



Responsible Business Report 2019

UK and Ireland

Making Zero Carbon Happen



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[Read ENGIE's 2020 Integrated Report](#)

Front cover background image: **Rugeley Power Station, birds-eye-view**

Front cover inset image: **Rugeley, Lakeside Community Hub Proposal**



Nicola
Lovett

Chief Executive Officer
ENGIE UK & Ireland

Welcome to our 2019 Responsible Business Report

Over the last year, we have placed climate change at the very heart of our purpose – to ‘make zero carbon happen’, both for ourselves in the decarbonisation of our own operations, and for our customers. We are committed to a greener future and by bringing the breadth of our capabilities together, we are enabling our customers and stakeholders to transition to zero carbon and deliver on their climate commitments.

Globally, this is a challenge that requires us all to generate and consume energy in a completely different way. We help individuals, businesses and local authorities to use less carbon and become more efficient and we are greening energy supply by investing in decarbonised, decentralised infrastructure.

Technology and collaboration are key ingredients – we believe in collective action and innovation to inspire this change and continue to develop and strengthen relationships with our key stakeholders and partners.

We are also shaping the future of responsible business by balancing our economic performance with a positive impact on people and the planet - continuing our commitment to operate at the highest standard of governance as evidenced by our focus on our Responsible Business Charter and our external Scrutiny Board reviews. On top of this, our strategy is aligned to a number of the UN’s Sustainable Development Goals including Climate Action, Affordable and Clean Energy for all and Sustainable Cities and Communities.

2019 Highlights

An overview of our achievements from the past year, matched against our responsible business charter

Principle 1 Fair Business Growth	Principle 2 Transparent & Accountable	Principle 3 Fair Employer	Principle 4 Supporting our Communities & Environment
<ol style="list-style-type: none"> 1. Responsible Management of Pensions 2. Responsible Procurement 3. Fair Pay 	<ol style="list-style-type: none"> 4. Creation of Living Will 5. Customer Satisfaction 6. Driving an Ethical Culture; exposing Unethical Conduct 7. Open to Scrutiny 	<ol style="list-style-type: none"> 8. Equal Opportunities for All 9. Gender Pay Gap 10. Committed to Staff Training 11. Safety and Wellbeing 12. Employee Voice and Trade Union Relationship 13. Promoting the Real Living Wage 	<ol style="list-style-type: none"> 14. Commitment to Invest in our Communities 15. Making Zero Carbon Happen and Environmental Leadership

Table Above: 2020 version of the Responsible Business charter

Prompt payment >90% of invoices paid under 60 days

Fair Business Growth

Creation of Living Will which will be subject to a strategic annual review

Transparent and Accountable

Positive progress towards our aims of +15 Net Promoter Score (NPS) and +70% Customer Satisfaction (CSat)

Transparent and Accountable

First Scrutiny Board report published

Transparent and Accountable

1st Place platinum winner of Sustainable FM Index

Transparent and Accountable

Ecovadis 2019 Gold - top 3%

Transparent and Accountable

Top 50 Apprenticeship Employer

Fair Employer

81% employee engagement score in employee survey and a 75% response rate

Fair Employer

Almost 1000 employees were recognised and awarded through the ENGIE Excellence Awards

Fair Employer

Average number of training days per employee = 2

Fair Employer

Over £1m of community investment

Communities & Environment

57% reduction in Scope 1 & 2 emissions tCO₂/£m revenue from office, sites and travel

Communities & Environment

External assessment against the ISO 20400 Sustainable Procurement Standard

Communities & Environment

Understanding ENGIE's role in a changing world

To understand what ENGIE should be focusing on in an ever-changing world, we use various mechanisms to review our strategy and ambitions.

Stakeholder engagement and materiality

ENGIE is committed to strategic engagement with all our key stakeholders. We have developed an interested parties register which sits on our ENGIE Management System. This list identifies all our key stakeholders and our responsibilities towards them, as well as their interests. Dedicated stakeholder engagement owners across the business manage and monitor stakeholder engagement plans, and evaluate and monitor stakeholder engagement activities. In addition, we have a goal set by ENGIE Group that 100% of industrial sites must have a formal stakeholder engagement dialogue mechanism in place by 2020, which is aligned with the AA1000 standard. This consists of a formalised stakeholder plan and assessment framework.

Materiality Assessment

In 2018 ENGIE completed a materiality assessment by engaging with over 400+ external and internal stakeholders including customers, suppliers, NGOs, government, media, consultancies, trade institutions, service bodies and academic institutions. This resulted in the development of a materiality map which prioritises the issues that our key stakeholders believe ENGIE should focus on in the view of key stakeholders. As trust and reputation featured as highly material, we developed ENGIE's Responsible Business Charter.

We continue to engage with our stakeholders to understand what issues are material to them, and how these have changed since 2018.

Sustainable Development Goals (SDGs)

ENGIE is committed to the United Nations' Sustainable Development Goals (SDGs). In the UK, if we align our strategy against the SDGs we can see that we add value and support the achievement of the following goals:



OUR STRATEGY AND AMBITIONS

Stakeholder Engagement and Materiality, SDGs, Business Risk and Opportunity Process



Business Risk & Opportunity



RB Charter & Strategy

Risk & Opportunity

Risk Management at ENGIE is owned at the highest level within the UK Executive Board. ENGIE identifies and manages both financial and non-financial risks and these are fed into to our overarching Enterprise Risk Management (ERM) process.

We manage environmental, social and governance (ESG) risks that are associated with ENGIE's activities, relating to local, regional, national and international issues.

ENGIE's operating environment is continuously monitored to identify risks and opportunities. Our dedicated Innovation Team is focused on channelling internal and externally driven opportunities arising throughout the business. The team engage and form strong partnerships with stakeholders including those from industry, start-ups, think tanks, government, the charity sector, academia, venture capital and customers.

Risk Management at ENGIE

The major risks identified in 2019 were:

- Health & safety
- Business and political environment
- Commercial and contractual
- Project management
- IT and cyber-security
- Data privacy
- Market price key non-financial risks:
- Climate change
- Human rights including Modern Slavery

Risks in 2019 and Impact on Strategy

ENGIE views climate change as a major challenge which feeds into our service offerings and propositions. We have amended our internal rules of procedure by assigning our Ethics, Environment and Sustainable Development Committee (EESDC) the task of monitoring the risks and opportunities related to climate change.

By placing "making zero carbon happen" at the very heart of our purpose, ENGIE UK is focusing its efforts on this mission which looks beyond economic and financial performance. We are facing an unprecedented challenge from climate change. As a business, we are committed to playing our part in achieving the UN's Sustainable Development Goals including climate action, affordable and clean energy for all and sustainable cities and communities.

In 2019, we developed our making zero carbon happen strategy around four key commitments, which reflect the need for clean growth at the core of the UK's industrial strategy and incorporated into our investment decisions:

1. Reducing our clients' consumption of carbon through innovative **energy** and **services** solutions;
2. Greening the energy supply through investment in decarbonised and decentralised **infrastructure**;
3. Enabling progress through **technology, data** and **innovative** partnerships;
4. Shaping the future of **responsible** business.

