

3.2.2.2 Prevention and mitigation measures for priority health & safety risks

a) Regular evaluation procedures of the situation of the Group and its subsidiaries

The Group has established several mechanisms to evaluate the control of serious and fatal accident risks within its subsidiaries and entities, in addition to the measures implemented locally.

Each entity is required to conduct an annual assessment of its health & safety risk exposure and update its risk register in accordance with the Group Rule on health & safety risk assessment and control (GR04).

Exposure to serious and fatal accident risks is also assessed through the reporting of HiPo (events with high-potential of severity) and of Life Saving Rule breaches.

ENGIE implements an internal safety audit process to evaluate and support entities in their management of serious and fatal accident risks. This process aims to audit the Group's various activities presenting major health & safety risks over a five-year cycle. These audits serve to identify best practices and areas for improvement, formalized in recommendations prioritized according to the severity of the findings in terms of potential consequences.

b) Comprehensive prevention and mitigation measures for priority health & safety risks

Governance

Various governance bodies monitor the Group's health & safety performance:

- the Group Health & Safety Management Committee;
- the Executive Committee;
- the Ethics, Environment and Sustainable Development Committee (EESDC);
- the Board of Directors.

The Group Health & Safety Management Committee chaired by the Group's Health & Safety Vice-President, including the health & safety managers of the GBU, Tractebel and the Nuclear BU, meets monthly. This committee sets indicators to be monitored and objectives to be achieved, decides on actions to be implemented and ensures the operational rollout of the Group's health & safety transformation plan, ENGIE One Safety.

In addition, the Group's health & safety results and the implementation of the ENGIE One Safety transformation plan are regularly presented to employee representative bodies.

Policy and general framework

Protecting the health & safety of people is an absolute priority for the Group. In order to achieve its prevention objectives, the Group has put in place the following provisions:

- a Health & Safety Policy that identifies issues, sets ambitions and defines the levers for action. This policy has the particularity of having been the subject of a global agreement with employee representatives. It is integrated into the ENGIE Global Framework Agreement on Fundamental Rights and Social Responsibility published in 2022. This agreement, incorporating the Health & Safety Policy in its appendix, is available on the Group's website at: www.engie.com/en/news/international-social-agreement.

- Group Rules and thematic standards that define the requirements to be met by entities and operators, including employees, subcontractors and temporary workers;
- action plans designed to control risks including programs to train employees and raise awareness among operators;
- quantitative reporting in the form of metrics and qualitative reporting, enabling the escalation and analysis of incidents and accidents, as well as the identification of events organized by the entities;
- actions to verify implementation in the field of the Group's expectations in the form of safety visits, audits and inspections.

Five Safety Essentials

In addition to these general measures, the Group has defined and deployed the five Safety Essentials, which are the behaviors that must be implemented by employees, temporary workers and subcontractors working for the Group to combat serious and fatal accidents. These are:

- compliance with the nine Life-Saving Rules;
- the identification and handling of HiPo (events with high potential of severity) and other incidents related to the prevention of serious accidents (e.g., a Life Saving Rule breach);
- "Stop the Work" if safety conditions are not met;
- the Last Minute Risk Assessment to be carried out before starting or resuming any activity;
- Shared Vigilance, which involves also ensuring the safety of people working in the same environment.

HiPo events must be the subject of a root cause analysis within one month. Compliance with this requirement is tracked via a specific indicator. This analysis of the causes makes it possible to identify corrective actions designed to prevent the recurrence of HiPo, actions ranked in order of priority.

ENGIE One Safety transformation plan

In 2025, the Group continued the rollout of its ENGIE One Safety transformation plan, which aims to sustainably eliminate serious and fatal accidents through the following actions:

- completion of the new training-coaching program for all Group managers called "ENGIE One Safety Culture", which aims to improve the effectiveness of managerial safety rituals such as safety visits, toolbox talks and performance reviews. Since the program was launched, 10,501 managers have been trained and 6,801 have been coached;
- evaluation of the Group's transparency culture ("Speak-Up Culture") as perceived by employees through a dedicated survey: "does the work environment allow everyone to speak up with confidence, share ideas and voice concerns or difficulties without fear of negative consequences?";
- revision of the Group Rule on Just and Fair Culture in Health & Safety (GR14) to shift the focus of rule-breach management toward causes identification and implementation of corrective actions to prevent recurrence.

