

2023 SOCIAL REPORTING

EXTRACT FROM 2023 UNIVERSAL REGISTRATION DOCUMENT



The logo for ENGIE, featuring a white curved line above the word "ENGIE" in a bold, white, sans-serif font.

3.4 SOCIAL INFORMATION

In a complex geopolitical landscape in 2023, and amidst an environmental and energy crisis, ENGIE overcame numerous challenges, thanks notably to its integrated industrial organization.

At the heart of this dynamic and these transformations, its employees' levels of engagement increased in 2023, reaching a rate of 87% according to the ENGIE&Me internal survey (compared to 86% in 2022), with 78% participation.

Employees, as the main driver behind the Group's performance, receive support from ENGIE in terms of professional development and career paths. ENGIE University, through the rollout of its initiatives and profession academies, contributes to supporting this commitment by offering opportunities for training and professional growth.

ENGIE has set itself an ambitious Group goal: to train 100% of its employees each year by 2030. This initiative is part of a vision of continuous development and ongoing acquisition of skills by employees.

The variety of professions and skills, and the diversity of the men and women within the Group remain fundamental pillars of ENGIE's collective performance. This diversity strengthens its leadership position in the Net Zero Carbon transition and opens up a diverse range of career opportunities within the Group.

In order to strengthen its attraction policies and adapt development initiatives to requirements, ENGIE adopted a skills-based approach in 2023, a process for provisional management of jobs and skills (Strategic Workforce Planning). This approach contributes to the growth of ENGIE.

Faced with a highly competitive job market, changing professions and evolving candidate expectations, the ENGIE Group, as a leader in the energy transition with 16,195 new hires in 2023, is recognized as an attractive employer. Particular emphasis has been placed on the professions of the energy transition, thus consolidating ENGIE's commitment to diversifying its workforce, especially illustrated by the level of female representation within teams and management.

At the same time, a change has been seen in the leadership and corporate culture through the rollout of ENGIE Ways of Leading (EWOL) and the Diversity and Inclusion Policy known as "Be.U@ENGIE." These define the behaviors expected of leaders, embodying core values such as Safety & Integrity, ONE ENGIE, Accountability, Trust and Care. In this regard, ENGIE is committed to shaping a professional environment where innovation, integrity, responsibility, trust and care toward individuals are at the heart of its practices and culture.

ENGIE has implemented initiatives aimed at increasing diversity within the company, reflecting the wealth of talent essential to the energy transition. The focus has been on creating a positive, open and caring work environment, in line with the Be.U@ENGIE policy. The objective is clear: to spread the ONE ENGIE culture, to strengthen employee commitment and empower each individual to be valued, enabling them to realize their potential in a fulfilling way.

It is through quantified targets that ENGIE confirms its societal and social commitments:

- 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 excluding regulated entities GRDF and GRTgaz;
- an objective of 100% of employees trained each year by 2030.

Moreover, in a complex global context, the management of stakeholders is of crucial importance, and social dialog is a key driver of competitive advantage for businesses. At ENGIE, social dialog is integrated into the mechanisms rolled out by the Group to ensure the effective implementation of its strategy. In line with the international social dialog, the signing of a global agreement in 2022 and the rollout in 2023 of the ENGIE Care program confirm ENGIE's commitment to a common foundation of social rights guaranteed for all 97,297 ENGIE employees worldwide. This reflects the importance the Group attaches to its social responsibility in line with its purpose (Section 1.1.1) and commitment to the energy transition.

In addition, health & safety at work remain at the heart of the concerns of ENGIE. The Group thus maintains strict standards and is continuing its prevention efforts, with concern for the well-being of its employees and its contractors.

Finally, the ENGIE group is fully aware of the importance of the link between the nation and the army, and of the need to support the actions of its French employees in the country's reserves. It remains open to all requests for its employees to participate in reserve periods. These time-limited and predictable commitments have no impact on the Group's financial performance. They therefore do not require their own analysis in the Group's Extra-Financial Performance Statement.

3.4.1 SOCIAL TRANSFORMATION OF THE GROUP TO SUPPORT THE ENERGY TRANSITION

3.4.1.1 The ONE ENGIE culture

ENGIE's culture is based on its strategic priorities for energy transition and on the commitment of its 97,297 employees in contributing to it. This purpose is supported by their 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 everyone to be themselves.

Finally, as an Industrial Group, the ONE ENGIE culture is also based on excellence, high standards and exemplary behavior on the part of all employees and their contractors. This is particularly evident in the respect of ethical rules, health & safety at work, and cybersecurity.

All the elements that make up this ONE ENGIE culture are communicated to each employee from the moment they join the company, through a mandatory training session and accountability of the entire management chain.

3.4.1.1.1 The commitment of employees involved in the energy transition

The latest annual ENGIE&Me internal survey reveals that 90% of employees express their pride in belonging to ENGIE, up 4 points from 2022. This survey, with a participation rate of 78%, reveals the reasons for this pride of belonging: 89% of employees believe in ENGIE's objectives, 87% believe in its ability to accelerate the decarbonization of the economy (+7 points compared to 2022), in a socially responsible manner (87%, +4 points compared to 2022).

As ENGIE's employees are the first witnesses to ENGIE's transformation, they are above all the main actors. 91% of employees state that they contribute to the strategic objectives of their entity, through their daily work.

These figures illustrate the strength and impact of this community of 97,297 actors in the energy transition who contribute to a new model of society bringing 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.

3.4.1.1.1.1 Sustainability Academy

The Sustainability Academy enables ENGIE employees to 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.

It allows every individual to take ownership of the Group's strategy and its operational implementation, while giving them the means to take action at their level regardless of their position.

In 2023, all of the Group's employees were trained in ENGIE's Net Zero Carbon strategy. This gives them an insight into the levers of success and an understanding of the complementarity of the professions and expertise within the Group's integrated model.

This online training module has been adapted into a "board game" used by the Group's functional and operating entities, particularly when integrating new employees.

Employees have the opportunity to deepen this basic knowledge through several days of training on ENGIE's business model, low-carbon technologies and energy markets.

The Sustainability Academy also allows employees to engage in the sustainable transformation challenges of models of society. Through a fictional ecology exercise created with experts in the Group, employees confront the societal challenges of the regions and their impacts on ecosystems. This exercise has been conducted in Latin America, France and the AMEA region, involving more than 400 employees, students from French and international partner universities, and apprentices.

Training modules on topics such as stakeholder engagement, energy saving and biodiversity invite employees to understand and rethink traditional patterns of production and consumption.

Lastly, each year the Sustainability Academy brings together employees for 48 hours of sustainability events accessible locally and digitally. In 2023, more than 1,500 employees had the opportunity to speak with operational leaders on climate issues and the preservation of biodiversity at industrial sites. They were also able to discuss with their peers on how they integrate sustainability issues into their business area or to participate in learning expeditions on the sites and those of our partners.

3.4.1.1.1.2 The carbon footprint of employees

Being an actor in the energy transition also means taking one's own share of individual responsibility in the Group's decarbonization trajectory. Each year, ENGIE measures the carbon footprint of its employees in their travel and working methods and aims to be Net Zero Carbon by 2030.

CO₂ emissions are from the use of office buildings, business travel, commuting, digital tools, and the use of the service and function fleet. Annual reporting allows each Group entity and / or country to measure its carbon footprint on databases provided by the Group's Real Estate, IT and Procurement Departments, such as the AMEX database for business travel. Commuting habits are calculated on a declaratory basis by the employees surveyed.

The carbon footprint related to working methods was 268 kt of CO₂ in 2023, i.e. less than 1% of the Group's direct emissions. However, reducing this figure requires daily action by every employee.

To support them, ENGIE has reviewed its policies and has set itself ambitious targets:

- in the greening of its car fleet with 100% of renewals to be electric vehicles by 2030;
- in the efficiency of its buildings with a 35% reduction in energy consumption at Group level by 2030 compared to 2019;
- in responsible digital consumption practices in which employees are trained: for example, extending the life of computers provided, storage of streamlined data and integrating green IT by design into the apps and sites developed;
- in more a moderate and responsible approach to business travel. The Business Travel Policy was revised in 2023 and incorporates a requirement to offset relative CO₂ emissions by the GBU and non-GBU entities.

Since 2019, ENGIE has reduced by 61% the carbon footprint linked to employees' working methods.

3.4.1.1.2 Acting together, as "ONE ENGIE."

Taking an active role in the energy transition engages all our employees in the urgent need to act.

This ONE ENGIE common culture is based on a foundation of harmonized working practices, the ENGIE Ways of Working (EWOW). It ensures that each employee has a positive impact collectively.

Defined in 2021, the EWOW describe the collective behaviors expected of all employees and promote the diversity of their expertise, their jobs and ENGIE's international presence: COLLABORATE, FOCUS ON BUSINESS, PRIORITIZE, COMMIT TO DELIVER and ENGAGE. These five principles make up the barometer that reflects the importance of acting together in the interests of ONE ENGIE and delivering on the operational commitments that are at the heart of ENGIE's purpose (see Section 1.1.1).

The exemplary behavior of the managers embodying the EWOW is a key force behind their adoption. This is why these ENGIE Ways of Working are one of the fundamentals of the ENGIE Group's leadership model, known as the ENGIE Ways of Leading (EWOL).

Updated in 2022, the EWOLs are complementary to the ENGIE Ways of Working and consolidate the foundation of common practices within ENGIE.

The EWOLs are focused around five key commitments common to Group managers:

- **Safety & Integrity:** applying strict standards for the health & safety of people, securing assets, ensuring ENGIE's (cyber)security, integrity and reputation. This also involves building a "Zero Tolerance" culture, to guarantee the right to operate;

- **ONE ENGIE:** implementing the ENGIE strategy by drawing on the EWOW, 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 to all Group managers in 2023. They participated in group workshops to adopt the

expected behaviors and to be able to embody them with their teams. The ENGIE Ways of Leading have been integrated into performance interviews and the different management processes. The career development and management programs have been adjusted accordingly.

In May 2023, the EWOL week brought together 2,000 managers for conferences and testimonies from ENGIE leaders and inspiring external speakers. An e-learning course on the EWOLs was completed by 7,000 managers in 2023.