ENGIE's governance process defines and manages the level of exposure to risk the business is willing to allow. It ensures that the actions undertaken to achieve our strategic ambitions are measured against agreed levels of exposure, and business continuity is maintained. Strategic risks are reviewed regularly, and divisional, sector and contract risks are reviewed monthly. The UK and Divisional Risk Committees also undertake a detailed assessment of these risks.

RB Charter and Independent Scrutiny Board

In 2018, as a response to our materiality process, ENGIE established the Responsible Business Charter demonstrating our commitment to operating to the highest economic, social and environmental standards. On a quarterly basis the Charter progress is reviewed by an independent external Scrutiny Board chaired by Lord Kerslake and comprising Sir Mike Rake, Joan MacNaughton, CB HonFEI, Lord Adebowale, Jane Ramsey and Baroness Drake CBE. The Scrutiny Board is supported and independently validated by the Centre for Governance and Scrutiny – a national centre of expertise on governance and scrutiny.

An independent Scrutiny Board report which assessed our 2019 performance was produced and is available in the public domain [here](#).

Innovation

ENGIE's ambition is to be a global leader in the energy transition and we have committed to investing €1.5 billion (£1 billion) in new businesses and digital technology. The new global ambition to lead the zero carbon transition as a service will provide a focus for innovation opportunities. Through innovation we can help our business and our clients transition to more sustainable and circular business models.

ENGIE is dedicated to innovation, and focuses on identifying and developing innovative solutions that create value for our customers. Such solutions can be developed internally, but are usually developed when we engage with a wide ecosystem of partners from across industry, the start-up community, government agencies and departments, the charity sector, academia and our customers. By forming strong entrepreneurial partnerships with these and other stakeholders, we are able to bring the best ideas from a cross-sector community. We refer to this activity as open innovation. One example of our open innovation approach is the establishment of a Clean Growth Innovation Fund (CGIF).

Innovation forum

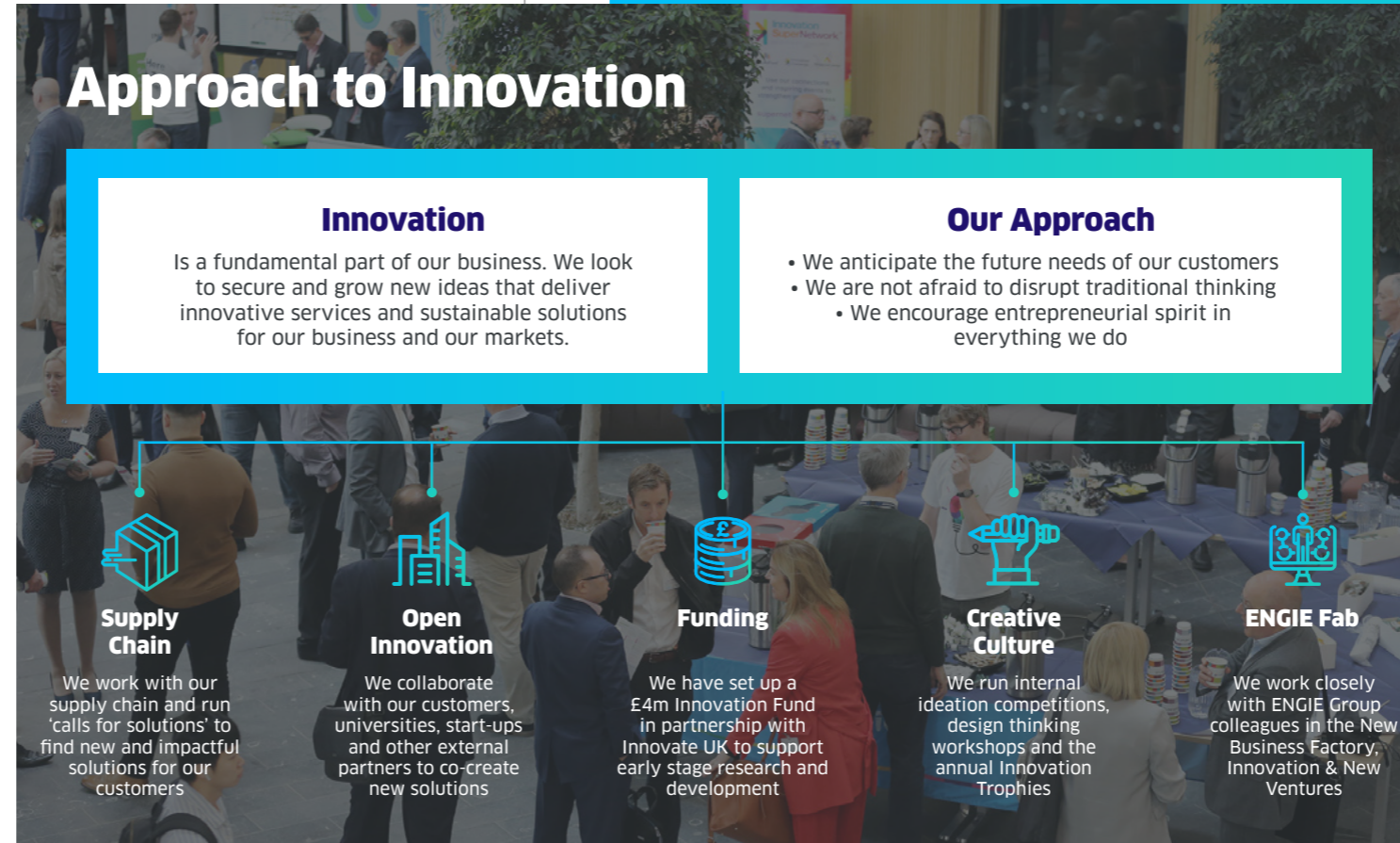
Innovation is sponsored at the highest level in ENGIE. We have an Innovation Forum, which brings together senior representatives from each of our operational divisions and central functions. These meetings are used to share knowledge and co-ordinate innovation activity across the UK business and to ensure prioritisation

and focus. This group is further supported by members of the central innovation and solutions team, linked directly to colleagues within each of the divisions to better understand the specific needs of the operating divisions.

Calls for solutions

We regularly run 'calls for solutions' competitions, three of which were completed in 2019 and two in collaboration with Innovate UK's Knowledge Transfer Network Innovation Exchange programme. These competitions are aligned to specific areas of activity and business need. We encourage applications from UK based small and medium enterprises, including social enterprises, collaborating with KTN, giving access to a large ecosystem of SMEs. This process provides the business with access to ideas and solutions from innovators from a wide range of sectors, that have the potential to solve specific societal and environmental challenges in sectors such as transport, energy and construction.