Awareness-raising tools

Health & safety communication and awareness processes, tailored for Group employees, temporary staff and subcontractors, take various formats:

- communication and awareness campaigns focused on risks prevention; two campaigns were rolled out in 2025, one dedicated to road safety and the other to psychosocial risks prevention;
- publication of the "Prevention News" newsletter focused on preventing accidents - particularly serious and fatal incidents - and the "No Mind At Risk" newsletter dedicated to improving quality of life at work and psychosocial risks prevention;
- organization of the Global Health & Safety Week to enhance the prevention culture; the 2025 edition was dedicated to promoting Shared Vigilance, one of the Group's five Safety Essentials;
- organization of a Safety Stand Down in October to commemorate victims of fatal accidents and reinforce team engagement; in 2025, a specific focus was placed on the "No Mind At Risk" prevention axis;
- health & safety toolbox talks, providing exchange opportunities within teams to address activity-specific topics and strengthen individual and collective involvement.

c) Specific prevention and mitigation measures by priority health & safety risk

The following table outlines specific prevention actions for the priority health & safety risks identified by the Group.

Priority risks	Specific measures
Fall from height	<ul style="list-style-type: none"> • Application of the prevention hierarchy: adapting activities to eliminate fall risk; if not possible, implementing collective protections; otherwise, using personal protective equipment such as harness-lanyard systems • Compliance with the "Clip on your harness when working at height" Life-Saving Rule • Implementation of a Work at Height standard, a standard for work on masts and pylons, a standard for rooftop solar activities and technical instructions tailored to the type of work at height • Training on the use of safety equipment such as harness-lanyard systems • Achievement by management of Life Saving Checks (LSC=inspection) dedicated to work at height • Reporting and subsequent analysis of HiPos (near-fatal incidents) and of Life Saving Rule (LSR) breaches regarding work at height to implement corrective actions and prevent recurrence
Electrocution	<ul style="list-style-type: none"> • Training and electrical accreditation based on the type of intervention • Compliance with the "Verify that there is no live energy before starting work" Life-Saving Rule • Implementation of thematic technical instructions (e.g., equipment lockout, absence-of-voltage verification, grounding/earthing, work in false ceilings). • Implementation of a work permit system based on the type of installation on which the work is carried out • Achievement by management of Life Saving Checks (LSC=inspection) dedicated to work on electrical installations • Reporting and subsequent analysis of HiPos (near-fatal incidents) related to electrical risks and of LSR breaches regarding absence-of-voltage verification in order to implement corrective actions and prevent recurrence
Crushing by falling equipment or object (including during lifting operation)	<ul style="list-style-type: none"> • Compliance with the "Do not walk or stand under a load" Life-Saving Rule • Implementation of the technical guide on lifting operations • Achievement by management of Life Saving Checks (LSC=inspection) dedicated to lifting operations • Reporting and subsequent analysis of HiPos (near-fatal incidents) involving lifting operations or falling equipment/object and of lifting-related LSR breaches in order to implement corrective actions and prevent recurrence

Priority risks	Specific measures
Serious or fatal subcontractor accident	<ul style="list-style-type: none"> • Implementation of the Group Rule on subcontractor health & safety management (GRO2), encompassing qualification, selection, contracting, onboarding, start of works, coordination, supervision and final health & safety performance evaluation • Integration of Group requirements for preventing serious and fatal accidents into contracts based on subcontractor type • Managerial safety rituals conducted jointly with subcontractor management to evaluate risks control levels and identify necessary corrective actions • ENGIE One Safety website outlining the Group's core expectations for preventing serious and fatal accidents and providing subcontractors with the online "ENGIE One Safety Induction" on the Safety Essentials. The website can be accessed via the following link: https://onesafety.engie.com
Psychosocial risks	<ul style="list-style-type: none"> • Nine commitments for improved quality of life at work (QLW) initiative, covering all areas of QLW, which every Group employee is encouraged to adopt • Internal control questionnaire on psychosocial risks management (INCOME/COR8c), allowing entities to self-assess and identify corrective actions • Deployment of a new mandatory e-learning awareness-raising module for all Group employees • Definition of a new Group-level plan in 2025 to strengthen psychosocial risks prevention • Local prevention actions implemented within entities to best address cultural and geographic aspects

d) Specific prevention and mitigation measures by priority industrial accident risk

