competitive job market, changing professions and constantly evolving candidate expectations. ENGIE has been able to attract almost 16,974 people across the world. ENGIE's purpose, which is focused on the transition to a carbon-neutral economy, is clearly an attractive factor.

Diversity, equity and inclusion are also priorities for the Group and represent key principles in the process of recruiting, retaining and integrating talent. In this respect, in 2022 ENGIE launched the new Diversity, Equity and Inclusion policy called "Be.U@ENGIE" for "Be yourself, Be united, Be unique".

To promote this new culture, accelerate the execution of ENGIE's strategy and strengthen employees' engagement, ENGIE has introduced a new leadership model entitled ENGIE Ways Of Leading (EWOL). Drawn up during a collective and collaborative process with the Group's employees, the EWOL include five leadership priorities: **"Safety & Integrity, ONE ENGIE, Accountability, Trust and Care."**

The purpose of the EWOL program is to guide the individual behavior of leaders, to embody ENGIE's culture and put the Group's common values into practice on a daily basis.

At last, the Group has confirmed its social commitments with:

- an equal pay objective, with a maximum gender pay gap of 2% to be achieved in all entities worldwide by 2030 at the latest;
- an ambition for gender equality and an objective of 40% to 60% of women in management positions by 2030;
- a professional integration objective with a target of 10% of students on work-study programs in 2030 in France;
- an objective of 100% of employees trained each year by 2030.

In a complex world, the management of stakeholders is critical and social dialog, a driver of competitive advantage for companies. At ENGIE, social dialog is an integral part of the means invested by the Group to ensure the execution of its strategy. ENGIE's purpose is focused on energy transition for all and goes hand in hand with the Group's strong social responsibility. Its objective is to achieve a level of social excellence which is in line with its environmental standards. And the Global Agreement signed in 2022 is a proof of this. This agreement ensures the deployment of the *ENGIE Care* program, a cornerstone for common social rights, across all entities.

In a year marked by spiraling inflation, the Group paid particular attention to the compensation of its employees, by regularly reviewing its wage policies and awarding bonuses aimed at maintaining procurement power. Moreover, in October the Group announced the payment of an exceptional bonus of €1,500 to each of its employees worldwide.

Following the disposal of EQUANS in October 2022, social data presented in this chapter does not include this entity (except for the health and safety results which are presented including and excluding EQUANS, see Section 3.4.7).

### 3.4.1 SOCIAL DATA

#### 3.4.1.1 Workforce

Present in 31 countries, ENGIE had 96,454 employees at the end of December 2022. The decrease in the workforce by 75,020 employees compared with 2021 was mainly due to the

disposal of EQUANS (-69,970) and ENDEL (-4,745) in 2022, as planned in the Group's strategic plan.

GRI 102-7 /405-1	France	Europe (excl. France)	South America	USA & Canada	Middle East, Asia & Africa	2022	2021	2020
Renewables	2,836	349	943	318	368	4,814	4,882	4,878
Networks	17,162	3,078	708	858		21,806	22,542	19,624
Energy Solutions	15,113	15,535	2,271	2,206	7,536	42,661	47,531	47,716
Supply	7,007	3,608	-	-	1,963	12,578	12,829	16,495
Thermal	172	1,156	858	65	1,319	3,570	4,262	2,819
Nuclear	-	2,057	-	-	-	2,057	2,135	2,190
Others	4,231	2,626	900	1,099	112	8,968	7,323	9,406
<i>o/w GEMS</i>	1,501	1,147	-	458	108	3,214		
<b>Sub-total</b>	<b>46,521</b>	<b>28,409</b>	<b>5,680</b>	<b>4,546</b>	<b>11,298</b>	<b>96,454</b>	<b>101,504</b>	<b>103,128</b>
Equans						-	69,970	69,575
<b>TOTAL</b>	<b>46,521</b>	<b>28,409</b>	<b>5,680</b>	<b>4,546</b>	<b>11,298</b>	<b>96,454</b>	<b>171,474</b>	<b>172,703</b>
% reporting	100%	100%	100%	100%	100%	100%	100%	100%

	2022										2021	2021	2020
GRI 102-7 / 405-1	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	%	excl. EQUANS	Group	Group
Managers	2,500	5,625	10,855	2,612	1,085	483	6,176	2,215	29,336	30.4%	30,641	45,819	45,280
Men	1807	3,808	8,257	1,555	957	393	3,800	1,481	20,577	70.1%	21,789	34,542	34,361
Women	693	1817	2,598	1,057	128	90	2,376	734	8,759	29.9%	8,852	11,277	10,919
Non-managers	2,314	16,181	31,806	9,966	2,485	1,574	2,792	999	67,118	69.6%	70,863	125,655	127,423
Men	1,763	12,042	25,741	6,418	2,249	1,371	1,071	386	50,655	75.5%	54,210	99,627	101,281
Women	551	4,139	6,065	3,548	236	203	1,721	613	16,463	24.5%	16,654	26,029	26,142
Total	4,814	21,806	42,661	12,578	3,570	2,057	8,968	3,214	96,454	100%	101,504	171,474	172,703
Men	3,570	15,850	33,998	7,973	3,206	1,764	4,871	1,867	71,232	73.9%	75,999	134,169	135,642
Women	1,244	5,956	8,663	4,605	364	293	4,097	1,347	25,222	26.1%	25,505	37,305	37,061
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

As of December 31, 2022, the workforce comprised 29,336 managers i.e. 30.4% of the total workforce, and 67,118 non managers, i.e. 69.6%. The proportion of managers increased slightly, by 0.2%, compared with 2021.

The proportion of women in the workforce represented 29.9% of managers (see Section 3.4.2.3), increasing by 1% compared to 2021.

### 3.4.1.2 Contract types and trends

At the end of December 2022, 88,241 employees were on permanent contracts, making up 91.5% of the workforce. 4,499 employees were on fixed-term contracts, i.e. 4.7% of the workforce.

Furthermore, with 3,714 young people on work-study contracts, i.e. 3.9% of the workforce, ENGIE has confirmed and has maintained its commitment to young people. Work-study programs combine practice and theory. These programs are also an important source of recruitment (see Section 3.4.3.4.5).

	2022									2021	2021	2020
GRI 102-8	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Permanent	91.5%	94.5%	90.3%	25.3%	8.0%	99.9%	93.8%	94.6%	91.5%	91.5%	90.0%	90.4%
Fixed-term	3.7%	0.6%	6.2%	2.8%	0.3%	0.1%	2.2%	2.4%	4.7%	4.8%	6.3%	6.1%
Work-study contract	4.8%	4.9%	3.5%	1.3%	0.0%	0.0%	4.0%	3.0%	3.9%	3.8%	3.6%	3.5%
% reporting	100%	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.

	2022									2021	2021	2020
GRI 405-1	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
< 25 yrs old	2.2%	2.5%	3.7%	4.1%	1.3%	1.0%	1.5%	1.3%	3.0%	2.8%	3.3%	3.4%
25-34 yrs old	24.9%	21.5%	24.5%	22.7%	19.9%	14.9%	20.3%	22.9%	22.8%	23.2%	22.5%	23.0%
35-44 yrs old	37.6%	31.5%	28.8%	33.4%	32.3%	34.5%	34.0%	39.1%	31.2%	31.1%	28.9%	28.8%
45-54 yrs old	24.8%	30.4%	25.0%	27.1%	29.1%	22.2%	29.7%	27.0%	27.0%	27.3%	26.8%	27.3%
> 55 yrs old	10.4%	14.1%	18.0%	12.7%	17.4%	27.4%	14.5%	9.7%	15.9%	15.7%	18.2%	17.5%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## 3.4.2 CULTURE AND COMMITMENT

### 3.4.2.1 Culture

ENGIE's culture is based on its "raison d'être" (see Section 1.1.1), which guides the Group's strategic priorities and each employee's motivation to contribute to the energy transition. This purpose is supported by its ability to act collectively and individually, regardless of activity or geographic location. ONE ENGIE is a reflection of collective work practices, and is integrated and applied at each level of the organization. These practices are also the conditions for an inclusive culture which allows anyone to be himself.

#### 3.4.2.1.1 Actors of the energy transition

ENGIE is a pioneer in energy transition. At the heart of its strategy, its constant commitment is to develop a balanced, affordable, reliable and sustainable energy mix.

The Group's objective is to support its stakeholders in their decarbonization ambitions. Each ENGIE employee needs to be aware of the challenges they are helping to meet: to the climate emergency, social responsibility and an uncertain and volatile energy market.

At ENGIE, all employees are both ambassadors for the Group's strategy and actors of the energy transition. Together everyday, they work to achieve the Net Zero-Carbon objective by 2045 and to make ENGIE the champion of zero-carbon energy. This community of employees defends a new social model that brings together economic performance, human progress and respect for the environment. This community is open to society and territorial players. The development of this learning community is a source of individual fulfillment. Managerial practices and career paths are optimized to ensure the success of the energy transition project.