The career development and management programs are adjusted accordingly.

For example:

- during their onboarding, all new executives take an e-learning course on the EWOLs;
- the EWOLs are part of the selection criteria during recruitment or promotion;
- at the annual performance review, the embodiment of EWOLs is assessed alongside the achievement of results.

3.4.2 DIVERSITY AND INCLUSION, AT THE HEART OF THE GROUP'S SOCIAL STRATEGY

3.4.2.1 The Group's human capital

3.4.2.1.1 Workforce and geographic footprint

Present in more than 30 countries, ENGIE had 97,297 employees at the end of December 2023. The workforce increased by 843 employees, i.e. 0.9% compared to 2022, in

line with the Group's strategy and development of activities, particularly in the Networks, Energy Services and Renewable Energies areas.

GRI 102-7 /405-1	France	Europe (excl. France)	South America	USA & Canada	Middle East, Asia & Africa	2023	2022	2021
Renewables	2,950	495	1,076	311	243	5,075	4,814	4,882
Networks	17,004	3,147	689	933	0	21,773	21,806	22,542
Energy Solutions	14,887	14,685	1,336	1,989	9,336	42,233	42,661	47,531
Flex Gen & Retail	7,007	4,804	715	87	3,368	15,981	16,148	17,091
Nuclear	0	2,049	0	0	0	2,049	2,057	2,135
Others	4,226	3,577	1,033	1,168	182	10,186	8,968	7,323
o/w GEMS	1,552	1,344	0	521	176	3,593	3,214	
Sub-total	46,074	28,757	4,849	4,488	13,129	97,297	96,454	101,504
Equans	-	-	-	-	-	-	-	69,970
TOTAL	46,074	28,757	4,849	4,488	13,129	97,297	96,454	171,474
% reporting	100%	100%	100%	100%	100%	100%	100%	100%

GRI 102-7 /405-1	2023							Group	%	2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	o/w GEMS			Group	Group
Managers	2,624	5,784	11,048	3,847	513	6,703	2,433	30,519	31.4%	29,336	30,641
Men	1,873	3,888	8,183	2,512	418	4,120	1,619	20,994	68.8%	20,577	21,789
Women	751	1,897	2,865	1,335	95	2,583	814	9,526	31.2%	8,759	8,852
Non-managers	2,451	15,989	31,185	12,134	1,536	3,483	1,160	66,778	68.6%	67,118	70,863
Men	1,871	11,837	25,475	8,491	1,330	1,532	478	50,536	75.7%	50,655	54,210
Women	580	4,152	5,710	3,643	206	1,951	682	16,242	24.3%	16,463	16,654
Total	5,075	21,773	42,233	15,981	2,049	10,186	3,593	97,297	100%	96,454	101,504
Men	3,744	15,725	33,658	11,003	1,748	5,652	2,097	71,530	73.5%	71,232	75,999
Women	1,331	6,048	8,575	4,978	301	4,534	1,496	25,767	26.5%	25,222	25,505
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

As of December 31, 2023, the Group workforce comprised 30,519 managers i.e. 31.4% of the total workforce, and 66,778 non managers, i.e. 68.6%. The proportion of managers continues to increase, from 30.4% in 2022 to 31.4% in 2023.

Likewise, the proportion of female managers in the workforce has increased and represents 31.2% of managers compared to 29.9% in 2022 (see Section 3.4.2.3).

3.4.2.1.2 Contract types and trends

At the end of December 2023, 89,240 employees were on permanent contracts, making up 91.7% of the workforce. 4,382 employees were on fixed term contracts, i.e. 4.5% of the workforce.

Furthermore, with 3,675 young people on work-study contracts, i.e. 3.8% of the workforce, ENGIE has confirmed and

continues to maintain its commitment to young people. Work-study programs combine practice and theory. These programs are also an important source of recruitment (see Section 3.4.2.2.2).

GRI 102-8	2023							2022	2021	
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	<i>o/w</i> GEMS	Group	Group	excl. EQUANS
Permanent	91.1%	94.4%	90.7%	88.3%	100.0%	94.0%	94.4%	91.7%	91.5%	91.4%
Fixed-term	3.6%	0.8%	5.8%	8.1%	0.0%	2.8%	2.6%	4.5%	4.7%	4.8%
Work-study contract	5.2%	4.8%	3.5%	3.5%	0.0%	3.2%	3.0%	3.8%	3.9%	3.8%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.2.1.3 Workforce by age bracket

GRI 405-1	2023							2022	2021	
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	<i>o/w</i> GEMS	Group	Group	excl. EQUANS
< 25 yrs old	2.1%	2.6%	3.9%	3.5%	1.6%	1.5%	1.7%	3.1%	3.0%	2.8%
25-34 yrs old	24.8%	20.5%	24.5%	21.9%	14.6%	22.3%	22.5%	22.7%	22.8%	23.2%
35-44 yrs old	38.3%	31.7%	28.1%	32.5%	34.7%	33.7%	37.3%	30.9%	31.2%	28.9%
45-54 yrs old	24.6%	30.3%	24.6%	27.8%	21.7%	27.9%	28.1%	26.7%	27.0%	26.8%
> 55 yrs old	10.2%	14.8%	18.9%	14.3%	27.3%	14.6%	10.4%	16.5%	15.9%	18.2%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.2.2 Promotion of diversity

3.4.2.2.1 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 and contractors of the Group;
- 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);
- inclusion of LGBTQ+ people (lesbian, gay, bisexual, trans, queer and all other sexual orientations and minority gender identities);
- origins (including nationalities, ethical 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 skills of people with disabilities.

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 has been rolled out across all regions from 2023 and is being specifically monitored for ENGIE's 10 priority countries (United States, Brazil, Chile, United Arab Emirates and Kingdom of Saudi Arabia, Belgium, Spain, Portugal, Germany, Italy and France).

A DEI World Steering Committee has been set up, bringing together country and business entity managers. An Operational Committee has also been established with the DEI managers of the major regions of the world.

Awareness-raising actions have been carried out at HR and Global Leaders conventions, and during ENGIE University's temporary campuses. ENGIE relied on the widespread rollout of the Diversity Fresco, a tool developed by its partner, Essec Business School. This raised awareness among more than 700 people in the Group. A network of DEI Ambassadors has been set up, known as the Bees, responsible for carrying out concrete actions in their working environment, and for coordinating Diversity Fresco workshops. The first cohort met at a seminar in Paris in February 2023 to be trained in facilitating this type of workshop. A series of 10 video portraits of employees was produced to enable better understanding of the issues related to each of the policy's priority dimensions. Thematic action plans have been developed on each of the dimensions, with the support of a sponsor member of the Executive Committee. The achievements were presented to the Executive Committee in October 2023.

In France

For many years, the Group has implemented a Diversity, Equity and Inclusion 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 last renewal audit took place in October 2023 and allowed the Group to present its latest actions in the promotion of diversity and professional equality.

3.4.2.2.2 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;
- 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. It is one of the Good Governance criteria defined by the Human Rights Council, for improved decision-making and societal responsibility.

ENGIE launched and has implemented the Fifty-Fifty program since 2020. It is based on a systematic approach aimed at

creating the conditions conducive to achieving professional equality between women and men. ENGIE’s target is to reach at least 40% women in executive positions by 2030. This program involves more than 30,000 people worldwide, making ENGIE the pioneer in the energy sector by committing to such an ambitious target.

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 and HR process adaptation, employee training and development, and external resonance and partnerships. For ENGIE, it means becoming a best-in-class in this area, and attracting and retaining the best talents.

At the end of December 2023, women made up 26.5% of the Group’s workforce and the proportion of women in management was 31.2%. The proportion of women on the Operational Management Committee (OPCOM) is 40.7% (22 women and 32 men), up 5.5 percentage points compared to 2022. The proportion of women on the Group Executive Committee is 40% (four women and six men).

For several years, the Group’s appointments policy has strengthened gender diversity. The Group seeks to develop mixed talent pools, comprising executive managers with strong potential, thus helping to increase female representation in these two bodies. Most appointments are made from this talent pool, comprising around 740 people, 41% of whom are women.

GRI 405-1	2023								2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	<i>o/w GEMS</i>	Group	Group	excl. EQUANS
Proportion of women in workforce	26.2%	27.8%	20.3%	31.2%	14.7%	44.5%	41.6%	26.5%	26.2%	25.1%
Proportion of women in management	28.6%	32.8%	25.9%	34.7%	18.5%	38.5%	33.5%	31.2%	29.9%	28.9%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Proportion of women among new hires	36.7%	36.7%	23.4%	28.9%	7.7%	47.9%	42.5%	29.0%	28.2%	24.6%
Proportion of women among new management hires	38.5%	40.6%	29.3%	44.5%	13.2%	43.6%	36.6%	35.6%	30.5%	27.2%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

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

At the global level:

- two “Diversity, Professional Equality and Inclusion” programs have been rolled out since May 2021: one online program for all employees and one on-site and remote program for the Group’s leaders and managers;
- in 2022 and 2023, the Group continued to roll out the Wo+Men to Lead personal development program, for male and female leaders. In 2023, all women in the Top 50 were trained;
- a partnership with the Women Initiative Foundation has been focused since 2020 on training employees in inclusive leadership, in cooperation with major international universities;
- the rollout of the “License to Recruit” (Permis de recruter) program was launched in 2023, to train managers and the HR Division in inclusive recruitment (e.g. conducting recruitment interviews without discrimination, diversifying recruitment sources to favor categories of people who have difficulty accessing employment, such as people with disabilities and young people identified by local missions in France);

- other training programs have been designed and rolled out across the countries of the Group to reach the entire target population.
- **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 in the identification of bias and stereotypes in recruitment;
 - a “Sexual Harassment and Sexist Action” guide was compiled in 2022 and shared with the Human Resources and Ethics Divisions in each of the Group’s countries, led by the Executive Committee which sought to reaffirm the Zero Tolerance policy on this subject;
 - in 2023, ENGIE launched a worldwide guide to best practices to be adopted in companies to prevent and support employees suffering from domestic violence. ENGIE is one of the first groups in France to deal explicitly with this subject in the context of the working environment;
 - 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;

- since 2022, a guide dealing with the myths around professional gender equality has been made available in several languages. It has also inspired a series of podcasts on the subject;
- 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. In 2023, it was integrated into the "ONE ENGIE Awards" at Group level in order to place professional equality at the heart of the strategic objectives;
- 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 DEI 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 bring about change within the organization and showcase ENGIE's commitment outside the Group, through conferences, partnerships and round tables.
- **Diagnosis and EDGE certification**
 - in December 2023, 17 entities in 10 countries obtained EDGE certification in Diversity and Inclusion. This certification offers international recognition of gender equality and covers the corporate culture, recruitment, promotion, mentoring and training of its managers;
 - since 2021, 25 questions relating to "diversity, professional equality and inclusion" were included in the ENGIE&Me annual engagement survey. They cover five key topics: recruitment and promotion, corporate culture,

flexibility at work, access to training and equal pay. Three questions relate to sexual harassment and allow the Group to objectively measure its progress each year;

- 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.
- **External resonance and partnerships**

To promote gender equality within its business lines, ENGIE is raising awareness in France among young female audiences in schools, through associations such as *Elles Bougent*. This association promotes the role of women in technical divisions 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, in France, 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 Peru and Brazil, for example, ENGIE offers scholarships to young women for engineering studies.