We have developed flagship digital products for our customers such as



Above: Innovation Showcase Event in London, 2019

Below: Nicola Lovett at ENGIE Innovation Week, 2019



CLEAN GROWTH INNOVATION FUND

Launched in June 2019, the CGIF is a partnership between ENGIE UK, ENGIE New Ventures and Innovate UK. This fund of £4m combines strategic investment from ENGIE with grant funding via Innovate UK's Investment Accelerator programme, to fund UK SMEs undertaking innovative activity focused on Clean Growth.

INNOVATION STATS 2019



our Smart Buildings platform, Smart-VUE, optimising services and resources for building occupants and real estate managers.

Celebrating success

We celebrate collaboration and innovation each year with a series of outreach events during our annual innovation week. Examples include internal ideation sessions, supply chain innovation events, internal design thinking workshops, thought leadership events with partners (e.g. Plexal and the Innovation Supernet) and our headline showcase event, bringing together our entire innovation ecosystem (academia, start-ups, customers and government agencies). We also use this as an opportunity to celebrate the best innovations developed by our own staff and ask our employees to vote for their favourite innovation of the year. Winners are supported to further develop their solutions.

Working in partnership

We strongly encourage and support the link between academia and industry. This is why we work closely with universities on specific projects, some of which we lead as well as provide resources, advice and support through formal industry advisory boards. We remain a strong supporter and founding member of Cambridge Cleantech. One example of our collaborative working style is a project we are leading is Zero Carbon Rugeley, a Smart Local Energy Systems design demonstrator project in Rugeley, funded by Innovate UK and BEIS led by ENGIE UK but being delivered in partnership with 11 organisations, including Keele University. Further consortium members include the Connected Places Catapult, Opus One, Conigital, Chase Community Solar, Sustainable Housing Action Partnership, Regen, Cadent, West Midlands Combined Authority and the New Vic Theatre.

Responsible Business Introduction

Following the successful launch of the Responsible Business Charter in 2018, this year the independent Scrutiny Board launched its first report into ENGIE's progress against the RB Charter. The Charter outlines our commitments in four key areas including fair business growth, transparency and accountability, being a fair employer, and supporting communities and the environment.

Read: ENGIE Independent Scrutiny Board Report 2018-2019




Lord Kerslake, Chair of the ENGIE Scrutiny Board

“ENGIE’s decision to create an independent Scrutiny Board is a bold one and they should be commended for it. The business has been at the forefront of promoting high ethical standards.”



Some of the highlights of our achievements over the last 12 months include:



Creation of our Living Will project which includes a review of our financial interdependencies where they exist with the Cabinet Office.

Continued progress in supporting our employees which is reflected by our increased

scores in employee engagement, our review of benefits for lower paid employees, our development of new diversity and inclusion targets and our increased focus on learning and development.

We have met a number of our environmental commitments including a reduction in our Scope 1 and 2 emissions from office, site and travel by 57% from 2012 baseline and a reduction in our indirect Scope 3 emissions from business travel, waste, water, transmission & distribution and well to tank by 5%. ENGIE also remains focused on achieving our 2030 science-based targets and reducing scope 1 and scope 3 emissions (scope 1 and 3 by 52% per kWh by 2030 and absolute scope 3 emissions from use of sold products 34% by 2030 from a 2017 base year.)

We have undertaken a successful external audit against the ISO 20400:2017 Sustainable Procurement, which gave us some targeted activities for improvement.

We have delivered over £1 million in direct community investment and millions in social value within the communities in which we operate.

In 2019 we have seen the investment in our capabilities and market footprint through our strategic acquisitions and investments. For example, we have seen a £50m investment in the refurbishment of Ffestiniog Power Station Units 1 & 2 to support the increasing contribution of renewable energy in the UK. Benefits also include improving turbine efficiency, extended frequency of maintenance requirements and shorter duration of overhaul periods.

The safety and wellbeing of our employees remains a priority for ENGIE. In 2019 we continued to roll out our No Life at Risk Programme to embed a safety culture, supported by our senior leadership and management teams. We have also continued to focus on the wellbeing of our employees with the development of our health and wellbeing strategy which includes increased training and support.

Jamie Quinn, Director, Responsible Business and SHEQ UK & Ireland

Principle 1 Fair Business Growth

- 1. Responsible Management of pensions
- 2. Fair Payment of Suppliers
- 3. Fair Executive Pay



ENGIE Employees, North Sighthill, Edinburgh

The role of business is increasingly about providing social and environmental benefits as well as economic growth.

1. Responsible Management of Pensions

This commitment in the RB Charter ensures that ENGIE honours its pension commitments and ensures there is good management of any pension deficit in place. In 2019, as part of this commitment, ENGIE reviewed compliance with the New Fair Deal policy for public sector pensions. In 2019 ENGIE also reviewed the total benefits offered to circa 4000 employees, some of who earn an annual salary of less than £10,000, to include extra holidays.

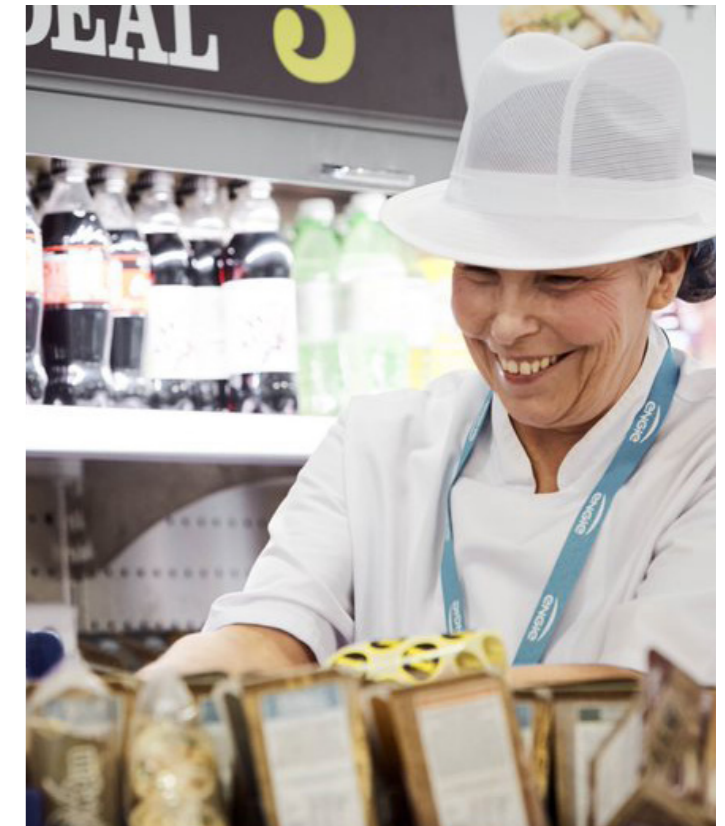
2. Fair Payment of Suppliers

ENGIE is committed to paying our suppliers on time and this pledge is enshrined in our Responsible Business Charter. ENGIE is signed up to the Prompt Payment Code (PPC) that requires businesses to agree fair and reasonable payment terms with suppliers, and ensures invoices are approved and paid within agreed terms. In April 2019, alongside four other companies, ENGIE was suspended from the PPC for failing to pay 95 per cent of invoices within 60 days. Following the suspension, ENGIE worked very hard to improve our performance and were rewarded in November 2019 with ENGIE Service reinstatement to the Code. Our ambition for 2020 is for ENGIE Regeneration to join ENGIE Services as a signatory to the code. On top of the commitment to paying our suppliers on time, ENGIE has also mandated the use of purchasing cards for all purchases of £500 or less, giving suppliers immediate payment to support cash flow in small and medium sized businesses.