#### 3.4.2.1.2 Acting together, as "ONE ENGIE."

To meet the challenges of the energy transition together and achieve its strategic objectives, the Group launched an in-depth organizational transformation in 2021, built around four Global Business Units and four regional hubs. Cross-divisional exchanges introduced by this reorganization is allowing us to build a ONE ENGIE culture shared by all employees.

This shared ONE ENGIE culture is based on coordinated working practices, the "ENGIE WOW" (Ways of Working): COLLABORATE, PRIORITIZE, COMMIT TO DELIVER, FOCUS ON BUSINESS, ENGAGE. These five principles must guide the behavior of each collective, in both their internal operation and their interactions with the rest of the organization.

#### 3.4.2.2 Engagement

The Group's shared culture and individual action to achieve the energy transition form the basis for employee engagement. To allow them to take ownership of transition-related challenges and their impact on the business lines, develop their skills and provide the means to take action in their daily practices, ENGIE has created its Sustainability Academy.

##### 3.4.2.2.1 Sustainability Academy

ENGIE created its Sustainability Academy in 2021 to facilitate the commitment of each employee, who is also actor of the energy transition. Employees act as internal ambassadors to the Group's strategy and its operational implementation. All of the Sustainability Academy's initiatives are created internally thanks to the expertise and efforts of employees.

The Sustainability Academy facilitates employee engagement through three drivers:

- **Being aware and taking ownership of the Group's strategy and its operational challenges**
  - An online training program covering the Group's strategy is complemented by round table sessions throughout the year. The aim is to understand the challenges of the Group's strategic transformation: energy saving measures, the development of biomethane, green finance, carbon offsetting;
  - Training programs covering the energy markets, carbon-free technologies and energy saving measures, supplement this first driver.
- **Understanding the contribution of each one's activity to the Group's strategic objectives**
  - Regardless of one's function, this involves being aware of his impact on the energy transition. Tangible questions must be included in each decision-making process: how to improve the management of stakeholders? how to use the Group's matrix to take the societal and environmental impact of my activity into account? are the framework agreements adapted to the Group's commitments?

The ENGIE WOW aims 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.

These were introduced within each Group entity and translate into the solid commitment of teams in their daily work. The exemplary role of managers who represents the ENGIE WOW, promotes related behavior. ENGIE WOW thus fully play their unifying role. That is one of the fundamentals of the ENGIE Group's leadership model.

As of 2022, all Group's employees were invited to give their opinion on compliance with the behavior associated with the five ENGIE WOW principles, through the ENGIE&ME engagement survey. One year on from their implementation, tangible behaviors associated with these principles are visible within the organization.

- A training program is dedicated to business developers and sales teams to improve their skills and meet our customers' expectations in an optimal manner.
- **Acting on a daily basis for the energy transition and being an ambassador through exemplary behavior**
  - The energy transition is everyone's responsibility on a daily basis. Everyone must understand the challenges and also the associated best practices, in terms of the use of IT tools and sobriety;
  - The Sustainability Academy is also a framework for sharing skills and experience. Each year, it brings together more than 4,000 employees across the different geographies. Training courses totaling 48 hours are dedicated to the sharing of knowledge, skills and experience on subjects relating to sustainability in the workplace. More than 100 events and exchange sessions are organized by employees.

##### 3.4.2.2.2 The employees' commitment to the Group's strategy (ENGIE&ME)

The understanding and adherence of Group employees to its strategy is a driving force of the engagement measured in the annual ENGIE&ME survey. This engagement survey, which is carried out Group wide, showcases ONE ENGIE. In 2022, 73% of employees gave their opinion on the drivers of their engagement.

The increase in the sustainable engagement of Group employees (86% in 2022) is driven by a widespread sense of ownership of the Group's strategy, which reinforces their pride and makes them excellent ambassadors for the enterprise and its "raison d'être".

The results notably highlighted the fact that:

- 86% of employees recommend ENGIE as a great place to work;
- 80% of employees believe in the Group's ability to accelerate the transition to a carbon-neutral economy;



- 84% of employees are aware of their role within their entity to protect the environment;
- 91% of employees declare that they go above and beyond their own responsibilities to enable the enterprise achieve its goals.

Being actors of the energy transition and committed to the Group's strategy also means ensuring that all ENGIE stakeholders are involved in this transformation. In total, 81% of employees confirm their commitment and attachment to ENGIE as a socially responsible company.

### 3.4.2.3 Diversity and Inclusion

#### 3.4.2.3.1 Policy

##### At the Group level

In 2022, for the first time, ENGIE adopted a Global policy for Diversity, Equity and Inclusion (DEI). This policy has a dual objective of helping the Group progress in terms of the representation of the diversity of populations and in making all work environments inclusive. There is no place for either discrimination or harassment in any form.

This policy:

- is aimed at all employees;
- must adapt and be modified to local legal and cultural contexts;
- is designed to change Group culture;
- is scalable over time;
- and contributes to performance.

The priority subjects defined for 2022 and 2023 are:

- gender equality (notably with the Fifty-Fifty program);
- the question of LGBTQ+ (Lesbian, Gay, Bisexual, Transgender / Transsexual plus);
- origins (including nationalities, ethnic origins, skin color, religion, social background, education and non-standard career paths);
- generations (the integration of young people and the employability of seniors);
- and the issue of disability.

The new "Be.U@ENGIE" policy allows each employee to feel free to be themselves ("Be.Unique") to fully contribute to the Group's collective ambition ("Be.United"). A road map will be rolled out across all regions as of 2023 and managed by a DEI World Committee.

##### In France

For many years, the Group has implemented a corporate social responsibility (CSR) policy that is proactive, ambitious and innovative. It aims to combat discrimination and promote equal opportunity and treatment.

This measure has been recognized by the award of the Diversity label for the first time in 2012, confirmed by regular audits and extended in 2022. The most recent audit was carried out in September 2020 and confirmed the Group's commitment to promoting diversity and equal opportunities. It praised the many initiatives taken by all the entities in France.

#### 3.4.2.3.2 Gender diversity

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

- pay gap between women and men less than 2% on equivalent positions at the Group level, by 2030;

Internally, this is reflected in:

- steady and constant social dialog;
- a common foundation for social protection guaranteed for all employees worldwide;
- attention paid to employee development;
- and their inclusion within the Group with respect for their diversity.

- gender equality, with an objective of 40% to 60% of women in management positions by 2030.

For ENGIE, diversity, professional equality and inclusion are innovation and performance drivers. ENGIE has therefore launched and has been rolling out the Fifty-Fifty program since 2020. This program is based on a systematic approach to creating the conditions needed to achieve gender equality.

This program came in response to demand from the Society, ENGIE's customers, and its stakeholders. Its road map is based on six pillars: structuring and governance, diagnostics and certification, communication and awareness, organizational adaptation, employee training and development, and external resonance. For ENGIE, it means becoming a best-in-class in this area and attracting the best talents.

Since 2021, each entity has benefited from a "Fifty-Fifty toolbox," tailored to the professions and cultural environments of each region, mainly focused on:

##### • The training and development of employees

- three "Diversity, Professional Equality and Inclusion" programs have been rolled out since May 2021: one online program for all employees and two on-site and remote programs, one for mentoring and the other one for the Group's managers and senior managers;
- in 2022, the Group continued to roll out the *Wo+Men to Lead* personal development program, for male and female leaders;
- a partnership with the Women Initiative Foundation has been focused since 2020 on training employees in inclusive leadership, in cooperation with major international universities.

##### • Communication, team awareness raising and the sharing of best practices

- events are offered to all employees during the year: to mark International Women's Day, to raise awareness among managers and HRs regarding bias in recruitment;
- A "Sexual Harassment and Sexist Action" guide was compiled in 2022 and shared with the Human Resources and Ethics teams in each of the Group's countries, led by the Executive Committee which sought to reaffirm the Zero Tolerance policy on this subject;
- awareness raising workshops have been organized by the entities' Executive Committees since 2021. These workshops aim to raise awareness among managers, helping them build equality-driven action plans within their entity;
- the Fifty-Fifty Awards, a competition open to all to award the teams that are most invested in gender diversity, has been organized annually within ENGIE since November 2021;
- an online media platform containing plenty of resources (videos, testimonies, articles, best practices) was created on the Group's e-learning platform in November 2021;

- conferences and the sharing of best practices targeting "Diversity, Professional Equality and Inclusion." These are available throughout the year to ENGIE employees looking to launch new initiatives within their scope. This network called Change Drivers was founded in November 2019.
- The ChangeMakHers network, created in 2021, brings together leaders trained to challenge the status quo within the organization and showcase ENGIE's commitment outside the Group, through conferences, partnerships and round tables.

#### • Diagnosis and EDGE certification

- in December 2022, 15 entities in nine countries obtained EDGE certification in Diversity and Inclusion; seven others are currently undergoing certification. This certification offers international recognition of gender equality and covers the corporate culture, recruitment, promotion, mentoring and training of its managers;
- in October 2022, 25 questions relating to "diversity, professional equality and inclusion" were included in the ENGIE&ME annual engagement survey;
- in May 2021, the findings of the audit of the processes used to assess talent, in order to make them more inclusive, were reported. Recommendations are regularly applied or updated.