ENGIE participates in numerous discussion forums and conferences on the theme of gender equality in France and internationally. This is to inspire cultural change in other companies and among societal players. It is by acting together that gender equality will produce long-term lasting effects.

Finally, the Fifty-Fifty program received an award at the Digital HR Awards in October 2023, for the quality of its content, for its significant results three years after the start of its rollout and for its societal impact.

3.4.2.3 Professional gender equality

3.4.2.3.1 Principles of the compensation policy

The Group policy on compensation is committed to providing personalized, equitable, and market-competitive compensation to all individuals, aligning with their performance and level of responsibility. 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 3.4.2.3.2). The overall compensation structure consists of a base salary and, depending on the level of responsibility and the country, variable compensation schemes to reward collective and individual performance. The variable compensation provisions for the Group's executive managers include CSR objectives for at least 10% of the total.

3.4.2.3.2 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.

In 2022, in line with its ambition and for greater readability, the Group decided that it would focus on the equal pay indicator from among the professional and pay equity index indicators. It measures the difference between the compensation of women and men in equivalent positions. ENGIE has decided to set a maximum gap objective of 2% at the Group level. The scope of this indicator covers entities with more than 50 employees in France and more than 250 internationally.

For 2023, the difference in compensation between women and men stood at 1.92% and represented 84% of the Group's workforce. The result is in line with the Group's objective. It is 0.19 points higher than the 2022 result due to an upward trend in the indicator abroad, in connection with the inclusion of new companies. France, with a score of almost 1%, remains at a very good level, unchanged since 2022.

All of the Group's companies use a measurement tool developed by the Group HRD, EQUIDIV. 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.

3.4.2.3.3 Preventing and combating sexist behavior and sexual harassment in the workplace

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

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."

At the same time, 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:

- at the global level, the whistleblower platform administered by the Ethics, Compliance & Privacy Division;
- and in France, the “AlloSexism” helpline, which allows not only presumed victims to make a report, but also managers, HR and Sexism Representatives to benefit from a legal support service.

ENGIE took part in the 2021 BVA / #StOpE on Sexism scale for the first time, and participated again in 2023. Despite improving figures, ordinary sexism is still strongly felt by women who responded to the survey. In two years, there has been a clear improvement in the perception of employees on the Group’s commitment to dealing with this subject and on the

awareness of possible channels of recourse, including the Sexism Representatives.

ENGIE committed to preventing and combating domestic violence on the occasion of the International Day for the Elimination of Violence against Women. In 2023, the Group published a commitment and good practices booklet to be implemented and adapted locally. A communication campaign was also launched in the press, making reference to this commitment and with the inclusion of the Government emergency number on its bills.

In fact, ENGIE systematically includes the freephone number 3919 on the energy bills sent to the 8.2 million domestic and business customers it serves in France. This is the number for the telephone service set up by the French Government that provides a helpline with information and guidance to victims of gender-based and sexual violence.

3.4.2.4 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.

3.4.2.4.1 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 around 40 large companies and public authorities. For example, an escape game was created to raise awareness of ENGIE’s professions 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 3000 young people from priority neighborhoods for a period of three years, from their final year of middle school until they start their working lives. With the *Collectif*, ENGIE is committed to hosting at least 10% of work-study students from priority urban neighborhoods (QPV) or free urban entrepreneurial zones (ZFU) or students with disabilities by 2025. In addition, ENGIE is part of the *Collectif*’s commitment to be present locally in the regions with the launch of a new local *Collectif* in Le Havre, of which Catherine MacGregor is the sponsor.

The *Collectif* launched an extensive program in September 2022 to encourage the development of community 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 by launching a solidarity mentoring platform in March 2023 bringing together partner associations, in addition to the existing internal scheme.

In 2023, 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 is also committed to the social and professional inclusion of people in severe difficulty or in a situation of exclusion. This is particularly thanks to the initiatives undertaken by the ENGIE FAPE (*Fondation Agir pour l’Emploi – Act for Employment Foundation*). The ENGIE FAPE’s initiatives are based on the solidarity of Group employees, retirees and companies with job seekers and all those seeking to find a way out of poverty. It grants subsidies to structures and players involved in integration who mobilize to design and implement sustainable projects for the benefit of the most vulnerable populations.

ENGIE joined the Alliance for Youth in December 2015, initially at European level and then at global level in 2019. The Alliance for Youth is the first private initiative, initially pan-European (with 300 companies), launched by Nestlé to develop employability and combat youth unemployment.

The Alliance’s considerable regional network allows ENGIE entities, if they wish, to undertake initiatives in the regions. They can collaborate with local businesses that are also engaged in developing youth employability, bringing education and business together, and in learning.

The various institutional, associations and corporate partnerships also facilitate the employability of young interns and apprentices, both internally and externally. This is the case, for example, with ENGIE’s significant involvement in the Economic Inclusion Summit organized in Bercy by the Mozaïk HR Foundation, in November each year.

Close attention is paid during all stages of the recruitment process, for interns and apprentices in particular, to ensure a more inclusive recruitment process.

3.4.2.4.2 Employees with disabilities

In 2019, ENGIE joined around a hundred companies by signing the “Manifesto for the inclusion of people with disabilities in economic life” in France. As part of this manifesto, ENGIE actively participates in three working groups: digital accessibility, international policy and education.

In France, ENGIE’s commitments mainly involved recruitment and integration of people with disabilities, 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.

In addition, 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 aims to raise their awareness of their future role as managers and was rolled out in 2023.

ENGIE employs approximately 1,608 employees with disabilities in France, representing an employment rate in France of 3.5% in 2023.

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.

In 2019, ENGIE set up an inter-departmental working group on digital accessibility. The work carried out by this working group has made it possible, in particular, to put the ENGIE multi-year digital accessibility scheme online. Internal and external site audits were carried out and a guide was made available to the community of disability representatives. A dedicated committee and a network of correspondents (IT and Human Resources) should be operational in early 2024 to monitor the rollout of the action plan.

In Brazil, the *Gera Inclusão* program launched in 2023 has integrated 15 young people with disabilities into the work environment.

3.4.2.4.3 LGBTQ+ (lesbian, gay, bisexual, trans, queer and all other sexual orientations and minority gender identities)

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 LGBTQ+ 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 LGBTQ+ employees in the United States were recognized.

International

In 2023, ENGIE organized an international event on gender identities in business. Co-designed by the Group's LGBTQ+ network, Friends, this webinar brought together more than 500 participants online and in-person. Led by the partner *Têtu Connect*, from an informative approach it showed the reality of the issue at ENGIE through testimonials from employees and the organization *Allié.e.s*, under the patronage of Jean-Sébastien Blanc, Group Human Resources Director. To mark the occasion, ENGIE published the first worldwide guide on "Cultivating gender identities in business," co-created with American and French entities.

The inclusion of LGBTQ+ people has also been the subject of numerous speeches and awareness-raising sessions at the U.Camps organized by ENGIE University, in the regions of North America, South America, Europe and France.

In France

As part of its partnership with the association *L'Autre Cercle*, ENGIE contributed to the drafting of the Visibility or Invisibility of Lesbians at Work (VOILAT) guide.

ENGIE employees have the opportunity throughout the year to participate in dinner debates organized by *Têtu Connect* in order to better understand the issues related to the inclusion of LGBTQ+ people.

In addition, the ENGIE Foundation offers support through its sponsorship of charity evenings for HIV / AIDS research and gives the Group's LGBTQ+ employee network, Friends, the opportunity to participate.

3.4.2.4.4 Origins

The "Origins" dimension is one of the priority dimensions of the new Be.U@ENGIE policy. It covers issues of diversity and inclusion relating to ethnic, social and religious origin, as well as atypical educational and professional backgrounds, migrants and refugees.

While the "social origin" dimension has been addressed in France for some time, the "ethnic origin" dimension is more recent to the Group.

Ethnic origin

When it set to work in 2023, the Group's first task consisted of bringing together, on two occasions, a group of around ten employees of all ages who had been exposed in their working lives to issues of ethno-racial discrimination or racism. These workshops allowed them to talk openly in a secure environment. Also taking part were two experts, Marwan Mohammed, sociologist and researcher at the CNRS and Tara Dickman, founder of the association "Le Next Level." They shared their practices in France and the United States, as well as benchmarks from other companies. Initial areas for action were set out around data collection and measurement, awareness-raising, and the Group's commitment to zero tolerance for all forms of racism and ethno-racial discrimination.

Social origin

ENGIE is a long-standing player in social inclusion, having carried out many actions in relation to social origin, targeting both young people (Section 3.4.2.4.1) and other populations.