ENGIE Services worked very hard to improve performance and were rewarded in November 2019 with reinstatement to the Code

3. Fair Executive Pay

ENGIE is committed to transparency in relation to executive pay. The commitment is embedded in the RB Charter. ENGIE will be voluntarily publishing pay ratios which is a new requirement for UK Quoted Companies as of January 2019. ENGIE has undertaken work based on publicly available data to establish a benchmark and carry out a basis review of pay ratios.



Employee at Queen Alexandra Hospital, Portsmouth

Principle 2 Transparent & Accountable

- 4. Creation of a Living Will
- 5. Customer Satisfaction
- 6. Driving an ethical culture; exposing unethical conduct
- 7. Open to Scrutiny



ENGIE P&C, Haringey

ENGIE is committed to ethical leadership, honesty, transparency and accountability with all stakeholders including our employees, subcontractors, communities, the government and taxpayers who rely on the services we are contracted to provide.

4. Creation of a Living Will

In 2019 ENGIE UK, alongside five other strategic suppliers, continued its support of the development of the Living Will project instigated in 2018 for the Cabinet Office. The project involved providing greater transparency of the business, how it contracts and its supply chain to highlight financial interdependencies where they exist. An important part of our commitment to the Living Will is ensuring there are business continuity plans in place for all key contracts.

The project was instigated by the Cabinet Office to raise standards in subcontracting following the collapse of Carillion. The project was delivered and received positive feedback from the Cabinet Office. ENGIE found the process useful as it created a single point of co-ordination for contract and associated supply chain information, and helped to identify where interventions may be required.

ENGIE has embedded the creation of Living Will into its Responsible Business Charter and will undertake an annual review as a strategic supplier to the Government.

5. Customer Satisfaction

ENGIE continues to focus on improving customer satisfaction, driven by the clear link between this and the increased propensity to recommend and re-purchase products and services. We have implemented a robust, consistent framework for customer metrics using Net Promoter Score and Customer Satisfaction – NPS and CSat – to track and evidence performance. We work with Qualtrics XM, an industry leading experience management platform, to provide a suite of feedback tools across our diverse portfolio of accounts.

ENGIE has also introduced a Customer Experience Leadership Team in the UK, the CELT, tasked with providing governance for customer-focused initiatives and measurement. The team consists of senior leaders from all UK Divisions and links into the Global Customer Council, our newly formed customer-focused community aims to deliver consistency across our Global operations.

Enhanced Customer Experience Management

ENGIE's approach in the UK continues to evolve around four key pillars:

1. Customer Insight

Using insight from all customers – both reactive and proactive – to better understand our service proposition and co-create effective action plans that drive improved experiences.

2. Customer Connect

Providing our teams, and the wider business, with the tools and techniques to align how our capabilities can support the achievement of our customers' goals.

3. Strategic Account Management

Identifying key customers – both current and potential – and developing strategic growth plans to deliver sustainable growth for our business.

4. Skills Training for our Front-line Customer Teams

Ongoing support to embed the core skills and behaviours that enhance our front-line delivery.

Through a combination of transactional feedback mechanisms and quarterly relational surveys, ENGIE has been able to focus on 'closing the loop' with our customers – listening to what feedback is saying and re-engaging with customers to agree effective action plans. As a result, last year delivered positive progress towards our stated aims of +15 NPS and +70% CSat in the UK by the end of 2021. All customer satisfaction targets are presented to leaders on a regular basis and the Scrutiny Board has reviewed our detailed evidence on this KPI.

2019 has also been another successful year for Customer Connect, introduced in 2018 to support the development of deeper, more valuable relationships with existing and potential key customers. The year ahead will see more colleagues benefit from the programme, along with the introduction of a second module, Customer Connect 2. This builds skills in negotiation, stakeholder engagement and delivering organic growth, along with helping to embed the principles of Customer Connect as a lasting change programme.

Shared Service Centre

ENGIE UK Shared Services, our SSC, was the first centre of its kind in the UK to be accredited by the Institute of Customer Service, the ICS, for their customer-centric ethos and culture. The ICS ServiceMark recognises the SSC's achievements in customer service and their ongoing commitment to upholding these standards.



The ServiceMark award is based on customer feedback and satisfaction, along with an assessment of employee engagement within the customer service strategy. In 2019, the SSC was delighted to have ICS reaffirm its ServiceMark award, confirming our strong customer focus and commitment to continuous improvement.

Case Study

Biffa

ENGIE's partnership with Biffa waste-management services was a finalist in the 'Impact on customer experience' category at 2019's IWFM awards.

We have been working with Biffa since February 2018, delivering a wide range of facilities and workplace management solutions and helping the company optimise its sites and operations.

ENGIE started by understanding Biffa's business priorities and building relationships with managers and site employees. Its aim from the outset was to develop a tailored approach that would deliver excellent value beyond the basic contractual requirements.

Biffa has such confidence in our ability to deliver the full suite of FM services that it no longer employs in-house facilities managers to oversee the outsourced provision. The success of the partnership has led to a further 50 sites being added to the contract.

"The transformation has been beyond what we could have hoped for. Customer service is better, compliance levels are better and use of the contract has grown significantly with our growing confidence in ENGIE's ability to deliver. Our staff now know that if ENGIE says it will do something, it will be done."

Mark Robson,
Head of Procurement for Biffa:

"Here at the SSC we truly care about our customers and our team as they are at the heart of everything we do. We strive to "walk in the shoes" of our customers and this demands that we deliver an open, caring, consistent, and bold way of providing top notch service and support."

Andrea Schaffell,
Director, Shared Services

6. Driving an ethical culture; exposing unethical conduct

Driving an ethical culture remains a key commitment in our Responsible Business Charter and our ethical ambition is outlined in our Group Ethics Charter and the Practical Guide to Ethics key documents which form the foundation of all our ethics policies. ENGIE encourages a culture of openness, transparency, accountability and effective leadership behaviour.

Our four ethical principles are enshrined within the Ethics Charter available here:

1. Act in accordance with laws and regulations

2. Behave honestly and promote a culture of integrity

3. Be loyal

3. Respect others

Modern Slavery

ENGIE UK annually publishes a Modern Slavery Statement (available on our website), detailing the measures we have implemented to tackle slavery and human trafficking within both our organisation and our supply chain. The analysis of ethical risks forms part of our annual Group risk assessment process, and all employees are required to undergo mandatory training relating to ethics and modern slavery. Senior managers and those in central functions such as procurement, business development, site based or client facing roles receive additional tailored training on this topic.