At the end of December 2022, women made up 26.1% of the Group's workforce. The proportion of women in management was 29.9%. The proportion of women on the Operational Committee is 35.2% (19 women and 35 men). The proportion of women on the Group Executive Committee is 40% (four women and six men).

#### • External resonance

To promote gender equality within its business lines, ENGIE is raising awareness among young female audiences through the "Elles Bougent" association, which promotes the role of women in technical sectors in France. Furthermore, 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 Artificial Intelligence are not discriminatory in terms of gender.

Moreover, as part of its commitment to the apprenticeship foundation, *Fondation Innovations Pour les Apprentissages* (FIPA), ENGIE has undertaken to start a school class dedicated exclusively to young women, "les Ingénieuses," which aims to help them becoming Engineers. In September 2021, four young women from ENGIE joined this promotion. In September 2022, ENGIE continued its commitment with the start of a second promotion.

Finally, since 2022, ENGIE has been taking part in the *Rise & Lead* summit which brings together business leaders and entrepreneurs to share best practices and ideas to drive change toward diversity, equity and inclusion.

GRI 405-1	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Proportion of women in workforce	25.8%	27.3%	20.3%	36.6%	10.2%	14.2%	45.7%	41.9%	26.2%	25.1%	21.8%	21.4%
Proportion of women in management	27.7%	32.3%	23.9%	40.5%	11.8%	18.6%	38.5%	33.1%	29.9%	28.9%	24.6%	24.1%
% reporting	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Proportion of women among new hires	38.3%	35.6%	22.0%	30.2%	18.7%	10.3%	49.7%	47.1%	28.2%	24.6%	22.3%	21.8%
Proportion of women among new management hires	36.8%	37.2%	23.3%	41.7%	21.9%	0.0%	40.0%	35.8%	30.5%	27.2%	24.5%	27.0%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

#### 3.4.2.3.3 Professional and pay equity

As part of its CSR policy and to support its purpose, ENGIE had made the decision to extend the French obligation to calculate the professional and pay equity index to all of its companies abroad with more than 250 employees. As a reminder, 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.

In 2022, in line with its ambition and for greater readability, the Group decided to focus, among the professional and pay equity index indicators, on the equal pay indicator. It measures the difference between the compensation of men and women. ENGIE has decided to set a maximum gap objective of 2% at the Group level for equivalent positions.

For 2022, the difference in compensation between women and men stood at 1.73%. In a high inflation context, ENGIE has been able to reduce this difference.

All the companies use a decision-making tool called EQUIDIV, developed by the Group HRD. The tool offers an automatic and

standard calculation of the index based on individual data. EQUIDIV provides priority remedial actions to advance professional and pay equality between women and men.

On November 22, 2017, ENGIE has 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.

In 2022, the Human Resources Department, in cooperation with the Ethics, Compliance & Privacy Department, introduced a practical guide aimed at all ENGIE countries and entities. This guide aims to align definitions and help the latter draw up their own program to prevent and combat sexist behavior and sexual harassment. The awareness-raising campaign began with a webinar in October 2022, committing each entity to building an action plan for "Zero Tolerance."

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 on Sexism scale for the first time.

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.

Moreover, ENGIE includes on the energy bills sent to its all eight million customers in France, the freephone number "SOS femmes battues" for female victims of domestic abuse. The public is therefore kept informed of measures to combat violence against women.

#### 3.4.2.3.4 Inclusion and job-seeking support

ENGIE is highly committed to this subject and develops many innovative initiatives in partnership with its ecosystem to promote learning.

##### 3.4.2.3.4.1 Social and professional inclusion of young people

As a founding member of the *Collectif des entreprises pour une économie plus inclusive* ("Group of companies for a more inclusive economy"), the Group has been, since 2018, taking action countrywide, alongside 35 large companies and public authorities. For example, an escape game was created to raise awareness of ENGIE's occupations among young people. The strength of the *Collectif* is the ability of companies to share their experience and allow everyone to benefit from shared know-how and a local network.

These actions 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 *Collectif* launched an extensive program in September 2022 to encourage the development of mentoring among its members with the aim of reaching 1% of mentors among all employees of the 36 member companies by end-2023. In this regard, ENGIE has committed to developing its external mentoring, in addition to the existing internal scheme.

In 2022, ENGIE took part, alongside the companies within the *Collectif*, in the *Salon Jeunes d'Avenir* (Youth of the Future trade show) in the Ile-de-France region. This event was an opportunity for Technician Ambassadors to present the Group's professions and for several female site managers to share their experience with young women looking for work-study contracts and career advice. The Group also launched the "*prépa apprentissage*" initiative (prepare to learn), which welcomed ten young people who had dropped out of school and were distanced from employment. After taking part in the initiative, six joined ENGIE's Apprentice Training Center.

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

Since 2020, ENGIE has chaired the French GAN (Global Apprenticeship Network), enabling 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.

The various institutional, associations and corporate partnerships also facilitate the employability of young interns and apprentices, both internally and externally. Close attention is paid during all stages of the recruitment process, for interns and apprentices in particular, to ensure a more inclusive recruitment process.

#### 3.4.2.3.4.2 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.

Managers are invited to follow e-learning courses designed to raise their awareness of all aspects of disability in the company. A webinar on disability was hosted on October 6, 2022 by Jean-Sebastien Blanc, Executive Vice President in charge of Human Resources, with the aim of raising awareness among all Group employees.

In addition, in 2022 ENGIE designed a program specifically for the Group's young work-study students and interns. The aim is to make them aware of any personal disabilities that they may have, in order to assist them, if necessary, in obtaining recognition of their disability. This program also allows to raise their awareness in their future role as managers and will be fully rolled out in 2023.

Thanks to financial and human resources, €3 million per year on average and more than twenty disability advisors supported by local representatives, ENGIE has around 2,136 employees with disabilities in France. ENGIE's employment rate in France was 3.4% in 2022.

The collaboration with the protected and adapted work sector (ESAT and adapted companies) 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.

On October 3, 2022, Chief Executive Officer Catherine MacGregor signed a national agreement with the GESAT network, which represents 2,250 ESAT and adapted companies in France. The objective is to facilitate access for Group companies to suppliers employing people with disabilities.

As part of work on digital accessibility, ENGIE became involved in 2022 in an inter-company training program for digital accessibility coordinators. This training is reserved for people with disabilities.

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

On December 6, 2017 ENGIE signed the *L'Autre Cercle's* LGBT+ commitment charter. 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 Human Resources staff in France;
- the provision of a training / awareness-raising catalog for management committees, managers, employee representative bodies and all employees;
- the 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 second year running by the Human Rights Campaign (score 95/100). Actions taken to improve equal treatment for LGBT+ employees in the United States were recognized.



In 2022, ENGIE took part in the following event:

#### International

- May 17 (IDAHOT 2022 - International Day Against Homophobia, Biphobia and Transphobia): an international webinar with testimonies from employees on their life journeys, and the testimony of BNP Paribas on the treatment of parenthood. A total of 200 participants were present under the patronage of Jean-Sébastien Blanc, Executive Vice President in charge of Human Resources.
- October 11 (National Coming Out Day): webinar organized by the Friends, Pride NorthAm and Pride Impact networks with testimonies from employees.

#### In France

- February 13: Second participation in the IFOP/L'Autre Cercle Barometer for voluntary entities (20,600 employees).

The actions undertaken by the Group were recognized with an increase in the barometer compared with the previous year. However, the issue of the visibility of homosexuals remains unchanged, in particular for women.

- June 20: webinar on Allies with the partner *L'Autre Cercle* and the participation of Didier Holleaux, Executive Vice President of the Group.
- June 29: renewal of the signature of the *L'Autre Cercle's* Commitment charter.
- September 15: interview with Catherine MacGregor in the magazine *Têtu*.
- October 11: election of Didier Holleaux as a Management Ally Role Model for the 2022 edition organized by *L'Autre Cercle*.

### 3.4.3 HUMAN RESOURCES ATTRACTION AND DEVELOPMENT POLICIES

#### 3.4.3.1 Training and Development

The Group offers its employees opportunities to develop their skills through a range of training programs, career paths and personal development actions. It helps develop employability by adapting skills to changes in occupations and technologies. The ecological transition and technological accelerations due to digitization and artificial intelligence are transforming the professions of employees. They are also creating tensions in terms 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 skills in three areas: advance skills management to prepare for the future; enhanced internal mobility to serve 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. This strengthens their engagement and fosters their development and employability, serving the sustainability of the Group's activities. This strategy is part of the training and development policy in place since 2017.

##### 3.4.3.1.1 ENGIE Skills, the forward-looking jobs and skills management program

To implement the appropriate development policies and actions, ENGIE has a strong skills-based approach. These 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 Jobs reference system, which lists (through a continuous improvement approach) 300 reference professions, allowing:

- better knowledge of how 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 the 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.

##### 3.4.3.1.2 Training: 100% ambition

Developing skills and maintaining employability are crucial areas for the Group's competitiveness and performance and for its ability to roll out its strategy. Since February 2020, ENGIE has pursued its non-financial goal of training 100% of employees each year by 2030.