ENGIE is part of the *Collectif des entreprises pour une économie plus inclusive* ("Group of companies for a more inclusive economy"), and is also sponsor of the Working Group for apprenticeship and vocational training. In this area, various actions are organized with the other companies of the *Collectif* to help people excluded from the workforce to find employment and encourage employees in the companies to become mentors.

For example, one of the Group's entities, ENGIE Solutions, renews two key actions each year:

- since 2012, it has been supporting young people with its educational partners and the Overseas Agency for Mobility (Agence d'Outre-Mer pour la mobilité or LADOM) who are training on work-study programs as part of its "Ultra Marins Program" (French Polynesia, New Caledonia, Réunion and French Guiana);
- with APAVE and the *Pôle Emploi* state employment agency in the Val-d'Oise department, it is working to increase the number of women in technical professions through the "Energy Diversity" program. In this context, women are invited for an immersion period in the company, giving them the opportunity, after nine months of training, to obtain a professional qualification as an HVAC (heating, ventilation and air-conditioning) maintenance technician. Each year, one woman from the group becomes a role model to promote the retraining of women in technical professions.

Religious diversity

In 2019, the Group published the *Repères pour les managers* (Points of reference for managers) guide for France, giving managers the opportunity to learn more about different religions, the French legislative framework and good practices for managing certain situations in their daily work.

In 2023, Storengy France decided to organize awareness-raising sessions for its employees on social, cultural and religious diversity at its head office, for around 200 employees.

For employees on storage sites, sketches were performed, raising the awareness of 40 on-site employees about stereotypes and racism.

3.4.3 HUMAN RESOURCES ATTRACTION AND DEVELOPMENT POLICIES

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 (Strategic Workforce Planning). In relation to industrial and financial forecasts, this approach provides a quantitative and qualitative three-year mapping of strategic and distinctive skills. Each business line of the Group must acquire these skills to have the capacity to implement its strategy and roll out the associated action plans. This vision is organized around the ENGIE Jobs reference system. It lists, through a continuous improvement approach, more than 300 reference professions and the skills associated with each to:

- anticipate the volumes and recruitment profiles for each of the Group's business lines and geographic areas;

- roll out training plans tailored to skill needs in critical business lines of the future;
- prepare the appropriate career paths to meet emerging challenges.

These data are consolidated at the Group level. They enable the building of a global vision of changes in professions and skills, in particular in:

- mature technologies (wind, solar);
- new technologies (battery electricity storage, green gases);
- cross-functional skills (health & safety, data, digital, risk management).

3.4.3.1 Hiring and employer brand

3.4.3.1.1 Recruitment: strategy and objectives

The 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.

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 continues to develop strategic partnerships globally with LinkedIn, Indeed and Glassdoor and has engaged in efforts to develop closer ties between the employer brand and the recruitment policy.

In 2023, a major development in the recruitment division was the rollout of the new digital recruitment tool SEZAME. This tool provides the division and the business line with greater visibility as regards candidates, reinforces the feedback culture and improves the candidate experience. This new HR ecosystem is crucial to developing recruitment practices and processes.

The Group is also continuing its efforts to strengthen the performance of the division's recruiters through a "License to recruit" (Permis de recruter) training program for the Group's 200 recruiters. In 2023, 80 recruiters took the course. This

training will continue in 2024 and will be offered to each new ENGIE recruiter. It has also been adapted for managers with rollout started in 2023.

At end-2023, within the World scope, 16,195 recruitments were made compared with 16,974 in 2022. These recruitments were down by 4.6% compared with 2022 (-779 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, 6,895 employees were hired, of which 3,901 on permanent contracts and 2,994 on fixed-term contracts.

Internationally, there were 9,300 hires in 2023, of which 6,894 on permanent contracts and 2,406 on fixed-term (or equivalent) contracts, with a notable increase in North America and South America.

70% of recruitments relate to positions in the technical, engineering and business development areas.

The recruitment of managers was also up to 13.6% with 3,936 managers hired in 2023, of which 1,401 female managers representing 35.6% of this population. In total, 29% of recruitments were women, with 4,705 females hired in 2023.

GRI 401-1	2023							o/w GEMS	Group	2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	Group			Group	excl. EQUANS
Permanent hires	627	1,226	6,265	1,521	78	1,078	403	10,795	11,085	9,440	
Women	199	398	1,412	406	6	482	159	2,903	2,845	2,323	
Men	428	828	4,853	1,115	72	596	244	7,892	8,241	7,118	
Fixed-term hires ⁽¹⁾	359	789	2,601	1,184	0	467	160	5,400	5,889	6,082	
Women	163	340	663	377	0	258	80	1,801	1,946	1,929	
Men	196	448	1,938	807	0	209	80	3,598	3,943	4,153	
TOTAL	986	2,015	8,866	2,705	78	1,545	563	16,195	16,974	15,522	
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

(1) Including work-study students.

3.4.3.1.2 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 the internal ENGIE&Me survey, 84% of employees would recommend ENGIE as an employer, placing it at a higher level than the Energy & Utilities benchmark.

The beginning of 2023 saw the rollout of an ENGIE employer brand communication kit on its digital ecosystem. A new employee career site has been developed since March 2023, "ENGIE Jobs - Discover our job offers," as well as ENGIE's Corporate Life (*Vie d'Entreprise*) page on LinkedIn and the Indeed and Glassdoor World pages.

In 2023, ENGIE was listed in the following rankings:

- ENGIE rose two places compared to 2022 to reach 16th place among the most valued French brands (Brand Finance);
- In France, through Universum's CSR index published in January 2023, second-year graduate students highlighted the companies they considered to be the most committed and mobilized. For this target, ENGIE positions itself 8th out of 61 CAC 40 companies and former scale-up companies recognized for their attractiveness. The Group ranked second in terms of environmental commitments.

In 2023, ENGIE was ranked in the Universum rankings as follows:

- 2-3 years post-baccalaureate: 13th place (compared to 11th in 2022) among students and 12th among those with more experience. This attractiveness is even higher among its priority targets in terms of studies and business sector;
- Engineering students (4-5 years post-baccalaureate): 21st place

L'Usine Nouvelle then Le Figaro highlighted ENGIE's 2023 recruitment dynamics in France, ranking it 6th and 10th respectively among companies recruiting in France.

In the Capital Employer Awards, published at the start of 2023, two ENGIE Group subsidiaries appear in the top 30 companies: GRTgaz (2nd) and GRDF (21st). ENGIE is listed in the Energy category (5th) as are other Group subsidiaries such as CNR (6th) and CPCU (8th).

Internationally, ENGIE receives favorable assessments and high ratings: 3.98 on Glassdoor and 3.7 on Indeed, which have increased since the implementation of moderation actions in the summer of 2023.

3.4.3.1.3 Onboarding Path

Employee engagement begins from the moment employees join ENGIE: the first few days, weeks and months are crucial in building loyalty, strengthening team spirit and developing a sense of belonging and pride toward the Group and their entity. New employees realize that joining an ENGIE entity, wherever it is in the world, means joining a Group whose activities contribute to a common strategy of decarbonization and that their action is central to this model.

In this regard, ENGIE developed an "Onboarding Path" in 2023 which aims to create a positive and common ONE ENGIE experience for all at the time of joining and during the onboarding process.

This course provides in eleven languages:

- to newcomers: the fundamental elements related to Group strategy and the ONE ENGIE culture (see Section 3.4.1.1.2);
- to HR and managers: the common key elements of the onboarding experience within the Group and good practices developed by the entities;
- to all: the option to use a board game, "Transition makers' Journey," in physical or digital version to discover or deepen their knowledge of ENGIE. The various dimensions of the serious game cover ENGIE's integrated value chain, its international geographical presence, its strategic objectives and the associated strengths and risks.

These tools complement the onboarding experiences already rolled out at local level in the entities.

3.4.3.1.4 Attractiveness of the Group and Employment of young people

The rollout of the ENGIE Brand and the Employer Brand continues in France and internationally with varying levels of reputation according to the country. Either countries use the

resources and ecosystem provided by the Group to promote and strengthen the employer brand locally or they adapt these resources to their needs according to the market.

The visibility and recruitment campaigns, either carried out jointly by the Group 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 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.).

3.4.3.1.5 Academic relationships

To consolidate its leadership position and attract the most promising young talents, ENGIE is fully committed to strategic academic relationships. These relationships are essential to promote ENGIE to a key audience: students from the leading engineering and business schools and universities. Academic partnerships serve as a springboard for young talent, reflecting ENGIE's future and ambitions, while meeting critical needs in terms of professional skills and leadership.

In 2022, ENGIE adopted a strategy and policy focused on the values of diversity, inclusion, equity and parity, with a particular focus on technical professions in engineering. Academic relations have been enriched with the creation of a community of ambassadors and alumni, responsible for projecting ENGIE's image and promoting parity, particularly through the Change MakHers community of the Fifty-Fifty program. Targeted communication initiatives, such as film shoots with JobTeasers and participation in the Junior Enterprises regional and national conferences, have strengthened the attractiveness of ENGIE's employer brand.

These academic initiatives are accompanied by a special focus on diversity and equal opportunities, particularly in schools of excellence. Partnerships with institutions such as ESSEC, Ponts et Chaussées and Polytechnique have been established, with the appointment of a female mentor in a leadership role and the creation of a diversity fresco, or with scholarship funding. Awareness-raising and orientation actions are also carried out in high schools and middle schools with ENGIE experts.

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.

Examples of international partnerships:

- Partner universities in the United States:
 - Howard University: this university historically intended for African American students (HBCU) is recognized for its commitment to diversity;
 - University of Houston: this university is recognized for the diversity of its student population;
 - Boston University: this university has a business partnership with ENGIE North America, including a commitment to hire two interns each year, highlighting its commitment to education and professional diversity.
- Partner schools in Romania: in collaboration with the Ministry of Education, four middle schools, local town halls and an NGO, these schools engage in dual education and inclusion in technology and society.
- EMI Rabat School in Morocco: it is noted for its female representation initiative, with 35% women in its student population. The EMI Women Engineers Club, established in 2009, plays a key role in promoting female leadership in engineering in Morocco.