Exposing Unethical Culture

In 2018 the Group was awarded the ISO37001:2016 certification in respect of its anti-corruption management systems. ENGIE has a corporate ethics and compliance framework that guides its strategic decisions, management and professional practices. Employees and stakeholders have access to mechanisms through which they can report concerns relating to potential unethical conduct. Any matters raised are assessed through a formal investigation procedure and considered by a committee of the ENGIE UK Board.

7. Open to Scrutiny

The ENGIE Responsible Business Charter is uniquely overseen by an independent Scrutiny Board, supported by the Centre for Governance and Scrutiny – a national charity which supports governance and scrutiny excellence in the public, private and voluntary sectors.

We provide information on how we perform against the RB Charter, and the Scrutiny Board meets quarterly to review our progress. In 2019, there were four Scrutiny Board sessions with evidence packs provided for all our Charter commitments. An independent Scrutiny Board report was published early in 2020 that reviewed our performance against the RB Charter.

ENGIE also complies with Freedom of Information requests directly as required and via customers.



Shared Service Centre (SSC), Newcastle

Principle 3 Fair Employer

- 8. Equal Opportunities for All
- 9. Gender Pay Gap
- 10. Committed to Staff Training
- 11. Safety and Wellbeing
- 12. Employee Voice and Trade Union Relationship
- 13. Promoting the Real Living Wage



ENGIE is committed to having a diverse and inclusive organisation that provides opportunities for all our employees and communities.

8. Equal Opportunities for All

ENGIE remains committed to ensuring a diverse and inclusive business. In 2019 our Diversity and Inclusion Panel (co-chaired by two Executive Board members) has continued to lead on our strategy as we work to improve accessibility and opportunity across the organisation through policy, process and culture. Two key areas of focus are in relation to increasing the number of women in management levels across the organisation and BAME representation.

In 2019 our achievements on diversity and inclusion (D&I) include:

Established three year improvement targets for D&I. (please note table, right)

Working with key external partners that are diversity focused to help us further enhance our external proposition and reach.

Further development of our supplier relationship management (SRM) programme with an enhanced focus on responsible business requirements including diversity. We have actively engaged with 8 core suppliers via a number of working groups to ideate new initiatives.

ENGIE has actively engaged with outreach programmes to support our D&I agenda: Armed forces Covenant, Social Mobility Pledge, Care Leaver Covenant, Disability Confident Member and Buy Social commitment with Social Enterprise.

Creation of Women in ENGIE Forum to promote inclusion and diversity, this community exists to listen, inspire, support and to drive positive change together.

Achieved our disability confidence accreditation and are working toward the next level.

Improving and re-launched our suite of family friendly policies, enhancing the terms of our maternity and paternity policies for managers and professional employees.

Developed a well-embedded culture of flexible working where operational requirements permit.

Reviewed our talent and career development processes and implemented measures to build diversity across our

workforce. This included introducing steps to review the gender representation in our succession plans, talent pools and management development programmes where we consider that there is not an appropriate gender balance.

Improved our recruitment and selection processes to focus on attracting a diverse pool of candidates and we have reviewed our recruitment marketing to eliminate conscious or unconscious gender bias.

Forward looking to 2020 and beyond;

Creation of workforce plans with a focus on our core skills and capabilities of the future, to drive effort on areas that we can target to enhance our diversity mix.

Further development of partnerships and affiliations (Disability Confident, social mobility and outreach programmes)

Enhancement of our careers site and associated candidate experience, to ensure it is inclusive, immersive and engaging.

Development and activation of a clear external talent proposition that is deployed consistently across all our channels, to engage a broad range of demographics.

Appointment of a D&I Specialist who will be pivotal to driving a range of initiatives across the business. This appointment demonstrates the organisation's commitment to improving D&I and enhancing our system to produce better reports of D&I data.

Ensure action is taken to deliver fairness and equity in ENGIE's employee benefits.

3 Year Diversity and Inclusion Targets 2019 - 2021

Diversity Topic	Status	Target
Female Population	35%	41%
Gender - Female Managers (grades 1-5)	20%	30%
Ethnicity - Management (grades 1-5)	5.4% (compared to 11% for whole workforce)	Target is for management levels to mirror company wide employee ethnicity composition

9. Gender Pay Gap

The narrowing of the pay gap in 2017/2018 was partially attributable to the TUPE out of a large contract whose staff population was characterised by a high proportion of lower paid and part-time female employees. In 2019 no such large scale staff movements occurred, and we believe that the modest progress noted above is the result of an ongoing small-scale shift in staff mix (towards female) particularly in the upper 3rd quartile of our pay distribution. In 2019 we established meaningful and challenging 3 year targets (see below) to move towards a more balanced gender mix, especially at more senior levels. These targets are underpinned by a comprehensive action plan, which if fully implemented, will continue to drive down our gender pay and bonus gaps.

Key actions, in support of the above, which were initiated in 2019 and will continue in 2020 include;

Working with key external resourcing partners who are diversity focused and help use further enhance our external proposition and reach.

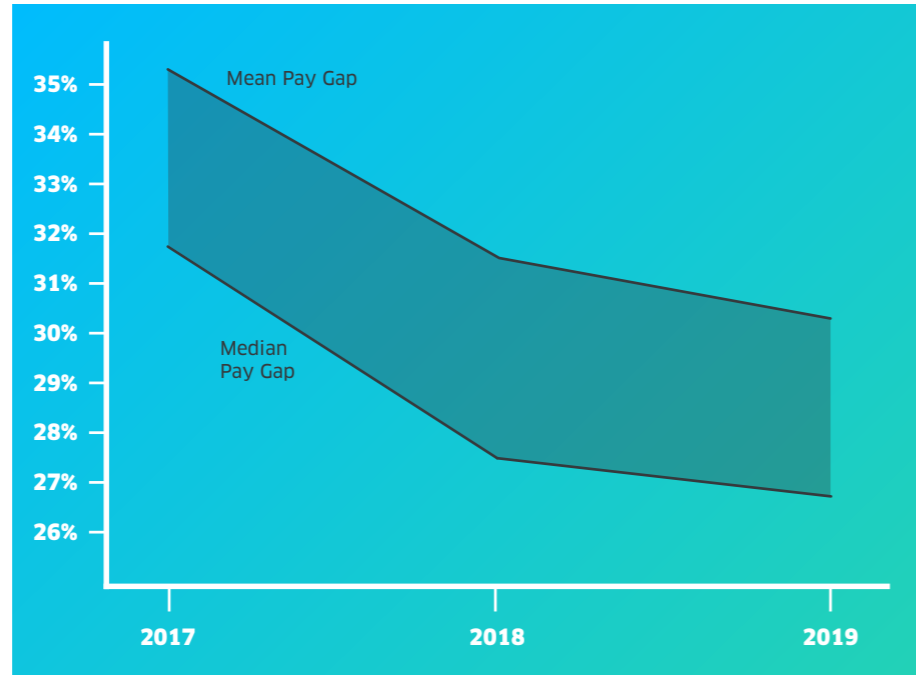
Developing our supplier relationship management (SRM) programme with an enhanced focus on responsible business requirements including diversity.