To achieve this goal, ENGIE offers a skills development approach which highlights key skills by population and the related key training needs. This strategy includes the implementation of a Learning governance and the creation of a Learning decision-making body. These bring together Training managers at the Group's Global Business Unit and regional level.

In this context, ENGIE identified three mandatory training courses in 2022, on Health and Safety, Ethics and Cybersecurity, to be carried out in e-learning format by all employees. At the end of 2022, ENGIE also offered varied training courses on key management and leadership skills for Group managers. Managers working in the field of renewable energies were the first to benefit from the introduction of these Management paths.

In addition to prioritizing key skills, ENGIE is committed to instilling a Learning culture and offering regular opportunities to learn, by promoting flexibility in learning approaches. Therefore, in addition to in-person training sessions, virtual classes and e-learning, the Group set up a Mobile Learning platform in 2021 which facilitates access for employees to training modules on Group Business and Culture fundamentals such as hydrogen and energy saving measures.

The Group has rolled out key training programs at the global level which require rapid scaling up. Use of local trainers is also a driver to be able to achieve the target of 100% of employees trained by 2030.

### 3.4.3.1.3 ENGIE University

For more than 15 years, ENGIE University has been supporting the professional and personal development of employees, in particular executives and managers. In addition to being a Qualiopi certified training center, ENGIE University is a place for strategic thinking regarding Group Learning and Development policies, as well as current and future Skills subjects.

Since 2021, ENGIE University has stepped up the implementation of programs enabling every employee to learn about the Group's new strategy. In 2022, in addition to the Sustainability Academy programs, ENGIE University created short e-learning training courses. These relate to the carbon footprint of IT equipment (Green IT program) and energy saving measures for employees, today's true "transition makers." The Sustainability Learning Days were organized over a continuous 48-hour period in fall 2022, which allowed all Group employees, regardless of their time zone, to take part in the event as either a trainer or trainee. In total, more than 1,300 individuals took part in 101 sessions on subjects relating to business transformation, the decarbonization of customers and internal transformation.

With hybrid modes of working continuing to be popular, ENGIE University decided to maintain on-site programs and digital versions (e-learning and virtual classes, U.learnGO mobile app). This allows as many employees as possible, throughout the world, to continue to receive training.

The University therefore organized a new edition of the Learning Festival in March 2022. This event, which was planned and delivered in 100% digital format, consisted of a week of training for all the Group's employees. The Learning

Festival allowed for the development of key skills, a need that goes hand in hand with the crisis and which required a readjustment of know-how. The 2022 Learning Festival brought together more than 1,200 employees from 44 different countries, representing all the Group's entities during 120 different sessions (Learning Programs, Learning Activities, Social Events). A total of 42 external trainers and 44 internal stakeholders ran these sessions.

The U.Camp, ENGIE University's temporary traveling campus, which takes place over one week at a unique site in France or abroad, was able to be held again in 2022. Organized on-site, this event brings together employees from a range of entities and business lines for high-quality training courses and social events. It is a major contributor to ENGIE's culture and, at the same time, offers a learning experience to participants to reinforce their feeling of belonging, improve performance and accelerate the Group's transformation. In Paris, more than 1,000 employees of 26 nationalities took part in 40 sessions, social events and market place. In August, more than 500 employees from across Central and Latin America met in Rio de Janeiro.

As the transformation of the Group also entails the evolution of business lines, ENGIE University has been developing Academies for its four Global Business Units since 2022. These Academies, some of which were still under construction at the end of 2022, offer courses to improve the professionalization and operational excellence of employees, the establishment of a shared culture and the promotion of internal and external know-how within the entities.

As a result of the implementation of all these systems, ENGIE trained 83.8% of its employees in 2022.

### Proportion of employees trained

GRI 404-2	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Proportion of women trained	100.0%	73.2%	84.9%	88.9%	86.9%	99.5%	77.9%	68.9%	82.8%	80.3%	80.9%	69.2%
Proportion of men trained	100.0%	82.7%	81.8%	87.5%	94.3%	100.0%	73.4%	62.4%	84.1%	82.6%	82.1%	70.3%
<b>Proportion of employees trained</b>	<b>100.0%</b>	<b>80.1%</b>	<b>82.4%</b>	<b>88.0%</b>	<b>93.4%</b>	<b>100.0%</b>	<b>75.4%</b>	<b>65.1%</b>	<b>83.8%</b>	<b>82.0%</b>	<b>81.9%</b>	<b>70.1%</b>
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.7%

### Training hours

GRI 404-1	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Total nb. of training hours	175,180	796,074	532,811	231,088	142,474	125,510	123,448	29,947	2,126,584	2,254,023	3,468,907	2,963,242
<b>Average nb. of hours per person trained</b>	<b>37</b>	<b>46</b>	<b>16</b>	<b>21</b>	<b>42</b>	<b>62</b>	<b>19</b>	<b>15</b>	<b>27</b>	<b>28</b>	<b>25</b>	<b>26</b>
% reporting	100%	100%	96.8%	100%	100%	100%	100%	100%	98.6%	100%	100%	97.4%

## Breakdown of training hours by topic

GRI 404-1	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Business techniques	35.3%	37.9%	36.0%	44.3%	32.9%	65.4%	23.6%	23.9%	38.8%	41.7%	38.1%	35.9%
Quality, safety and environment	32.7%	14.5%	48.1%	26.2%	55.3%	26.6%	12.9%	11.5%	28.2%	30.8%	37.9%	33.7%
Languages	7.7%	0.3%	1.8%	2.6%	1.4%	0.0%	17.2%	10.7%	2.4%	2.3%	1.8%	3.0%
Management, personnel development	15.2%	42.0%	9.7%	15.4%	6.0%	0.0%	26.5%	24.6%	23.8%	17.8%	15.6%	13.1%
Others	9.1%	5.2%	4.3%	11.6%	4.5%	8.0%	19.9%	29.3%	6.9%	7.4%	6.6%	14.2%
% reporting	100.0%	100.0%	96.8%	100.0%	100.0%	100.0%	100.0%	100.0%	98.6%	100%	100%	100%

## 3.4.3.2 The talent policy

The development of Group Talents contributes to ENGIE's performance by developing its human capital. It aims to anticipate the Group's requirements in terms of skills and expertise. It is used to identify and prepare executive managers and the human and technical leaders of the future. To fulfill this mission, the Talent Department develops:

- a bottom-up approach to identify key positions within the Group, ensuring the implementation of succession plans and the identification of high-potential talent, from the entities to the Group's managing bodies; the 2022 "People & Position Review," carried out at the country level, then at a regional level, was then consolidated by business line and function. This approach allows the Group to take a cross-divisional view when identifying more than 2,000 of its key positions as well as more than 6,000 talents that have the potential to fill these positions;
- personalized career paths that meet the Group's needs, incorporate the aspirations of employees and draw on the diversity of the Group's business lines and geographic locations;
- development tools and specific programs delivered over the long term.

The Group's Talent policy is geared toward all employees and aims notably to strengthen the skills of three key populations for the Group, as well as the entities populations that are targeted more locally: leaders, technicians and experts. Its purpose is to anticipate requirements in terms of skills, secure key positions and improve the loyalty of employees. The health crisis has impacted ways of working, working relationships and drivers of motivation and engagement. In order to tackle it, ENGIE is drawing on the quality of the "talent experience" of employees, from the moment they are hired and during their careers. 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 technical professions by employee ambassadors is also a major asset for recruiting new technicians.

To retain them, ENGIE relies on both its development policy and its career path policy, which offer employees various career paths within its main business lines and guides them in their career development choices.

## 3.4.3.2.1 ENGIE Boost: the program for future leaders

ENGIE Boost is a system for identifying, developing and retaining high-potential talent at all levels of the organization in order to prepare them to occupy strategic roles at the Group. It comprises three programs:

- Rise! and Pulse! are managed at the Group level: over a 24-month period, they prepare leaders who are likely to rapidly take strategic responsibility within ENGIE;
- A third program, Up!, which is managed on a more local basis, focuses on High Potential talents which are likely to move into key positions within the Group.

Inclusion in the Rise! or Pulse! programs is managed by the Talent & Diversity Department. They ensure a consistent, pertinent approach by implementing People Reviews with the GBU and the support functions. In 2022, the Pulse! program brought together 129 Talents with the potential of moving to one of the Group's 275 strategic positions during their next career move (of which 37.2% women and 38% international employees). The Rise! program brought together 145 Talents with the potential of moving to one of the Group's 260 strategic positions in two or three career moves (of which 55.2% women and 35.9% international employees). Inclusion in the Up! programs is managed locally, through the People Reviews of the GBU, regional hubs, functions and entities. In total, 900 talents take part in the ENGIE Boost initiative's Up! programs. These programs are 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.

## 3.4.3.2.2 ENGIE Ways Of Leading (EWOL)

In 2022, ENGIE's leadership model was adapted to support the deployment of the Group's strategy. It was named "ENGIE Ways of Leading" which is complementary to "ENGIE Ways of Working" applied to all Group employees since 2021.