Academic events in France and internationally:

- The ENGIE Academic Challenge, an international Group event, illustrates ENGIE's openness and commitment to carbon neutrality by bringing together students from all over the world. This initiative is a testament to ENGIE's proactive approach to meeting its strategic objectives and preempting the talent needed for its development. This event brought students from seven countries in Europe to compete in 2023, following the France edition with 13 leading French higher education establishments in 2022. The next event will take place in Brazil in April 2024.
- Fictional ecology, organized by ENGIE University at the U.Camp in 2023, is a creative approach where participants imagine futuristic scenarios to address environmental challenges. Here, students, experts and teachers designed a fictional city of 2045, exploring decarbonization solutions to environmental, societal and economic issues. It was a stimulating event, generating innovative ideas and increased awareness of climate issues. One edition took place in Paris in June 2023 and another in Dubai in October 2023 (with the following schools: UOWD, American University of Sharjah, Heriot Watt University, Khalifa University, Montfort University).

In 2022, ENGIE conducted no less than 31 Group initiatives in targeted schools, ensuring the inclusion of both elitist and less elitist institutions, with a view to strengthening inclusion. The approach to academic relations has been reconsidered to make it more qualitative, with clear performance indicators ensuring the effectiveness of these initiatives.

ENGIE's participation in the International Summit of the Alliance for Youth in Brussels in September 2022 is an additional example of its commitment to employment, employability and training, illustrated by innovative initiatives such as the ApprentiSwap program.

ENGIE is a premium partner of the CNJE (National Confederation of Junior Enterprises). A Junior Enterprise is an educational association that offers consulting services to companies. The CNJE brings together 200 organizations for 25,000 students.

This partnership continues to give rise to excellent networking opportunities and wonderful projects. At the heart of it is a shared identity: societal commitment and innovation. ENGIE meets the needs of Junior Entrepreneur students by supporting them in their professional career and training them. In return, the close relationship forged with these committed young people allows the Group to remain dynamic and to listen to the needs and aspirations of students, future employees, customers and suppliers of the Group.

ENGIE is thus positioned as a key player, not only in the energy sector, but also in the training and development of young talents, essential to its future growth.

3.4.3.1.6 The Communau'Tech: Technician Ambassadors

Technical professions account for nearly 70% of recruitment needs. These jobs are currently in severe shortage, particularly the maintenance, operation, multi-technical, air conditioning, ventilation and heating professions. To attract new talent in this sector, a network of committed technicians was created five years ago with 10 volunteers from the various Group entities in order to promote their professions and encourage others, especially young people, to take up these job roles.

ENGIE's Communau'Tech is a network of Technicians engaged in the field who strive to make their profession shine with passion and to attract new talent. This system promotes male and female technicians 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 professions 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 professions to generate interest in them.

The Communau'Tech now has 460 Technicians (340 in France and 120 in the European subsidiaries including Italy, Romania and Belgium) of which 52 are women.

The goal is to build a community of 500 Ambassadors at the international level by the end of 2024.

Every year, Communau'Tech comes together to participate in a training session, bootcamp, marketplace and experiential workshops. On July 3 and 4, 2023, 120 technical ambassadors participated in the session during the U.Camp organized in Paris. Attendees enjoyed a variety of new experiences, which created rewarding discussions, interactivity and a pride of belonging. During this session, newcomers were awarded their ENGIE Technician Ambassador diplomas by Communau'Tech sponsors, the Deputy Director of Group Human Resources and the Deputy CEO of ENGIE Solutions.

3.4.3.1.7 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:

- 10% of apprentices in the Group's workforce on permanent and fixed-term contracts in France excluding regulated entities GRDF and GRTgaz at the end of 2030;
- a level of transformation into permanent or fixed-term contracts in the technical or digital divisions 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 Group had 3,675 young people on work-study contracts at the end of 2023.

In France, ENGIE has 2,406 students following work-study programs excluding regulated entities GRDF and GRTgaz.

The percentage of staff undertaking work-study programs compared to permanent and fixed-term contracts was 8.5% in France excluding regulated entities GRDF and GRTgaz at the end of December 2023. This rate is equivalent to 2022. 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.

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) contributes 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).

3.4.3.1.8 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, Provence-Alpes-Côte d'Azur, Hauts-de-France, Nouvelle-Aquitaine and Pays-de-la-Loire), the Apprentice Training Center (CFA) offers diploma courses ranging from the vocational Baccalaureate Diploma to Bachelor degrees for young people aged 16 to 29 and for adults looking to 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

3.4.3.2 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.

3.4.3.2.1 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 been pursuing its non-financial objective of training 100% of employees by 2030.

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 also works on designing training modules relating to the Group's challenges in terms of health & safety at work. Virtual reality helmets are being rolled out in all classes to train work-study students in electrical safety and lock-out.

The Group has also taken action to identify, train and promote tutors, who are key players in the successful integration of work-study students. Days for training, collective intelligence and the sharing of practices are organized in several cities in France. They bring together voluntary tutors from all Group entities and give them the opportunity to develop their skills and discuss their role as a tutor and the relationship with young people.

As part of the promotion of the Group's technical professions and its role in supporting the sourcing of candidates, the Apprentice Training Center organizes Tech Days in different regions of France. These days allow us to introduce young people from training institutions to all of the Group's professions. They are also open to an external audience to generate applications from qualified candidates.

ENGIE's Apprentice Training Center has also set up pre-apprenticeship courses. They are aimed at welcoming young people without diplomas or qualifications for a seven-week course within the Group. In addition to academic refresher modules, young people can discover the maintenance professions, meet Technician Ambassadors, visit ENGIE sites and talk to different stakeholders (national police, RATP, CRIPS, etc.) as part of citizenship training. They are also invited into one of the Group's entities for three weeks for a discovery and observation internship with a view to signing an apprenticeship contract. These courses resulted in a positive outcome rate of 60% (entry into employment or training, apprenticeship contract, POEC employment training scheme, etc.).

To achieve this goal, ENGIE offers a skills development approach which highlights key skills by population and the related key training needs. In 2022, this strategy included the implementation of Learning governance and the creation of a quarterly Learning decision-making body. These bring together Training managers at the Group's Global Business Unit and regional level, with a view to aligning and prioritizing the skills needs of employees. In 2023, efforts focused on the implementation of the Group Learning Management System (LMS) in terms of strategy, governance, process and communication. The LMS will be rolled out in early 2024 for Group employees, and will, in particular, provide for stricter management in the rollout of the Group's mandatory training courses.

In this context, in 2023 ENGIE identified three mandatory training courses, on health & safety, Ethics and Cybersecurity, to be carried out in e-learning format by all employees. The Group has also made two new training programs mandatory for executives to master ENGIE's strategy and also the means to execute it through the ENGIE Ways of Leading ("EWOLs"). Since the second half of 2023, a management path for all executives has also been rolled out at the international scale to strengthen the managerial and leadership culture and skills of the Group's executives. It allows for adaptation to the executives' needs, according to their managerial experience. The rollout has been entrusted to ENGIE University.

In addition to the prioritization of key skills and the development of the profession academies of the Global Business Unit, ENGIE is committed to instilling a Learning culture. Moreover, ENGIE seeks to offer regular opportunities to learn, by promoting flexibility in learning approaches. In 2021, the Group set up a Mobile Learning platform. This facilitates access for employees to training modules on Business fundamentals and Group Culture such as health & safety, hydrogen and energy saving. The emphasis on this approach is such that the mandatory training on the Group's strategy for executives of the Group is hosted on this mobile platform.

As a result of the implementation of all these systems, ENGIE trained 86.1% of its employees in 2023.

3.4.3.2 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 2023, in addition to the Sustainability Academy programs, ENGIE University created short e-learning courses on the ENGIE Ways of Leading and the ONE ENGIE strategy. Board games have also been designed to facilitate the onboarding path and employee engagement (see Section 3.4.3.1.3). The Sustainability Learning Days were organized over a continuous 48-hours period in fall 2023, 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

Speed Learning sessions, conferences and Learning Expeditions 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 year 2023 saw the organization of four "U.Camps," ENGIE University's temporary traveling campuses which gather several hundred employees for one week at a single site in France or internationally. This on-site 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 the culture and engagement at ENGIE, at the same time as offering a learning experience to participants to reinforce their feeling of belonging, improve performance and accelerate the Group's transformation. In total, more than 2,500 people participated in the training sessions, social events and marketplace at the U.Camps in Houston, Brussels, Paris and Dubai in 2023.

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 and certain divisions (Procurement, HR) since 2022. These Academies, some of which were still under construction at end-2023, offer courses for:

- an improvement in the professionalization and operational excellence of employees;
- the establishment of a shared culture;
- the discovery of the Group's professions, promoting career development;
- and the promotion of internal and external expertise within entities.

Proportion of employees trained

GRI 404-2	2023								2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	<i>o/w GEMS</i>	Group	Group	excl. EQUANS
Proportion of women trained	94.9%	67.5%	81.8%	95.2%	100.0%	91.1%	86.5%	83.3%	82.8%	80.3%
Proportion of men trained	96.4%	85.5%	85.5%	90.4%	100.0%	82.9%	78.6%	87.1%	84.1%	82.6%
Proportion of employees trained	96.0%	80.2%	84.8%	91.9%	100.0%	86.5%	81.8%	86.1%	83.8%	82.0%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Training hours

GRI 404-1	2023								2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	<i>o/w GEMS</i>	Group	Group	excl. EQUANS
Total number of training hours	190,350	789,671	658,149	392,927	140,933	156,319	45,531	2,328,349	2,126,584	2,254,023
Average nb. of hours per person trained	40	46	19	28	67	18	16	28	27	28
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	98.6%	100%

Breakdown of training hours by topic

GRI 404-1	2023								2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	o/w GEMS	Group	Group	excl. EQUANS
Business techniques	33.3%	32.7%	33.8%	43.0%	63.7%	28.6%	33.8%	36.5%	38.8%	41.7%
Quality, safety and environment	42.5%	16.7%	44.0%	31.1%	27.2%	9.9%	8.7%	29.0%	28.2%	30.8%
Languages	6.6%	1.0%	2.3%	1.0%	0.1%	11.9%	11.4%	2.4%	2.4%	2.3%
Management, personnel development	12.2%	7.7%	9.9%	10.4%	0.0%	32.9%	31.2%	10.1%	23.8%	17.8%
Others	5.3%	41.9%	10.1%	14.4%	9.0%	16.7%	14.8%	22.0%	6.9%	7.4%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	98.6%	100%

3.4.3.3 The talent policy

The Group Talent Policy contributes to ENGIE's performance by developing its human capital.