Engaging with outreach programmes to support our D&I agenda.

Raising the profile of the Women in ENGIE Forum to promote inclusion and diversity throughout the business.

Improving and re-launching our suite of family friendly policies, enhancing the terms of our maternity and paternity policies for managers and professional employees.

Developing a well-embedded culture of flexible working where operational requirements permit.



Diversity Topic	Status	Target
Female Population	35%	41%
Gender - Female Managers (grades 1-5)	20%	30%

Reviewing our talent and career development processes and implemented measures to build diversity across our workforce. This includes introducing steps to review the gender representation in our succession plans, talent pools and management development programmes where we consider that there is not an appropriate gender balance.

Improving our recruitment and selection processes to focus on attracting a diverse pool of candidates and we have reviewed our recruitment marketing to eliminate conscious or unconscious gender bias.



Aspiring Leaders Class, Lake District

10. Committed to staff training

ENGIE is committed to attracting the best talent into our business and developing our people, we believe it is what gives us the edge as an employer of choice. Our Centre of Excellence Academy function is now the umbrella structure for 3 collaborative delivery teams broken down into:

1. **Attraction & Early Careers**
2. **Training & Development**
3. **Talent, progression & succession**

We believe this structure enables us to provide a first-class service to the business and our customers through the entire talent cycle.

Attraction & Early Careers Graduate and Intern Schemes

Our graduate scheme is changing the face of 'early careers', diversifying talent by taking on not just graduates but high performing ENGIE apprentices and talented individuals who show the right potential, even if they don't have a "traditional" educational background.

We've developed a brand new training and development curriculum that shapes and reinforces the traits and skills we want to see in the managers and leaders of the future to lead the zero carbon transition. We believe our young people need real responsibility and challenge in order to have the chance to make tangible differences in each of their placements. We continue to participate in the Million Makers initiative with our graduate schemes in partnership with The Prince's Trust, and raised over £27,000 for the charity in 2019.

You can watch our Early Careers video [here](#).



10 graduates in the 2018 scheme



21 graduates in the 2019 scheme



27 graduates in the class of 2020

Apprenticeships

ENGIE are proud to be an employer that is helping to create and provide high quality apprenticeship opportunities that give people the skills they need to succeed in their chosen career paths.

In 2019 we were once again recognised as a Top Apprenticeship Employer, placing 74th in the All About School Leavers Awards and 42nd in the Rate My Apprenticeships Top 100 Apprentice Employers. We've seen our apprentice numbers grow significantly, with over 500 apprentices across the UK and over 50 different qualifications.

APPRENTICESHIPS AT ENGIE

533 Active apprentices

50+ Qualifications supported

49% 25 and under

51% 26 and over

54 Training providers

39% New hires

61% Existing staff

28% Female apprentices

71% Level 2-3

29% Level 4-7

High Potential Scheme (HiPo)

In 2019, we launched our first Apprentice HiPo programme, designed to identify high performing apprentices in the wider business. These apprentices had either completed an apprentice qualification in the business, or were due to in 2020, but who wanted to develop themselves further. The training curriculum was designed to help them develop and grow the skills and competencies that we assess in the graduate scheme assessment centres, in order to build their confidence and experience that they may have missed out on by not going to university. In 2019, 7 individuals joined the HiPo scheme and this is due to be reviewed and delivered again in 2020.

Mandatory Training & Development How do we identify training needs?

Training needs are identified in a variety of ways within our business. These include;

- Mandatory Training Matrixes
- Specialist Communities
- Personal Development Planning (PDP)
- (Korn Ferry) Talent Hub Competencies

Mandatory & Specialist Training

To identify minimum training requirements and maintain mandatory standards within the business the Academy Mandatory Training & Development team work collaboratively with SHEQ (Safety Health, Environment & Quality), Technical, HR (Human Resources), RB (Responsible Business) and operations to create standardised training matrixes. Employees with mandatory and critical training requirements are placed into a community of learners based on their job role and responsibilities, and assigned a list of training courses that must be completed and maintained in order for the employee and the organisation to remain compliant.

Specialist communities are also assigned to those who have additional specialisms or extra responsibilities within their role. This is all managed via a Learning Management System (LMS), which enables users and managers to take ownership of their own training and development by having visibility of their training history, requirements and access to the full academy course catalogue. Employees and managers will receive reminders and notifications when training needs to be completed or is going to expire. They can easily complete e-learning live on the LMS and can book or request further learning they require through the system.

Personal Development Planning

Personal development plans and performance development reviews assist managers and employees to identify non-mandatory, soft skills, leadership, management and behavioural development requirements. These are then fed into the relevant Academy team to be placed into an appropriate pool waiting list or onto the correct programme pathway.

Training delivery

2019 has been an exciting year for the Academy team with two major initiatives being signed off by the senior leadership



Above: Leadership Development Activities, Emerging Leaders Class of 2019, Lake District.

team. The first was to expand the internal training delivery team from a team of 7 to a team of 14 internal training specialists, enabling the team to create bespoke, high quality, flexible training content solutions for our employees. The second initiative was to transform the systems training team into a digital content development team, enabling the Academy to have the ability to create ENGIE specific, engaging, interactive, SCORM compliant internal e-learning modules. Training is delivered through internal delivery, with e-learning modules, associate led workshops, experiential active learning sets facilitated by internal SMEs (Subject Matter Experts) and external preferred supplier specialist interventions where required.

Training Programme Evaluation Process

- Stage 1**
Reaction
How the learner feels about the training immediately after completion.
- Stage 2**
Learning
What has been learnt and how committed employees are to use their learning to make change.
- Stage 3**
Behaviour
A behavioural change that has been observed by a third party (either a line manager, independent assessor or peer).
- Stage 4**
Return on Investment
This is where we have pre-set KPI's or objectives that we want to meet or improve.

Training data, feedback and evaluation

Regardless of where and how training is completed, whether that be via a third party's e-learning platform or on site classroom delivery, the data is fed into the Academy's LMS either by robotic automatic feeds or via the Academy coordination admin team. This allows for accurate reporting and good quality control processes.

We follow a 4-5 stage evaluation process in regard to obtaining feedback and evaluating the success of our training programmes. The process is loosely formulated around the Kirkpatrick model. We move up and down the stages of evaluation depending on the level of learning being undertaken and the goal/objective we are hoping to achieve by implementing the intervention.