The following table provides a non-exhaustive list of key prevention actions for fires and explosions in gas transmission and distribution networks. Other actions are implemented by network-operating entities based on the local environment and network characteristics.

Priority risks	Specific measures
Fire or explosion in a gas transmission network	<ul style="list-style-type: none"> • Asset damage prevention plan • Pipeline integrity management plan (including smart pigging inspections and cathodic protection monitoring) • Asset renewal and rehabilitation: infrastructure modernization and replacement of aging or degraded sections • Continuous network monitoring via supervision centers • Emergency management plans developed with emergency services, including regular drills • Personnel training plan and skills development • Audit campaigns and internal controls
Fire or explosion in a gas distribution network	<ul style="list-style-type: none"> • Asset damage prevention plan • Distribution network integrity management plan (systematic leak detection, targeted inspections, cathodic protection monitoring, leak management) • Renewal and rehabilitation of distribution networks: replacement of aging pipelines; modernization of service lines and equipments • Emergency management plans developed with emergency services, including regular drills • Training plan and skills development • Audit campaigns and internal controls

3.2.2.3 Monitoring mechanisms, performance measurement and effectiveness reporting

The Group's 2025 results regarding fatal accidents are as follows:

- number of fatalities as a result of work-related injuries among Group employees, temporary workers and subcontractors was one⁽¹⁾ (three in 2024), versus a target of zero;
- a fatality rate for employees, temporary workers and subcontractors of 0.003 (0.009 in 2024) versus a target of zero. This rate is calculated as follows, including data on employees, temporary workers and subcontractors:

Fatality rate = (Number of work-related fatalities) x 10⁶ / Number of hours worked

The Group monitors several metrics related to the prevention of serious and fatal accidents:

- timely completion rate (within one month) of root causes analysis of serious and fatal accidents;

- timely completion rate (within one month) of root causes analysis of high-potential events (HiPo);
- timely implementation rate (within one month) of priority 1 corrective actions following a serious or fatal accident;
- timely implementation rate (within one month) of priority 1 corrective actions following a HiPo event;
- timely implementation rate (within three months) of priority 1 corrective actions defined following major risk audits.

These indicators serve to ensure that serious and fatal accidents and potentially serious events (HiPos) are thoroughly analyzed and that corrective actions are identified and implemented to prevent recurrence.

Comprehensive monitoring and performance measurement framework

Processes	Metrics	2025 target	2025 results
Root causes analysis (RCA) of serious and fatal accidents	Timely causes analysis completion rate	100%	95%
Root causes analysis (RCA) of high-potential events (HiPo)	Timely causes analysis completion rate	80%	86%
Implementation of priority 1 corrective actions following a serious or fatal accident	Timely implementation rate of priority 1 corrective actions	100%	36%
Implementation of priority 1 corrective actions following a HiPo event	Timely implementation rate of priority 1 corrective actions	100%	62%
Implementation of priority 1 corrective actions following major risk audits	Timely implementation rate of priority 1 corrective actions	100%	100%

Finally, ENGIE conducts internal audits of major risks to assess the effective level of control over serious and fatal accident risks within entities and in the field.

In 2025, ENGIE conducted 31 audits on major health & safety risks that helped operating entities improve and supplement the measures already in place.

(1) One person died in 2025 while working for a Group subcontractor. Please note: one employee died in the workplace but no direct link to the employee's professional activities could be formally established. From a legal point of view, the case is still under investigation at the date of publication of this document.