It is geared toward all employees and is aimed at anticipating requirements in terms of skills, securing key positions and improving the loyalty of employees.

Economic, social and environmental developments have impacted both the needs of the Company and, for employees, the ways of working, relationships at work 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, through:

- a Talent cycle that encourages regular meetings between the manager and the employee during the year:
 - a performance interview to review the past year, on both "What" (what has been achieved) and "How" (how it was achieved, particularly in relation to the Group's values, EWOWs and EWOLs), as well as setting objectives for the coming year. The results of this interview feed into the annual compensation campaign;
 - a development interview to identify skills development needs, in the current role, or to prepare for future career developments and formalize the individual development plan;
 - a mid-year interview to check the progress of objectives and adjust as necessary;
 - in addition, a career interview with his/her HR Business Partner is possible for any employees who wish, to express a desire for mobility or prepare for the next steps in his/her career.
- 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 2023 "People & Position Review," conducted at a country level before being rolled out 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 3,000 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 primarily by prioritizing a cross-divisional approach, incorporate the aspirations of employees and draw on the diversity of the Group's business lines and geographic locations. A pilot was launched in 2023 within two GBUs and one of the supports functions to check the operational performance of the Career Path approach and prepare for widespread rollout in 2024;
- personalized development plans based on common tools (mentoring, feedback, personality questionnaires, short-term career moves, training, etc.) and specific programs proposed over time, in particular to the Talents identified as having the potential to hold Global Leader positions or key positions in the Group (the Boost program);
- a cross-divisional approach to developing the leadership of the Group's experts, ExpAND.

3.4.3.3.1 Talent strategy: a real challenge to develop and retain the Group's talents

The Group registered a 12.7% decrease in departures in 2023: 9,186 departures compared with 10,528 in 2022. Talent retention and management actions have limited the combined impacts of changes in the economic context and skills shortages. The resignation rate fell by 1.2 percentage points to an overall rate of 5.4% for the Group. It remains more pronounced internationally with a resignation rate of 11.4% in AMEA and 9% in North America. In France, the resignation rate is further reduced, reaching 3.7%.

Particular attention has also been paid to the evolution of managers' resignation rates, with a greater reduction in the resignation rate for this category (-2 percentage points compared with -1.2 percentage points for all employees). The specific action plans identified last year, which, tailored to individual or more collective needs, appear to have borne fruit and continue to be implemented. 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;
- monitor and anticipate the changes in trends locally.

GRI 401-1	2023							Group	2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	o/w GEMS		Group	excl. EQUANS
Departures	285	953	5,460	1,669	84	735	218	9,186	10,528	9,883
Retirements	42	452	449	168	66	66	13	1,243	1,309	1,325
Resignations	159	243	3,378	955	13	451	163	5,199	6,275	5,301
Dismissals	84	258	1,633	546	5	218	42	2,744	2,944	3,257
including contractual terminations	35	55	373	253	0	87	25	803	897	1,185
Resignations rate	3.2%	1.1%	8.0%	6.0%	0.6%	4.5%	4.7%	5.4%	6.5%	5.2%
Turnover rate*	4.9%	2.3%	11.9%	9.4%	0.9%	6.7%	5.9%	8.2%	9.6%	8.4%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* Excluding retirements.

GRI 403-2	2023							Group	2022	2021
	Renewables	Networks	Energy Solutions	Flex Gen & Retail	Nuclear	Others	o/w GEMS		Group	excl. EQUANS
Absenteeism rate	4.7%	7.8%	6.0%	6.6%	5.7%	5.5%	6.5%	6.4%	6.6%	5.4%
Absenteeism rate due to sickness	1.9%	3.4%	3.0%	4.2%	4.7%	1.8%	2.0%	3.2%	3.6%	3.2%
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3.4.3.3.2 Career management (Career Paths)

Career management is a key element of the Group's HR strategy to optimize talent retention in the Group. In order to meet the changing skills needs of the Group and employees' expectations, it is important to better anticipate the development of skills and to provide more visibility on possible career developments within the Group.

The different areas of work that were strengthened in 2023 are:

- succession plans for the Group's key positions, to better adapt the development plans;
- communication on examples of career paths within the Group, to provide inspiration;
- definition of the expected experience and skills for certain key positions in the Group, for greater transparency.

In 2023, the Group established common rules and a reference framework in which the Global Business Units can organize career development and also create cross-divisional exchanges between the different GBU according to the Group's needs, at all levels of the organization.

The launch of the new HRIS has enabled the integration of career path-related features such as the presentation of Talent profiles, as well as a more refined search for Talents among all employees.

New rules have also been shared with the various Group entities in order to propose common rules for supporting employees in their short- and medium-term career paths, with the aim of encouraging employees to prepare for their future mobility.

3.4.3.3.3 ENGIE Boost: the program for future leaders

ENGIE Boost is a system for identifying, developing and retaining talent with high leadership potential 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- to 36-month period, they prepare leaders who are likely to rapidly take strategic responsibility within ENGIE;

- A third program, Up!, which is managed by the GBU, entities and geographic areas, focuses on talent likely to move into key positions within the Group.

Inclusion in the Boost programs at Group level is managed by the Talent & Diversity Department. They ensure a consistent, coherent approach by implementing People Reviews with the GBU and the support functions. In 2023, the Pulse! program brought together 93 Talents with the potential of moving to one of the Group's 300 strategic positions during their next career move (of which 36.6% were women and 43% international employees). The Rise! program brought together 197 Talents with the potential of moving to one of the Group's 360 strategic positions in two or three career moves (of which 56.3% women and 45.7% international employees).

Inclusion in the Up! programs is managed locally, through the People Reviews of the GBU, regional hubs, divisions and entities. In total, 900 talents take part in the ENGIE Boost initiative's Up! programs.

These programs are an opportunity for employees to accelerate the development of their leadership skills, their knowledge of the Group and its strategy. This enables them 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. In 2023, Booster Week was held for the first time, bringing together the participants of the Rise! and Pulse! programs for a week-long event based around leadership, marketplace and keynote programs, interventions by Executive Committee members and approaches to preparing for the next career steps. This event was an opportunity for everyone involved to better understand the diversity of the Group and the richness of its business lines.

3.4.3.3.4 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 individual applications and co-option. It allows experts to develop their "soft skills," such as leadership and communication. By the end of the first three campaigns, 853 ExpANDers had been identified: 62 Global, 468 Key and 323 Local in one of the 31 expertise lines identified, either

technical, technological or functional. The three levels of experts have been established – Global, Key and Local – according to their impact scope and their exposure.

As expertise management is a key issue for the Group, this program is currently refocusing on the Group's strategic areas

3.4.3.4 Group 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 Unit and entities is facilitated. They are a necessary condition for the Group's transformation and agility. Committees meet to facilitate the matching of positions with internal profiles and carry out follow-up on the Group's own internal HR platform.

ENGIE thus encourages the mobility within France and internationally of all of its talents as part of an approach aimed at supporting each of their career plans. These career moves may be for shorter or longer periods.

In terms of international mobility, and by way of example, in 2023 the Group validated:

- a new policy of short-term assignments (from 2 to 12 months), which aims to support and encourage employees wishing to

of expertise, in line with business needs, strategic workforce planning and knowledge management. The redefined ExpAND program should make it possible to identify experts more systematically and strengthen the development of their leadership skills and career path.

gain experience abroad, especially for young employees at the start of their career;

- a more precise segmentation of possible career moves abroad over the longer term (beyond 12 months), to align a more appropriate variety of compensation and support packages with the profiles concerned.

ENGIE also continues to operate 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 agility, in terms of both resources to carry out temporary missions as well as the development needs of the Group's Talents.

3.4.4 WORKING CONDITIONS AND SOCIAL DIALOG

3.4.4.1 Social protection, employee savings plans, compensation and employee shareholding

3.4.4.1.1 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. ENGIE monitors the performance of the social protection and retirement plans in place in its various entities, thanks mainly to a unique digital tool allowing for the mapping, benchmarking and assessment of programs.

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.

Within the France scope, ENGIE signed a Group agreement in July 2022 to set up a "PERO" (Plan d'Épargne Retraite Obligatoire – mandatory company retirement savings plan) insurance scheme common to all of the Group's French entities. The Group PERO has been gradually rolled out since 2023 in the majority of entities and allows employees to benefit from additional income at the time of their retirement. The PERO is led by a joint monitoring committee that brings together employee representatives and the Group Human Resources and Finance Departments each year.

3.4.4.1.2 ENGIE Care program

In 2020, ENGIE launched its ENGIE Care program, aimed at establishing a minimum level of social protection for all its employees, regardless of their status, employer or the country to which they belong.

The ENGIE Care program provides for four pillars of social protection and a gradual roll-out.

In 2020, the first two pillars were rolled out across the world, allowing all employees to benefit from:

- health coverage, guaranteeing reimbursement of at least 75% of costs in the event of hospitalization.

- protection for the employee's family or loved ones in the event of their death by paying a benefit equal to at least 12 months' salary.

In 2022, the global agreement on fundamental rights and CSR incorporated the ENGIE Care program into the fundamental social rights of the Group's employees. It also required all Group entities to implement the other two pillars of the ENGIE Care program by the end of 2024. The following is thus guaranteed to each employee:

- the payment of a capital amount equivalent to at least 12 months' salary, in the event of total and permanent disability to work;
- full pay for a minimum of 14 weeks in the event of maternity leave and a minimum of four weeks for paternity leave. This Parenting pillar contributes to strengthening the work-life balance and equal opportunities for women and men.

ENGIE Care thus raises the level of social protection for its employees and helps contribute to employee retention and strengthens ENGIE's CSR policy.