It focuses on five key commitments that clearly define the common expectations in terms of managerial behavior, to meet the Group's needs:

- **Safety & Integrity:** applying strict standards for the health and safety of employees, securing assets, ensuring ENGIE's (cyber)security, integrity and reputation. This also involves building a "Zero Tolerance" culture, to secure a license to operate.
- **ONE ENGIE:** implementing the ENGIE strategy by drawing on the ENGIE WOW, guided by value creation for ENGIE and its customers, while benefiting from the diversity of ENGIE employees.
- **Accountability:** clearly and precisely defining objectives and responsibilities toward teams and stakeholders, empowering our employees and teams by providing them with the means to succeed and organizing stimulating and honest discussions.

- **Trust:** doing what we say and saying what we do, managing and inspiring, through example, the teams, stakeholders and customers, communicating and acting in a transparent manner.
- **Care:** promoting a culture of shared interest, respect and caring within the teams, improving well-being at work and putting the development of skills and constructive feedback into practice.

The ENGIE Ways of Leading were rolled out to 275 of the Group's Global Leaders at end-2022 and will be introduced in 2023 to all Group managers. The career development and management programs will be adjusted accordingly.

#### 3.4.3.2.3 ExpAND: the program for Experts

ENGIE has been developing the ExpAND program since 2020, which aims to identify, develop and recognize Group experts in

a cross-divisional manner. This program complements specific programs dedicated to improving technical skills in key areas for the Group, directly managed by the GBU.

The ExpAND program 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. By the end of the first three campaigns, 853 ExpANDers had been identified: 62 Global, 468 Key and 323 Local.

### 3.4.3.3 Group mobility

#### 3.4.3.3.1 ENGIE Mobility

Mobility practices are strongly encouraged and promoted within ENGIE and a Group Mobility policy sets out the foundation of the seven major mobility principles within the Group since September 2019. The fluidity of resources and employees' ability to evolve are a measure of how their employability and sense of belonging to the Group is being maintained. In this way, mobility between the Global Business Units and entities is facilitated. They are a necessary condition for the Group's transformation and agility. 2,840 movements between and changes in positions took place in 2022. Committees meet to facilitate the matching of positions with internal profiles.

ENGIE Mobility is a system to support career mobility. Since its creation in 2017, ENGIE Mobility brings its expertise and service offering to the HR function notably through various tools dedicated to mobility. In 2022, ENGIE Mobility acted in support of Human Resources managers on various major transformation projects.

In France, a digital space called "Mymobility," dedicated to building career plans, is available to all employees. Events such as "50' Live Mobilité" are organized to promote the culture of mobility and sharing between Human Resources managers. Lastly, the "Regional Mobility Employment Committees" network is coordinated on a monthly basis.

These committees, which are assigned to five regions / employment pools across the country (Ile-de-France; West; South West; Center East and South East; North East) work to promote local internal employment.

#### 3.4.3.3.2 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-based marketplace that offers short-term missions to employees according to the skills that they have acquired or are developing. This system promotes learning through experience for employees. At the same time, it enables managers to quickly access relevant internal skills that meet their business needs. It perfectly meets the Group's strong need for reactivity and flexibility, in terms of both resources to carry out temporary missions as well as the development needs of the Group's Talents.

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

#### 3.4.3.4 Hiring and employer brand

##### 3.4.3.4.1 Employer brand

The development of an attractive employer brand that is consistent with the Group's locations and hiring needs is a major challenge.

In 2022, the employer brand thus enabled ENGIE to maintain its place in the rankings:

- ENGIE consolidated its fifth position among the "Top Companies" in LinkedIn's rating. ENGIE had around 800,000 LinkedIn followers at end-December 2022 (versus 675,000 in 2021). Traffic to ENGIE's website has continued to grow, with almost 500,000 views per month at the beginning of the year;
- ENGIE is the eighth most committed company in terms of CSR in France out of 61, according to the CSR study carried out by Universum in September-October 2022. The Group ranked second in terms of environmental commitments;
- in the end of the public health crisis at end-2021, ENGIE:
  - maintained its eleventh position as most popular in its core target audience among Baccalaureate Diploma +2/+3 level students,
  - ranked number eighteen as most popular company among students of engineering schools in France, and thus

returning to its 2020 level of popularity. The brand's reputation has never been as high in engineering schools. Thus, 95% of engineers know ENGIE, of which 27% are interested in it as an employer.

##### 3.4.3.4.2 Attractiveness of the Group and Employment of young people

The ENGIE Brand and Employer Brand continues to be rolled out in France and throughout the World with varying levels of reputation according to the country. The countries rely on Corporate deliverables and ecosystem to develop and grow the employer brand at the local level according to their resources and needs.

The attractiveness of the Group has improved with more than 800,000 job applications received in 2022, notably thanks to its visibility on social networks. All positions are published externally, thus generating a high level of traffic to the Careers website and the *engie.com* website.

The visibility and recruitment campaigns carried out either jointly by the Corporate team and the countries, or driven by local initiatives, help reinforce this attractiveness among all Talents.

At the regional level, the teams draw on the Ambassador Communities (Technicians, Alumni, Young Professional Network, Women), to attract, recruit and retain targeted populations.

In France, a focus has been placed on the Employment and Employability of Young people, notably through the Work-Study Program, ENGIE's Apprentice Training Center, the welcoming of Interns, including those in their final year of middle school.

Improving the onboarding and integration of Young Talent allows the Group to achieve three objectives:

- increasing female representation within the teams;
- recruitment in new professions and hard-to-fill positions;
- and, more generally, greater Diversity and Inclusion (Young people distanced from employment, the disabled, etc.).

In 2022, ENGIE won the Grand Prize for Youth Employment, awarded by the HUMPACT rating agency.

### 3.4.3.4.3 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 promote 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, academic relationships meet recruitment needs in terms of both business and leadership skills.

A strategy and associated policy were implemented in 2022 covering the values of diversity and inclusion as well as those of equality, notably for engineering professions referred to as technical.

In this regard, academic relationships brought together a community of ambassadors to promote the Group's image among students and to meet equality objectives by including the Fifty-Fifty program's "Change MakHers" community. Moreover, various tours organized (JobTeasers/Konbini) and participation in the Junior-enterprises Regional and National Conferences helped strengthen the employer brand.

Academic relationships ensure that they confirm its priorities in terms of diversity, inclusion and equal opportunities. To do so, partnerships with the ESSEC business school and Ponts et Chaussées were introduced with a godmother in the role of leader and the creation of a diversity fresco. Moreover, in the spirit of openness, the "ENGIE Academic Challenge" is an international event aimed at uniting international students and attracting foreign talents. It also aims to encourage them to adopt a carbon neutral approach.

ENGIE adopts a proactive attitude in order to meet strategic objectives and to get ahead of its needs by carrying out many actions (forums, trade shows, round tables, conferences, lectures). In 2022, no fewer than 31 actions were carried out within target schools, while ensuring diversification in the choice of elite and less elite schools. All of this, with a view to supporting inclusion.

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

ENGIE enters into privileged relationships with numerous target schools: Centrale Supélec, IFPEN / IFP School, Mines ParisTech, Polytechnique, Arts et Métiers ParisTech, INSA Lyon, Mines Nancy, Centrale Lyon, Ecole des Ponts ParisTech, IDE Paris, CY Tech (ex EITSI), ESTP, CESI Ecoles d'Ingénieurs, Telecom Paris, IMT Atlantique, INP Grenoble, EFREI, HEC, ESSEC, ESCP, INSEAD, KEDGE, Audencia, NEOMA, Grenoble EM, EM LYON, SKEMA, EDHEC, MBS (Montpellier Business School),

ESG (Paris / Bordeaux / Toulouse), Université Paris 1 Sorbonne, CY Cergy Paris Université, Université Paris Dauphine, Sciences Po, IAE, Université Paris Saclay, Ecole 42, EPITA, EPITECH, ENSIMAG. These partnerships give their students the opportunity to join the ENGIE adventure through work-study programs, internships and the hosting of PhD students and students researching specific areas.

ENGIE took part in the Alliance For Youth international summit at the Parliament in Brussels in September 2022, an event which facilitated exchanges on challenges relating to employment / employability and training. An opportunity for the Group to demonstrate through example, with the ApprentiSwap program (a scheme for Master 2 apprentices to share their work-study period within two companies over a two year period).

### 3.4.3.4.4 The Communau'Tech: Technician Ambassadors

ENGIE's Communau'Tech is a network of Technicians engaged in the field which strive to make their profession and the Technical sector shine with passion to attract new talent. This system promotes male and female technicians, builds their loyalty, and creates an attractive image of hard-to-fill positions.

The voluntary Technician Ambassadors take part in events for specific professions, jobs forums and trade fairs organized by the Group or technical experts to explain and promote technical professions. They contribute to Group debates and take part in reports and testimonials, webinars and experiments. Members of the Communau'Tech work with schools. They make young people aware of environmental and climate issues and the importance of occupations in the transition to carbon neutrality. Lastly, they help to recruit young people to the Academy of Energy Transition, ENGIE's Apprentice Training Center. They explain their occupations to generate interest in them.