ENGIE ACADEMY KEY STATS 2019

9 Accreditations (2 added since last year IOSH & IEMA)	25,550 Classroom Training Days	36,725 E-Learning Hours	2 Number of training days per employee
£3.8m Average spend of £288 per employee	92% Good or excellent feedback received via digital form	833 non-profit training days delivered to sub-contractors	520 training days delivered to sub-contractors
	72 Volunteering hours donated by the Academy Team	£3,500 raised for ENGIE charities by the Academy Team	

Talent, progression & succession
Identifying talent

Identifying talent in a diverse, national business is always a challenge. Like all organisations, we have a talent identification and succession planning process, but what we also encourage is an open environment where talent can be identified at any time, by anyone. This could be by the HR team or a line manager, our Academy team or many of our employee forums such as Women in ENGIE, National Employee Forum, Young People's Network and Diversity Panel.. Those identified, and their managers, are then spoken to directly about their career aspirations, purpose and drive. This approach improves our overall understanding of our talented and motivated people, increasing the quality of those taking part in our talent programmes and reducing the amount of time during the talent review to identify talent.

Our annual talent review gives us a high-level picture from a large cross section of our workforce. Our focus is to identify where we think our workforce is using a 'talent rating' and offer support to them. Our succession planning process runs throughout the year and is heavily informed by the results of the talent review. Through detailed workforce planning we have identified a number of business-critical roles that we focus on to ensure we have sustainable succession. These roles may be existing or future roles and are managed by working in partnership with our Executive teams, Resourcing function and Group Talent Directors.

At ENGIE, we try to balance the needs of all our employees and therefore not only offer high potential, centrally run programmes, but also a number of locally managed programmes at department, sector or divisional level.

TRAINING OUR LEADERS AND MANAGERS

We have a whole range of solutions for training our current as well as future leaders and managers.

Management Training

Every employee in the business is encouraged to have ongoing development conversations with their manager, helping to identify aspirations and development needs. Those needs may be met by one of our management programmes or may be met by a tailored approach. We have a number of management programmes for those at junior, experienced and senior management levels, focusing on soft skills and behavioural development. We have recently launched a number of new programmes as a result of our skills analysis exercise. These include interventions on digital skills, creative problem solving and future energy technologies. We are particularly proud of our new programme, LEAP which is launched in 2020 and has already attracted over 200 applicants.

High Potential and Leadership Training

We have high potential programmes from junior management to global leaders, collectively known as Boost. Most programmes are between 18 months to two years long and cover a combination of training courses, career coaching, mentoring, networking opportunities and project work. The focus is to give our high potentials the tools and opportunities to develop their own career in an industry where change is fast paced, exciting and uncertain. Leaders not on the programmes have access to career conversations internally or with our community of external coaches. We have fully embraced supporting our leaders to undertake MBAs and strategic level self-development. Mentoring is a very important development tool for us and we utilise both our UK and global populations to support individual growth.

Tools and initiatives to support career progression and growth

<p>Dedicated Career Development Platform</p> <p>Offering advice and guidance</p>	<p>A Career Development Guide</p> <p>Helping people think about what they want to do in 5 steps</p>	<p>Internal Mentoring</p> <p>Encouraging people to broaden their horizons</p>
<p>Business Development Platform</p> <p>Working with our Business Development experts to explain details of all our services including people to reach out to</p>	<p>Senior Leader Sessions</p> <p>Senior leaders are invited to give a presentation about their role, journey and purpose to anyone in the business</p>	<p>Career Pathways and People Profiles</p> <p>We have mapped role types in the business to give people an idea of possible pathways with associated skills required</p>

11. Safety and Wellbeing

Safety

As a company, we are really proud of what we do and that safety is at the core of this. ENGIE wants to ensure that all employees and contractors work in a way that never compromises their own safety or that of others.

No life at Risk Programme

We have strengthened our Safety and Health & Wellbeing leadership and culture improvement programme called 'No Life at Risk' (NLAR) which has been developed from the Group-wide initiative. This programme reinforces our ongoing commitment to achieving high standards of safety and wellbeing within our business and highlighting our leadership commitment. The initiative underpins a positive health and safety culture for our employees, temporary workers and sub-contractors, and promotes safe behaviours throughout our business.

Our management system is certified to Occupational Health and Safety Standard OHSAS and in 2020 will transition to the ISO45001 certification. This is implemented alongside our ISO 9001:2015 (Quality) and 14001:2015 (Environment) certification.

In 2019 we reviewed our Health & Safety arrangements in place to ensure the safety and wellbeing of our workforce and contractors. We achieved a reduction in both employee and contractor lost time incident frequency rate (LTIFR). We also reviewed our key risk areas which led to the development of our new Policy, Strategy and Action Plans to ensure we continually improve our performance and set stretching objectives and targets for 2020.



Headline H&S Performance within UK

	2019	2018
LTIFR Employee	3.26	3.34
LTIFR Subcontractors	5.20	6.16
LTIs Total	135	161
LTIs Employee	87	87
LTIs Subcontractor	48	74
HiPo	30	21
RIDDORS	70	63

ENGIE

dependencies. To raise awareness around health and wellbeing, lunch and learn session pilots were started in 2019 and have continued into 2020. In early 2020 we also launched the Reward Gateway wellbeing centre on myENGIE (our employee rewards platform).

In April 2019, the business took the decision to offer life assurance to all employees, which is a minimum one times salary or £12.5k, whichever is higher.

Health and Wellbeing

In 2019 ENGIE UK developed a dedicated health and wellbeing strategy and broad objectives following a review of data and external best practice. During this process, mental health was identified as both a key national agenda item and an area requiring focus within the business.

Communicating health and wellbeing

In 2019 a health and wellbeing booklet and aligned dedicated intranet page were developed and was officially launched in April 2020. These provide basic information and guidance around physical, mental, financial and community/social wellbeing, as well as support on sleep, alcohol and drug



Mental health and wellbeing

In 2019, ENGIE supported National Stress Awareness Week in May, in partnership with Mind, one of our charity partners. We also held a week of mental health related training to mark World Mental Health Day in October.

ENGIE developed a tailored health and wellbeing training course for line managers. The course focuses on mental health but also incorporates all four pillars of wellbeing (see diagram) to highlight the inter-relationship between them, creating a more proactive and preventive course to that which was in place previously. In 2020 we will be building on the training offer by developing an e-learning to support health and wellbeing more widely.