3.4.4.1.3 Group employee savings plans policy

3.4.4.1.3.1 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 more than €2 billion in assets at the end of 2023. Provisions have also been introduced in certain countries outside of France. These allow employees to save under terms adapted to local laws.

3.4.4.1.3.2 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). Outside France, plans exist in some countries that allow employees to supplement their pensions by making voluntary contributions on favorable terms.

3.4.4.1.3.3 Principles of non-financial management

As part of these plans, in France, ENGIE only 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 defined in consultation with social partners, regarding aspects such as job creation and sustainable development goals. The Group Savings Plan (PEG) is now almost entirely composed of Article 8 SFDR (Sustainable Finance Disclosure Regulation) products. The Collective Retirement Savings Plan (PERCOL) is entirely composed of Articles 8 or 9 SFDR products, including a SRI (Socially Responsible Investment) labeled fund.

3.4.4.1.3.4 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 Group 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.

3.4.4.1.4 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 2023, the overall volume of employee profit-sharing, incentive plans and employer contributions for the different French subsidiaries reached €167 million.

At the ENGIE S.A. 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 2023 for 2022 was €16,452,556. The agreement setting up the employee profit-sharing system for ENGIE S.A. was signed on June 26, 2009. The application of the statutory profit-sharing formula for 2022 resulted in non-payment to employees in 2023.

3.4.4.1.5 Employee shareholding

With an employee shareholding level of more than 3%, ENGIE has a long-standing dynamic and innovative shareholding policy. In December 2023, ENGIE received the FAS-IAS (French Federation of Employee and Former Employee Shareholders' Associations) Index Grand Prize for its LINK employee shareholding program. The breakdown of the shares held directly or indirectly by employees is provided in Section 5.4.2.2.

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 plans to repeat this type of operation in 2024, with the addition of the option to invest through profit-sharing and incentive plans in France.

3.4.4.1.6 Performance Shares and long-term incentives

ENGIE grants Performance Shares, which are described in Section 4.2.6.

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.

In 2023, a new plan with new internal and external performance conditions was proposed and will be submitted for approval by the Shareholders' Meeting on April 30, 2024. It is expected that around 5,200 employees worldwide benefit from this plan.

3.4.4.2 Social dialog

Quality social dialog is conducted with commitment at the appropriate level: global, European and corporate. 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.

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.

3.4.4.2.1 Representative bodies, right of association and union rights

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.

3.4.4.2.1.1 The French Group Works Council

The French Group Works Council represents the 46,074 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.

3.4.4.2.1.2 The European Works Council (EWC)

The EWC is the body that represents 74,831 Group employees in Europe; it is composed of around 30 members. The EWC aims to maintain and improve social dialog around the 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 10 times a year, working groups and expert reports.

3.4.4.2.1.3 The World Forum

The World Forum is a conventional body for global social dialog composed of 18 members representing the Group's 97,297 employees across the world. It strives for a balanced representation between the countries and geographic areas 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.

3.4.4.2.2 European agreement

In addition to the Group agreements in force at global, European and France level, this year saw the renegotiation of the European agreement governing the functioning of the European Works Council. The ENGIE EWC remains the central body for Group social dialog, equipped with the means to fully assume its role.

3.4.5 NOTE ON THE CALCULATION METHOD FOR SOCIAL INDICATORS

3.4.5.1 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 Group's 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 2021 and 2022. A reporting level is attached to each indicator, according to the Group's workforce covered.

3.4.5.2 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.

3.4.5.3 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.

3.4.5.4 Control

The social data are successively consolidated and verified by each operating entity before verification at the Group Human Resources Department 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 the ENGIE Group's management report.

3.4.5.5 Additional information on some indicators

3.4.5.5.1 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) (≥ 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.

3.4.5.5.2 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 December 31, 2023. The "lay-offs" indicator includes contractual terminations.

3.4.5.5.3 Diversity and equal opportunity

The declared percentage of employees 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.

With regard to the gender pay gap, the calculation scope covers entities with more than 50 employees in France and more than 250 internationally. The Group relies on the methodology of indicator 1 of the French EgaPro index.

3.4.5.5.4 Apprenticeships

The work-study rate is a rate indicating the percentage of employees on apprenticeship contracts compared to permanent and fixed-term contracts at the end of the period. The number of apprentices is excluded from the denominator.

Following the revision of the 2030 CSR objectives, the Apprenticeship objective is to reach a threshold rate of 10% in France by 2030, excluding regulated entities GRDF and GRTgaz.

3.4.5.5 Training

When the timelines do not allow for all data to be reported, 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 HEALTH & SAFETY POLICY

3.4.6.1 Performance

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

- a total lost-time injury frequency rate for employees and subcontractors operating on site with controlled access of 1.8 (2.0 in 2022), which is below the maximum target for the year of 2.0;
- a severity rate of lost-time accidents for employees of 0.07;
- a fatality rate ⁽¹⁾ of 0.019. This fatality rate is defined by the international standard GRI-403 (published by the Global Reporting Initiative) relating to the publication of performance indicators covering health & safety in the workplace. The fatality rate concerns all people working for the Group.

3.4.6.2 The health & safety management system

Health & safety policy

The Group's health & safety policy sets out the key principles for the management of health & 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 agreement incorporating the policy is available on the Group's website at the following address: www.engie.com/en/news/international-social-agreement.

The Group's health & safety policy is implemented through thematic Group health & safety rules and technical standards to control the Group's major risks in particular.

The Group's health & safety performance indicators are defined in the General Organization Procedure GOP01.

Health & safety governance

Occupational health & safety is led by the Group's health & safety Department, which reports to the Transformation & Geography Department.

A Group Health & Safety Management Committee chaired by the Group's Health & Safety Vice President, including the health & safety managers of the four GBU and of the Nuclear entity, meets every fortnight. The role of this committee is to define the indicators to be monitored and the objectives, to decide on actions to be implemented and to ensure the

3.4.6.3 ENGIE One Safety transformation plan

Following fatalities in 2021, a specialist consultant was charged with carrying out a full assessment of the Group's health & safety culture and organization.

After having analyzed its serious and fatal accident prevention system and following the recommendations made by the consultant during their assessment, the Group has drawn up, in partnership with its operating entities, a major health & safety transformation plan called ENGIE One Safety. The aim

3.4.5.6 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.

The number of fatalities following injuries directly related to work among Group employees, temporary workers and subcontractors was six in 2023, two Group employees and four subcontractors. In addition to this were four employee fatalities and six subcontractor fatalities due to natural causes occurring in the workplace or during working time with no direct link to professional activities.

The prevention of serious and fatal accidents led to the definition and implementation of an ENGIE health & safety transformation plan, ENGIE One Safety, which is presented in Section 3.4.6.3.

operational roll-out of the Group's health & safety transformation plan, ENGIE One Safety.

In addition, the Group's performance in terms of health & safety at work is presented and discussed at meetings of the:

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

In 2023, 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 Management Committee (OPCOM).

Health & safety performance criteria are incorporated into the annual variable portions of compensation of the Chief Executive Officer (see Section 4.2.1.2) and other members of the Executive Committee. The annual variable portions of executives also include health & safety performance criteria within their scope of activity. A malus system is in place for executives who have had a fatal accident within their scope.

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

of this plan is to sustainably eradicate serious and fatal accidents affecting individuals who work for the Group - employees, subcontractors, temporary workers, etc.

As part of the implementation of this transformation plan, several topics have been addressed to define and / or strengthen the provisions to be implemented in order for the Group to achieve its long-term objective of zero severe and fatal accidents as early as possible.

(1) The fatality rate is defined as the number of fatal accidents following injury multiplied by 1 million divided by the number of hours worked.

3.4.6.3.1 ENGIE's Safety Essentials

The analysis of fatal accidents that have occurred in the past led the Group to make a simple observation: some concrete rules, if they had been respected, would have prevented most of these accidents. These rules have been called the "Life Saving Rules."

These Life Saving Rules are part of the basic provisions put in place to combat severe and fatal accidents, provisions that are known as the "Safety Essentials." In addition to the nine Life Saving Rules, these Essentials are:

- the identification and handling of HiPo (events with high potential of severity) and other incidents related to the prevention of serious accidents (e.g. failure to respect a Life Saving Rule);
- "Stop the Work" if the 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.

Set up a few years ago, the Safety Essentials were the subject of a new communication campaign in 2023: new graphics, new materials (Essentials leaflet, posters, screen wallpapers, dedicated badges), a new, more engaging approach to tackling them, new delivery to work teams, especially on the occasion of the World Safety Day held in April.

3.4.6.3.2 ENGIE One Safety Induction

In 2023, the Group developed an e-learning course for all Group employees and subcontractors to embed the Safety Essentials into daily practices. This e-learning course, called "ENGIE One Safety Induction," will be compulsory for all.

This online course, lasting approximately 60 minutes, was designed jointly by the Group's Health & Safety Department and ENGIE University with the learning objectives of:

- understanding why it is essential to take this e-learning course;
- becoming familiar with and knowing how to apply the Life Saving Rules;
- knowing how and when to stop work if it cannot be done safely (Stop the Work);
- understanding the importance of Last Minute Risk Assessment;
- knowing how to intervene when a person does not work safely (Shared Vigilance).

This new learning tool was launched at Safety Stand Down on October 18, 2023 (see Section 3.4.6.5).

3.4.6.3.3 Strengthening health & safety standards and rules

As part of the ENGIE One Safety transformation plan, several new health & safety standards and rules have been developed.

A new Group standard describing the technical requirements to be met for each Life Saving Rule has been rolled out. This standard includes detailed provisions to be followed, based in particular on:

- analysis of the root causes of the Group's severe and fatal accidents;
- comparison with best practices implemented by the Group's peers.

The application of this standard is mandatory for any person working on behalf of the Group.

ENGIE has also developed a new standard dedicated to the management of health & safety risks in industrial projects ("DOP25"). The objective of this standard is to define the processes, methodologies to be applied and deliverables to be produced relating to risk management throughout the various phases of an industrial project, from development through to transfer to operators. Particular attention is paid to risk assessment and identification of safety critical elements.