The Communau'Tech now has 370 Technicians (250 in France and 120 in the European subsidiaries including Italy, Romania and Belgium) of which 29 are women.

The goal is to build a community of 500 Ambassadors and Technicians at the European level by the end of 2023.

The first international meeting of the Communau'Tech was organized in Paris on June 1, 2022 and brought together more than 300 Technician Ambassadors from France, Italy, Belgium and Romania. These Ambassadors were also accompanied by their managers, human resources representatives, students on work-study programs, members of the Group Executive Committee and sponsors of the Community. Together, the Group's employees celebrated this community of technicians, founded in 2018 and which since then has been constantly making the sector and the richness of its professions more attractive. The day's program included: an inspiring plenary session, interactive workshops, an exhibition presenting the Group's technical professions. Attendees enjoyed a variety of new experiences, which created rewarding exchanges, interactivity and a pride of belonging.

### 3.4.3.4.5 Apprenticeships

In an increasingly tight work market, ENGIE relies on young people and apprenticeships as a path of excellence toward its future professions and even greater inclusiveness in its recruitments.

In its Work-Study Program, ENGIE aims to achieve:

- a proportion of apprentices in the Group's workforce of 10% in France 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%.



This Group commitment and the significant efforts by employees targeting the heart of the societal needs of the region have been a success. The number of work-study program students has increased by more than 15% since 2019 and the Group had 3,714 young people on work-study contracts at end-2022.

In France, ENGIE has 3,331 students following work-study programs. The percentage of staff undertaking work-study programs compared to permanent and fixed-term contracts is 7.7%. ENGIE is the leading employer of work-study program students in the industrial sector, in terms of number and volume, and aims to reach a rate of 10% by end-2030.

To attract rising talent, visibility and recruitment campaigns were carried out and inclusive recruitment efforts made. In the field, the Group was awarded with several Prizes (TOP COM Or) and Labels (Diversity, Young Engagement, Happy Trainees/Alternants-ChooseMyCompany).

Support through training initiatives for tutors, which are key to the project's success (TUT'OR platform) as well as for the Community of work-study program students (Young Talent Community) contribute to professional development. ENGIE has therefore always worked closely with the major French business schools, Universities and Apprentice Training Centers.

Finally, the Group is committed to the employment of young people and each year organizes "le mercato" of graduates (dedicated Internet site, employment days) to encourage internal mobility and recruitment on permanent, fixed-term and Volunteer for International Experience contracts. At the same time, an external system ("Engagement Jeunes" platform) registers volunteers in a qualified pool of talent shared with the partners of the "Collectif des entreprises pour une économie plus inclusive" (Group of companies for a more inclusive economy).

In 2022, the work-study program ambition was refocused on the France scope. European and global momentum surrounding the employment of young people continued, notably through image and recruitment partnerships such as "Alliance For Youth" with Nestlé or with the "Global Apprenticeship Network France" chaired by ENGIE since 2020.

The Group's efforts in this field have been recognized by the 2022 award of the Grand Prize for Youth Employment and the GOLD Grand Prize for Employment awarded by the HUMPACT rating agency (Franfinance).

### 3.4.3.4.6 Apprentice Training Centers

In November 2020, ENGIE opened its own Apprentice Training Center in France: the "Academy of Energy Transition." This human-scale Academy will welcome more than 400 students by the end of 2024. Located in Ile-de-France and several French regions (Auvergne-Rhône-Alpes, Occitanie, Hauts-de-France, Nouvelle-Aquitaine and Pays-de-la-Loire), the Apprentice Training Center offers diploma courses ranging from the vocational Baccalaureate Diploma to Bachelor degrees for young people aged 16 to 29 and for adults looking for retrain. In close partnership with training bodies, that are recognized for their professionalism and know how, the aim of these courses is to meet the changing needs of the Group and to attract more young people, particularly women, to the Group's professions of the future.

In addition to the academic training courses on offer, the Academy also offers additional fully digital contextualized ENGIE modules to its work-study students. Thanks to virtual reality, the Academy works on developing educational projects relating to challenges facing the Group in terms of safety in the workplace.

The Group has also taken action to identify, train and promote tutors, who are key players in the successful integration of work-study students.

### 3.4.3.4.7 Hiring

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 en 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.

At end-2022, within the World scope, 16,974 recruitments were made compared with 15,522 in 2021. These recruitments were up by 9.4% compared with 2021 (+1,452 hires) and respond to challenges to acquire new skills and maintain existing technical know-how, in a Talents market that is under increasing pressure.

These recruitments help support the transformation committed by the Group and progress differently according to country, activity and socio-professional category. In France, 7,414 employees were hired, of which 4,012 on permanent contracts and 3,402 on fixed-term contracts. Internationally, there were 9,560 hires in 2022, of which 7,073 on permanent contracts and 2,487 on fixed-term contracts, with a marked increase in North America and South America.

70% of recruitments relate to positions in the technical, engineering and business development areas. The profile of these hires is shifting toward increased expertise, particularly in the digital positions. Senior technician and supervisors was the category most affected by this recruitment momentum with 1,074 hires over the period, representing an increase of 18% compared with 2021. The recruitment of managers was also up to 8.6% with 3,466 managers hired in 2022, of which 1,058 female managers representing 30.5% of this population. In total, 28.2% of recruitments were women, with 4,790 females hired in 2022.

The Group continued with efforts to strengthen its performance in the sector through a more inclusive and efficient recruitment process: launch of the "License to Recruit" professional development path, as part of the new program to standardize and digitize HR processes.

	2022								2021	2021	2020	
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
GRI 401-1												
Permanent hires	639	1,123	6,616	1,379	202	38	1,088	295	11,085	9,440	17,276	16,540
Women	215	348	1,401	343	30	4	504	126	2,845	2,323	3,863	3,611
Men	424	776	5,215	1,036	172	34	584	169	8,241	7,118	13,414	12,929
Fixed-term hires*	361	738	2,939	1,327	65	1	458	138	5,889	6,082	16,530	12,941
Women	168	315	704	474	20	0	265	78	1,946	1,929	3,279	2,723
Men	193	423	2,235	853	45	1	193	60	3,943	4,153	13,251	10,218
TOTAL	1,000	1,861	9,555	2,706	267	39	1,546	433	16,974	15,522	33,806	29,481
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

\* Including work-study students.

### 3.4.3.4.8 Retention

The Group registered a slight 6.5% increase in departures in 2022: 10,528 departures compared with 9,883 in 2021. The economic context created by the public health crisis and the energy crisis has amplified the shortage of skills and has led to an upward trend in resignations. This trend is more pronounced internationally, with a global resignation rate of 8.7%, notably in North America and South America. In France the resignation rate remained moderate at 4.2%.

Particular attention was also paid to the change in resignation rates of Talents holding key positions within the Group or who

have the potential to fill these positions. The same trend was also noted for all employees. Specific action plans were identified, adapted to individual or more collective needs. These aim in particular to:

- improve the ability of managers to identify, develop and retain their employees;
- offer rapid solutions in response to changes in the market;
- when necessary, improve the Employee experience throughout all stages of their careers;
- and monitor changes in trends.

GRI 401-1	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Departures	491	993	6,304	1,472	252	111	905	308	10,528	9,883	21,612	19,537
Retirements	40	464	431	142	41	76	115	21	1,309	1,325	2,180	2,248
Resignations	326	285	4,002	929	155	28	550	201	6,275	5,301	12,656	9,444
Dismissals	81	165	1,405	256	18	7	115	50	2,047	2,072	4,633	6,166
Contractual terminations	44	79	466	145	38	0	125	36	897	1,185	2,143	1,677
<b>Resignations rate</b>	<b>6.9%</b>	<b>1.3%</b>	<b>9.5%</b>	<b>7.4%</b>	<b>4.4%</b>	<b>1.3%</b>	<b>6.1%</b>	<b>6.3%</b>	<b>6.5%</b>	<b>5.2%</b>	<b>7.4%</b>	<b>5.4%</b>
<b>Turnover rate*</b>	<b>9.6%</b>	<b>2.4%</b>	<b>13.9%</b>	<b>10.5%</b>	<b>6.0%</b>	<b>1.7%</b>	<b>8.8%</b>	<b>9.0%</b>	<b>9.6%</b>	<b>8.4%</b>	<b>11.3%</b>	<b>10.0%</b>
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

\* Excluding retirements.

### 3.4.3.4.9 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, bearing in mind that a

large majority of employees have field-based activities that do not allow them to work from home. Some entities have also signed agreements on the right to disconnect. These agreements for working time and improvements to working conditions helped to boost employee engagement and to contribute to a better quality of life in the workplace.