A review of the company or industrial asset acquisition processes has highlighted the need for enhanced management of the acquisition lifecycle. A new Group Rule for the management of health & safety in acquisitions and disposals (GR12) has thus been developed. It sets out the minimum requirements for occupational health & safety and process safety which must be met by ENGIE entities for acquisitions and disposals. The aims of Group Rule GR12 are to:

- correctly assess, prior to acquisition, the health & safety maturity of the target company;
- in the post-acquisition phase, integrate ENGIE's health & safety culture into the acquired companies at the first opportunity in order to prevent accidents as far upstream as possible.

Finally, in 2023, the Group published a new version of its health & safety reporting framework in order to incorporate new proactive indicators (known as "leading KPIs"), focusing on major risk prevention, defined as part of the ENGIE One Safety transformation plan.

3.4.6.3.4 Reinforcement of managerial safety rituals

One of the major areas of the ENGIE One Safety transformation plan is the reinforcement of managerial safety rituals, such as site safety visits. This reinforcement will enable managers to be more effective by sustainably embedding safe behaviors among employees, subcontractors and temporary workers in the face of risks, particularly through the systematic implementation of ENGIE's Safety Essentials.

The managerial safety rituals identified as key to the sustainable achievement of the zero severe and fatal accidents objective are as follows:

- the Managerial Safety Visit (MSV), already widely practiced within the Group; its content has been revised to strengthen discussions with operators on the prevention of severe and fatal accidents;
- the Life Saving Check (LSC), a new ritual focused on compliance with the Group's fundamental rules for dealing with the most frequent major risks;
- the Joint Safety Tour (JST), to be carried out jointly by the Group manager and the manager of the external company;
- the health & safety toolbox talks, a dedicated opportunity for sharing and discussion with employees, temporary workers and subcontractors intended to gather their feedback on the application of the rules, for example difficulties encountered or good practices identified;
- the safety performance review, which should allow the management team of each entity to oversee the implementation of the managerial rituals as closely as possible, ensuring that the realities in the field are taken into account.

The objectives, content and provisions for implementation of these five managerial safety rituals have been compiled in a standard distributed to Group managers.

3.4.6.3.5 New training-coaching for managers

Following the assessment of its organization and health & safety culture by an external consultant, in 2022 the Group set up the experimentation of a new training-coaching program intended for all managers at seven pilot sites. 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, temporary workers and subcontractors with regard to risks, in particular to the most serious risks;

In 2023, following feedback from the pilots, the training-coaching program was adjusted and finalized. A rollout plan was put in place, based on the training of trainers-coaches. This rollout plan has two phases: the first for priority 1 entities was launched in 2023, while the second for priority 2 and 3 entities will be rolled out in 2024.

Different versions of the training-coaching have been developed:

- for trainers-coaches (five days);
- for prevention officers and health & safety experts (three days supplemented by coaching sessions in the field);
- for operational managers (two days supplemented by coaching sessions in the field);
- for functional managers (one day).

In 2023, the Group trained more than 240 trainers-coaches who were able to initiate the rollout of training to the priority 1 entities.

The Global Leaders (Group executives) benefited from a specific training session. The members of the Group's Executive Committee and Operational Management Committee (OPCOM) were also trained.

3.4.6.4 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 (WBW) of their employees and thus prevent of psychosocial risks. This axis of prevention is known as No Mind at Risk.

To achieve this, the Group's Health & Safety Department leads a network of Well-Being at Work experts. This network is entrusted in particular with designing the tools for the entire Group.

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 adopt the best behaviors to meet these nine commitments, which cover all areas of WBW. A "Manage through WBW" e-learning course dedicated to managers enables them to better support their teams in this approach.

The Group supplemented the No Mind at Risk prevention initiative by integrating WBW indicators drawn up based on the results of the Group's annual ENGIE&Me survey. These indicators allow each work team to assess its level of compliance with each of the nine commitments. These indicators cover the following topics:

- caring & respect;
- diversity & inclusion;
- organization & content of work;
- work environment;
- caring for yourself and others;
- personal achievement & professional development;
- information sharing & dialog;
- recognition;

3.4.6.3.6 Internal audits on major risks

As part of its continuous improvement approach, ENGIE has implemented a new Group internal audit process to verify the management of major risks in the entities, with a view to avoiding severe and fatal accidents. It involves the identification of good practices and improvement actions for implementation.

To do this, ENGIE:

- defined the audit process on major risks and put in place the various tools to implement this process;
- defined the audit framework, including, in particular, all of the Group's rules and expectations to ensure that major risks are managed;
- identified and trained a group of around 60 internal auditors;
- set up a Safety Audit Coordination Committee that includes representatives of the Corporate departments involved in these audits (Internal Audit Department, Internal Control Department, Risks Management and Insurance Department, Health & Safety Department) and representatives of the four GBU. In particular, this committee enables the sharing of key information from these different sources;
- defined the Group's annual audit program in coordination with that of the GBU.

The recommendations issued are ranked according to priority. Their implementation is monitored by the GBU.

ENGIE conducted in 2023 24 audits on major health & safety risks that helped operating entities improve and supplement the system already in place.

- work / life balance.

Guidelines are made available to managers to help collectively build a WBW improvement action plan which meets the specific needs of the team.

A new monthly newsletter for the Health & Safety functional line dedicated to the No Mind at Risk axis of prevention was published in 2023. It presents the Group's news on the subject, good practices and actions implemented locally by the entities, "tips & tricks" as well as focus points on topics of particular interest (e.g. mental load, hyperconnectivity, multitasking).

In addition, and to best respond to the cultural and geographical aspects of WBW, many prevention initiatives are implemented locally in the entities, including the following during year 2023:

- in Belgium , the BODY, MIND & SOCIAL program, which focuses on physical health, mental health and social engagement, particularly with regard to the most vulnerable people;
- in North America , the WELL ON TARGET wellness portal that provides tools to help employees define and achieve targets relating to their well-being;
- in Kuwait, the prevention of heatwave-related risks;
- in Brazil, the *EITO DE OPERAR* project, a program to boost the attention and concentration of operators, to improve well-being at work and the performance of teams through "mindfulness" techniques;
- in France, at ENGIE Solutions, ENGIE Green and Entreprises & Collectivités, several events were organized during WBW Week from June 19 to 23, with the common thread "Work better together with the nine commitments in favor of Well-being at Work and Working Conditions;"

- promoting physical activity and sports in local initiatives.

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. Currently, around 40% of ENGIE's employees can work remotely, bearing in mind that a large

3.4.6.5 Other actions to strengthen the health & safety culture

In addition to the actions to strengthen the health & safety culture described above, a number of other measures were implemented in 2023.

Coordination of the Health & Safety functional line 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.

The Group Newsletter dedicated to health & safety, "Prevention News," has been reviewed to improve the relevance of its content and best meet the entities' needs. This document enables information on all serious accidents, significant hazardous situations and events with high potential of severity (HiPo) to be shared Group-wide, as well as good practices implemented locally.

In addition, as it does every year, the Group opted to mark World Safety Day through a specific event for the various work teams, with the aim of ensuring the engagement of all individuals working for the Group, including employees, subcontractors and temporary workers. The 2023 event was an opportunity to spread the word about the Safety Essentials to all entities. A pocket leaflet was published, to ensure that all

3.4.6.6 Dialog with social partners

In 2023, dialog with employee representatives continued at all levels of the Group and particularly with global and European bodies. A permanent health & safety and Well-Being at Work working group is active within the European Works Council (EWC, see Section 3.4.4.2.1.2). It reviewed the performance and actions taken in terms of health & safety and Well-Being at Work.

3.4.6.7 Health & safety data

Additional information regarding the health & safety indicators

	2023	2022	2021
Lost time injury frequency rate for employees and subcontractors working on sites with controlled access	1.8	2.0	2.5
Fatality rate of all people working for the Group	0.019	0.014	0.045

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

majority of employees have operational and technical activities that do not allow them to work in this way. 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.

operators can have it permanently on their person. Posters, screen wallpapers, digital carousels, stickers and videos of Group executives were made available to the entities to facilitate the process.

The Group organized its annual convention for health & safety managers of the entities and representatives of the health & safety functional line. Over the two days, which brought together nearly 170 people, the progress of the ENGIE One Safety transformation plan and various good practices implemented by the entities were presented. Workshops were organized for reflection on major health & safety issues for the Group. Lastly, this convention was an opportunity to present prizes to the winners of the all-new ENGIE One Safety Awards and for several Group executives to share their vision of health & safety with the participants.

As it does every year in October, the Group organized a Safety Stand Down to commemorate the victims of fatal accidents and this year to reinforce the implementation of the Group's Safety Essentials. The principle behind this event is stop all of the Group's activities and dedicate this particular moment to discussions within the teams around major health & safety risks. This event was an opportunity to launch the ENGIE One Safety Induction e-learning course (see Section 3.4.6.3.2).

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

Concerning the indicator relating to the number of new cases of occupational diseases, 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 ⁽¹⁾ (French framework)			Severity rate ⁽¹⁾ (ILO framework)			Number of new cases of occupational diseases		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Group	2	0	2	2.1	2.3	2.8	0.11	0.15	0.08	0.07	0.06	0.05	17	12	22
Renewables	0	0	0	1.3	0.06	2.1	0.03	0.11	0.14	0.03	0.02	0.06	1	0	0
Networks	0	0	0	2.0	1.9	2.3	0.15	0.17	0.12	0.07	0.06	0.09	1	4	0
Energy Solutions	2	0	2	2.6	2.9	3.5	0.12	0.17	0.20	0.09	0.08	0.12	5	1	18
FlexGen	0	0	0	0.4	1.4	0.8	0.05	0.03	0.01	0.02	0.03	0.01	8	0	0
Retail	0	0	0	3.0	3.1	3.3	0.18	0.19	0.18	0.08	0.07	0.10	2	7	4
Nuclear	0	0	0	2.7	2.7	1.6	0.03	0.06	0.01	0.02	0.04	0.01	0	0	0
Other (of which GEMS)	0	0	0	0.6	0.5	0.8	0.004	0.01	0.03	0.004	0.004	0.02	0	0	0
% reporting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-

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