GRI 403-2	2022									2021	2021	2020
	Renewables	Networks	Energy Solutions	Supply	Thermal	Nuclear	Others	o/w GEMS	Group	excl. EQUANS	Group	Group
Absenteeism rate	5.0%	8.0%	6.1%	6.8%	5.0%	6.2%	6.1%	9.1%	6.6%	5.4%	5.5%	6.0%
Absenteeism rate due to sickness	2.2%	3.5%	3.7%	5.1%	2.7%	5.3%	2.3%	2.7%	3.6%	3.2%	3.6%	3.8%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## 3.4.4 COMPENSATION, SOCIAL PROTECTION, EMPLOYEE SAVINGS PLANS, AND EMPLOYEE SHAREHOLDING

### 3.4.4.1 Principles of the compensation policy

Group policy is to offer everyone compensation 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 3.4.2.3.3). 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. Since 2022, variable compensation provisions for the Group's executive managers include CSR objective for 15% of the total (see Section 4.4.1.2). For 2022, in recognition of employees' commitment and contribution in a time of unprecedented crisis, and due to the inflationary context and the Group's favorable financial performance, an exceptional gross bonus of €1,500 was paid to all Group employees.

### 3.4.4.2 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 on fundamental rights and CSR is meant to guarantee protection of every employee by 2024 in the event of disability, as well as continuation of salary in the event of parental leave. A minimum capital amount equivalent to 12 months' wages must therefore be paid to employees

who are permanently and totally unable to work. Moreover, employees must have received full pay for fourteen weeks in the event of maternity leave and a minimum of four weeks for paternity leave. This parenting pillar strengthens the work/life balance and equal opportunities between women and men. More generally, ENGIE Care thus raises the level of social protection for its employees and helps contribute to employee retention and strengthens ENGIE's CSR policy.

Finally, 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 international insurance networks which provide optimized subscription options, with the potential to share local and global surpluses.

### 3.4.4.3 Group employee savings plans policy

#### 3.4.4.3.1 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. The total is close to €2 billion in assets at the end of 2022. Provisions have also been introduced in certain countries outside of France. These allow employees to save under terms adapted to local laws.

#### 3.4.4.3.2 Retirement savings plans

In France, since 2010, all employees may, at their own pace, build funds for retirement through contributions to the Collective Retirement Plan (*Plan d'Épargne pour la Retraite Collectif* – PERCO). In 2022, ENGIE finalized the transformation of its PERCO plan, within the framework of the Pacte law. A call for tenders was carried out with social partners to overhaul the plans. Outside France, plans exist in some countries that allow employees to supplement their pensions by making voluntary contributions on favorable terms.

#### 3.4.4.3.3 Principles of non-financial management

As part of these plans, in France, ENGIE selects management companies whose investment policies take environmental, social and governance (ESG) criteria into account. As such, they are all 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. The governance of these systems includes representatives of management and social partners.

#### 3.4.4.3.4 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.

### 3.4.4.4 Profit-sharing and incentive plans

Due to the coexistence of separate legal 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 2022, the overall volume of employee profit-sharing and incentive plans for French subsidiaries reached close to €150 million.

At the ENGIE SA level, an incentive agreement was signed with all the representative trade unions on June 30, 2021 for a period of three years. This agreement provides for the payment of an envelope of 7.5% of the principal compensation

in the event that targets are exceeded (financial targets for 4.5% and non-financial for 3%). The agreement notably includes a non-financial criterion related to the reduction of the carbon footprint of employees.

The incentive amount paid out in 2022 for 2021 was €16,629,949. The agreement setting up the employee profit-sharing system for ENGIE SA was signed on June 26, 2009. The application of the statutory profit-sharing formula for 2021 resulted in non-payment to employees in 2022.

### 3.4.4.5 Employee shareholding

With an employee shareholding level of 3.9%, ENGIE has a long-standing dynamic and innovative shareholding policy.

In 2022, ENGIE organized an employee shareholding operation in 21 countries as part of the Link 2022 program. In an uncertain geopolitical and economic context, almost 25,600 employees demonstrated their strong commitment to the Group's project by subscribing to the different formulas

offered. The subscribed volumes represents close to 16,400,000 shares, i.e. 0.66% of the share capital. To allow employees to participate in the Group's growth and share these results, ENGIE intends to repeat this type of operation in 2024, subject to approval by the Annual Shareholders' Meeting and the decision of the Board of Directors.

### 3.4.4.6 Performance Shares and long-term incentives

ENGIE grants Performance Shares, which are described in Section 4.4.6.

These shares, which have a vesting period of three years, are subject to internal and external performance conditions.

This plan is not reserved for senior managers only and ENGIE has a particularly wide allotment policy. Around 5,500 employees worldwide benefit from the plan.

### 3.4.5 SOCIAL DIALOG

Quality social dialog is conducted with commitment at the appropriate level: global, European and local. It made it possible to implement the Group's reorganization projects in a constructive and responsible manner, with collective bargaining agreements where necessary to set out the conditions of this social dialog and support measures for the restructuring.

#### 3.4.5.1 Representative bodies

At Group level, social dialog is organized around three bodies that are privileged forums for consultation between management and employee representatives: the French Group Works Council, the European Works Council (EWC) and the World Forum.

##### 3.4.5.1.1 The French Group Works Council

The French Group Works Council represents the 46,521 Group employees located in France and has 30 full members. The French Group Work Council is a body for information and discussion with representatives of institutions representing the employees of French companies. It meets twice a year.

##### 3.4.5.1.2 The European Works Council (EWC)

The EWC is the body that represents 74,930 Group employees in Europe; it is composed of our around thirty members. The EWC aims to maintain and improve social dialog around the

Within national, European and, since 2022, global 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 social challenges.

Group's policies and strategies; it is also a body that provides information and consultation on projects and cross-border subjects. The body holds two plenary meetings each year and is supported by a Secretariat which meets around ten times a year, working groups and expert reports.

##### 3.4.5.1.3 The World Forum

The World Forum is a new conventional body for global social dialog composed of 18 members representing the Group's 96,454 employees across the world. It strives for a balanced representation between the countries and continents in which the Group operates. Its purpose is to ensure the effective implementation of the global agreement signed in January 2022. Its first meeting was held on September 8, 2022. This meeting was an opportunity to review the progress of the ENGIE Care program and the achievement of objectives set out in terms of professional equality, parity and training on the international scale.

#### 3.4.5.2 Group collective bargaining agreements

Two Group France collective bargaining agreements were signed, one introducing a mechanism for promoting the skills developed by employee representatives during their terms of office, and the other one providing means for social dialog at the Group level.

These agreements underline the commitment of trade unions and companies to achieving quality social dialog.

The Group also signed a Group agreement introducing a mandatory company retirement savings plan (*Plan d'Epargne Retraite Obligatoire* - PERO) allowing employees to build an additional retirement pension on top of their statutory pension.

### 3.4.6 NOTE ON THE CALCULATION METHOD FOR SOCIAL INDICATORS

#### 3.4.6.1 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 the Group Finance Department. Data is submitted by the Global Business

Units and regional hubs created as part of the new organization established in 2021. Following the disposal of EQUANS in October 2022, data relating to this scope of activity was excluded from the social indicators published in 2022. A reporting level is attached to each indicator, according to the employees.

#### 3.4.6.2 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.

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

#### 3.4.6.3 Tool

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

data entered by the local entities, subsidiaries controlled by the ENGIE Group, is carried out in the SyGMA consolidation tool, in accordance with the IFRS financial scope.

#### 3.4.6.4 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 and issue a reasonable assurance 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.

### 3.4.6.5 Additional information on some indicators

#### 3.4.6.5.1 Employment

Administrative employees are recognized under “senior technicians and supervisors.” The Belgian entities in the energy sector do not declare “workers, employees 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* (managers) ( $\geq 300$  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.

#### 3.4.6.5.2 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.

#### 3.4.6.5.3 Diversity and equal opportunity

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

#### 3.4.6.5.4 Training

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.

The definition of the indicator was changed in 2020 to ensure both on-site 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.

#### 3.4.6.5.5 Organization of working time

The working hours of personnel within the Group companies are organized within the legal framework for working time, which changes from country to country.

Days of absence per person are calculated according to the Group convention of eight hours of work per day.

## 3.4.7 HEALTH AND SAFETY POLICY

### 3.4.7.1 Performance

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

- a total lost-time injury frequency rate for employees and subcontractors operating on site with controlled access of 2.0 excluding EQUANS (2.5 in 2021), which is below the maximum target for the year of 2.4 (2.3 including EQUANS for a target of 2.8; result of 2.9 in 2021);
- a severity rate of lost-time accidents for employees of 0.06 excluding EQUANS (0.08 including EQUANS);
- prevention rate of 0.73 excluding EQUANS (0.65 in 2021), which is above the minimum target for the year of 0.66 (0.65 including EQUANS for a minimum target of 0.62; result of 0.58 in 2021).

The number of fatalities following work-related injuries among Group employees, temporary workers and subcontractors, excluding EQUANS, was four in 2022, all of which were subcontractors. There were five fatalities due to injury in EQUANS entities, these activities were disposed of at the beginning of October 2022. In addition, two subcontractors died from natural causes onsite, excluding EQUANS, with no visible link to a professional activity. Requests to reclassify these deaths as non work-related deaths have been made.

The prevention of serious and fatal accidents led to the definition and implementation of an ENGIE health and safety transformation plan, *ENGIE One Safety*, which is presented in Section 3.4.7.2.3.

### 3.4.7.2 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. A reviewed version of this policy was published in 2022 as part of the introduction of a global framework agreement covering fundamental rights and ENGIE’s social responsibility. The policy is available on the Group’s website at the following address: [www.engie.com/en/news/international-social-agreement](http://www.engie.com/en/news/international-social-agreement).

The main changes compared to the previous version relate to the prevention of psychosocial risks and improving well-being at work. New provisions added to the policy relating to this axis of prevention included:

- raising awareness among managers regarding well-being at work, notably in terms of the organization of work and work-life balance;
- raising awareness among managers regarding the identification of psychosocial risks, such as stress at work and harassment;
- support for the “nine commitments for a better well-being at work”;

- support for the principle of the “right to disconnect” and the promotion of best practices relating to the use of digital tools (email, mobile phones, social networks, etc.).

In terms of health and safety indicators, the Group had introduced a new indicator in 2019: the prevention rate. The prevention rate had been defined as the number of HiPo (events and situations with high potential of severity, precursors to serious and fatal accidents) divided by the number of HiPo plus the number of lost-time injury accidents.

The objective which the Group had set when the prevention rate was introduced to encourage the identification and reporting of HiPo has been achieved, with the Group achieving this objective earlier than expected. It has therefore been decided that this indicator will no longer be monitored as of 2023, although the tracking and analysis of HiPo events will continue and even be reinforced.

A new indicator will be introduced as of 2023, the fatality rate as defined by the standard GRI-403 relating to the publication of performance indicators covering health and safety in the workplace.



**3.4.7.2.1 Performance reporting**

The Group's performance in terms of health and safety at work are monitored by:

- the Executive Committee;
- the Ethics, Environment and Sustainable Development Committee (EESDC);
- the Board of Directors.

In 2022, 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 (OpCom).

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.

**3.4.7.2.2 Evaluation of the Group's health and safety organization and culture**

Following fatalities in 2021, dss+, a specialist external consultant, was charged with carrying out a full assessment of the health and safety culture and organization.

This assessment was carried out based on the following elements:

- an extensive survey of Group employees and subcontractors regarding their view of health and safety;
- interviews with Group's executive managers;
- an evaluation of the implementation of health and safety provisions in the field via various visits of Group sites and sites belonging to the Group's customers;
- an analysis of data and health and safety results.

The assessment carried out by the consultant identified the Group's strong points and resulted in the issue of a certain number of recommendations covering the areas for improvement identified.

**3.4.7.2.3 ENGIE One Safety transformation plan**

Following the analysis of its serious and fatal accident prevention system and recommendations made by the external consultant, the Group has drawn up, in partnership with its operating entities, a major health and safety transformation plan called ENGIE One Safety. The aim of this plan is to sustainably eradicate serious and fatal accidents affecting individuals who work for the Group - employees, subcontractors and temporary workers.

The plan covers seven areas:

- strengthening the health and safety culture of all people working for the Group;
- adapting health and safety governance and organization;
- reviewing the Group's health and safety rules;
- reorganizing onsite health and safety internal audits and support to entities;
- strengthening the Group's health and safety function with better support from human resources;
- improving the health and safety management of subcontractors as well as in construction and decommissioning projects;
- a communication and change management plan.

The main measures applied in 2022 with regard to the transformation plan were as follows:

- the Group adapted its health and safety governance, to include the monitoring of ENGIE One Safety by the Executive Committee. In particular, a new set of indicators was defined to monitor the prevention of serious and fatal accidents more closely;

- the Group tested a new training program for the operational managers at seven pilot sites which it intends to roll out as of 2023. This program is based on an innovative coaching approach and aims to improve the efficiency of managerial safety rituals, such as safety visits, to promote the appropriate safety behavior of employees and subcontractors with regard to risks, in particular to the most serious risks;
- the Group is committed to tightening its health and safety rules, those relating to subcontractors (Group Rule GR02), to the management of serious, potentially serious and fatal accidents (Group Rule GR03), to risk management (Group Rule GR04), to health and safety in projects (Group Rule GR09), to compliance with Life Saving Rules (Group Rule GR11) and to the promotion of a fair culture (Group Rule GR14);
- the Group has reviewed its health and safety internal audit system, which now focuses on the prevention of serious and fatal accidents, which will allow it to verify that the ENGIE One Safety plan is implemented locally, share best practices and help operating entities to improve the provisions already in place.

In addition to these various actions, the Group has launched a new communication campaign "Never compromise on safety" which features a reminder of the "Life Saving Rules".

**3.4.7.2.4 Health and safety at work risks management**

Group entities have continued the implementation of existing occupational accident prevention measures, in particular for the most serious accidents.

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 barrier of prevention before a serious or fatal accident, if all other provisions have not worked.

The entities pursued a systematic approach to identifying, analyzing and handling situations and events with high potential of severity (HiPo). These HiPos are identified by the operational entities, which draw up an action plan for each of them to prevent their recurrence. The HiPos and their analysis are collected by the Group, which shares them with the entities through its health and safety functional line.

Moreover, operators are asked to stop the work if safety conditions are not met (the "Stop the work" approach). Operators must also implement "the Last Minute Risk Assessment," which consists of carrying out a new and final on-site review of risks to ensure that these are correctly under control before carrying out an operation.

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

Due to the number of fatalities within the Group in 2022, a new safety stand down was organized, as was the case in 2021. This 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

#### 3.4.7.2.5 Improving well-being at work

For several years, the Group and its subsidiaries have been implementing dedicated measures to improve the well-being at work of their employees and the prevention of psychosocial risks ("No mind at risk" axis of prevention). The Group does this, in particular, by promoting physical activity and sport in local initiatives.

Since 2021, the Group has been implementing an initiative called "Nine commitments for improvement of well-being at work." Each Group employee is therefore invited to respect these nine commitments aimed at encouraging virtuous behavior for a better well-being at work.

These nine commitments were drawn up by a working group whose members are part of the Group's well-being at work network, including representatives of the entities and the health and safety and human resources functional lines, as well as physicians specializing in labor issues. These commitments define as follows:

- "I contribute to a climate of trust based on empathy and mutual respect."
- "I am respectful and contribute to the improvement of my working environment."
- "I share information and maintain a constructive dialogue."

- "I contribute to teamwork in all of its forms."
- "I am attentive to myself and others."
- "I recognize the work of my colleagues and offer them praise."
- "I take interest in what is happening in my organization to give meaning to my work."
- "I am committed to my career path."
- "I maintain my work-life balance and that of others."

In 2022, the Group supplemented the "No mind at risk" axis of prevention by integrating the well-being at work indicators drawn up based on the results of the Group's annual ENGIE&ME survey. These indicators mainly relate to caring and respect for work-life balance, recognition, the organization and content of work, professional achievement and development, the work environment and social relations. These indicators allow each work team to assess its level of compliance with each commitment. Guidelines were made available to managers to help collectively build a well-being at work improvement action plan which meet the specific needs of the team.

E-learning course: "Managing through well-being at work" was made available to managerial staff.

#### 3.4.7.3 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.

A bi-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.

#### 3.4.7.4 Dialog with social partners

In 2022, 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 (EWC). It reviewed the performance and actions taken in terms of health and safety and well-being at work.

Moreover, the ENGIE One Safety transformation plan was presented to the EWC working group as well as during the meeting of the World Forum, a body to facilitate discussions between the Group and employee representatives created as part of the global framework agreement covering fundamental rights and ENGIE's social responsibility.

#### 3.4.7.5 Health and safety data

##### ADDITIONAL INFORMATION REGARDING THE HEALTH AND SAFETY INDICATORS

The analyses carried out in this Universal Registration Document concern the entities and activities in which ENGIE has operational management, regardless of the method of financial consolidation.

Results for 2022, 2021 and 2020 for employees in the table below are presented excluding EQUANS and other disposed entities.

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 excluding natural causes )			Lost-time injury frequency rate (employees)			Severity rate <sup>(2)</sup> (French framework)			Severity rate <sup>(2)</sup> (ILO framework)			Number of new cases of occupational illness		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Group <sup>(1)</sup>	0	2	0	2.3	2.8	2.5	0.15	0.08	0.09	0.06	0.05	0.06	12	22	5
France excluding Infrastructures	0	0	0	3.78	4.97	4.58	0.29	0.35	0.32	0.11	0.19	0.13	7	19	4
France infrastructures	0	0	0	2.45	3.1	2	0.23	0.16	0.07	0.07	0.12	0.07	4	0	0
Rest of Europe	0	0	0	3.37	1.19	3.64	0.13	0.04	0.16	0.09	0.04	0.16	1	3	0
North America	0	0	0	0.00	1.42	0.7	0.20	0.02	0.01	0.00	0.02	0.01	0	0	1
South America	0	0	0	0.79	1.28	0.26	0.04	0.03	0.03	0.02	0.01	0.03	0	0	0
Asia, Middle East, Africa	0	2	0	0.73	0.31	1.45	0.01	0.00	0.03	0.01	0.00	0.03	0	0	0
Others	0	0	0	0.63	0.68	0.71	0.01	0.04	0.02	0.01	0.02	0.02	0	0	0
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-

(1) The Group covers ENGIE's seven sectors.

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