Community wellbeing

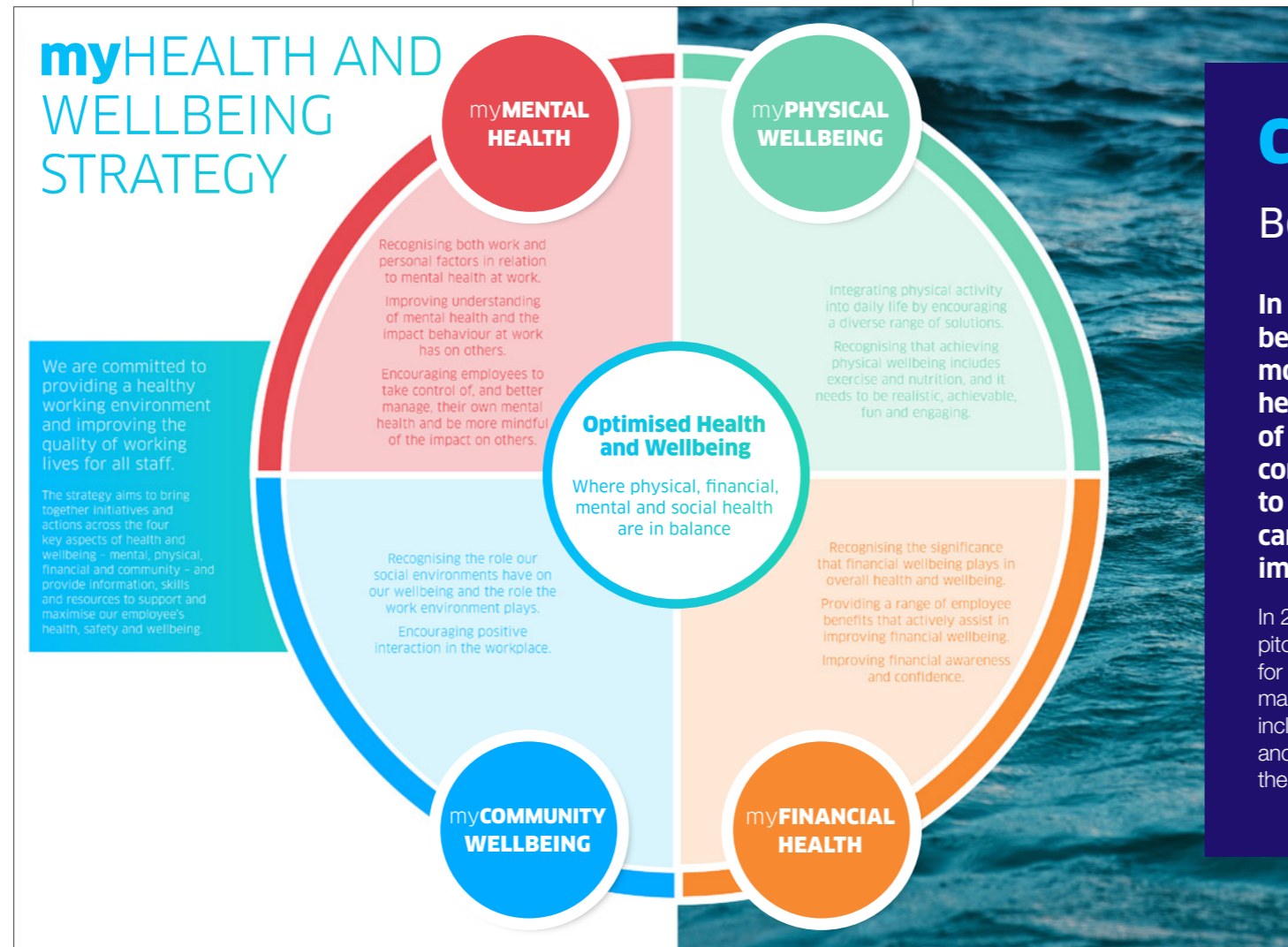
ENGIE continues to encourage employees to carry out 15 hours of work within the community each year, with social health and wellbeing now formally recognised as a key element of the health and wellbeing strategy and the training that has been developed.. Please see our Social Value section in the RB Report.

Financial wellbeing

Financial wellbeing is also identified both within the strategy and the training courses that have been, and continue to be, developed. Low-cost loans and access to savings accounts by payroll deduction, and financial education (through our Rewards portal) are also provided and have proved very successful with employees. In 2019 over 713 loans supported employees with car vehicles loans, debt consolidation, home improvements and other items, providing them an average saving of £796 from other alternatives. In 2019 we also launched a free mortgage service for first-time buyers, any residential property purchase or re-mortgage.

Physical wellbeing

Physical health is the fourth pillar identified within the Health and Wellbeing strategy, and covered within all training



to highlight the inter-related nature of health and wellbeing. There is an emphasis not only on the importance of physical health, but also on the need for positive activity, positive nutrition, positive thought, positive interaction, positive sleep, etc.

Initiatives such as the annual Step-Up challenge, sponsorship of the Simply Health Great Run series and the annual bike ride continue. We also continue to offer various benefits to employees via the myENGIE portal including gym passes and participation in the cycle to work scheme. In 2019 the Aviva Wellbeing app on myENGIE was launched to encourage our employees to make small positive changes to their daily life. Access to a digital GP also now makes it much easier and quicker for employees to access medical support,

and all employees have access to a 24/7 employee assistance programme to support their mental health and wellbeing.

In addition to the corporate initiatives in place, numerous local initiatives take place across the business throughout the year including health checks and drugs and alcohol awareness and testing.

A health and wellbeing booklet and aligned dedicated intranet page were developed and officially launched in April 2020

Case Study

Bespoke Mental Health Training

In 2019 ENGIE developed a bespoke training module with a more proactive approach to mental health. Bringing the four pillars of wellbeing together (mental, community, financial and physical) to demonstrate that mental health cannot be singled out and the impact lifestyle has on quality of life.

In 2019 14 pilot sessions were held to ensure pitch and content were appropriate and useful for the intended audience. Both operational management and HR management were included. A total of 120 operational managers and 20 HR Managers have already attended the session, with excellent feedback received.

We also continue to explore other options such as one hour bite-size sessions that can be run during meetings, lunch and learn sessions or corporate events. The session include key elements of the course, whilst still aiming to be useful for the attendees. Three such events have piloted (one lunch and learn session and attendance at two management conferences) enabling us to reach around 150 managers from across the business, a number of whom have then subsequently requested the full course.

Plans are in place to now work toward gaining formal accreditation for the full session during 2020.

12. Employee Voice and Trade Union Relationship

Employee engagement

ENGIE has in place over 55 recognition agreements with a number of Trade Unions (TUs) including UNISON, GMB, PCS, Prospect, Unite and RMT. Regular dialogue continues to occur with National Officers of major Trade Unions to brief them on business strategy, and Employee and Trade Union Representatives participated on the National and Local Employee Forums and on the Policy Consultation and Development Group. In 2019 we held a briefing session with Unite National officials, we also participated in the EU Works Council briefing session involving all major European Unions. The ENGIE Policy Steering Group (PSG) consults on and develops policy and this includes Trade Union representatives.

Employee forum

The Employee Forum plays an integral role in improving two-way communication between management and employees,

supporting management teams with local level problem solving and implementing new ideas and new ways of working. Employee forums provide a real and valuable impact across the business by creating an informal and unique interaction between management and employees, thereby acting as a catalyst for continued progress and improvement.

The National Employee Forum has a direct input into policy and process, employee representatives are involved in decision making and consultation at both European and UK level. The Employee Forum follows a three-tier structure, designed to be representative of as high a percentage headcount of the business as is practically possible. ENGIE UK is allocated six primary seats and six secondary seats on the ENGIE European Works Council (EWC). The National Employee Forum will elect representatives to these seats when vacancies become available; and employees elected to these seats abide by the EWC constitution. In 2019 all national forums were held successfully and with positive feedback.



ENGIE&ME Engagement Survey

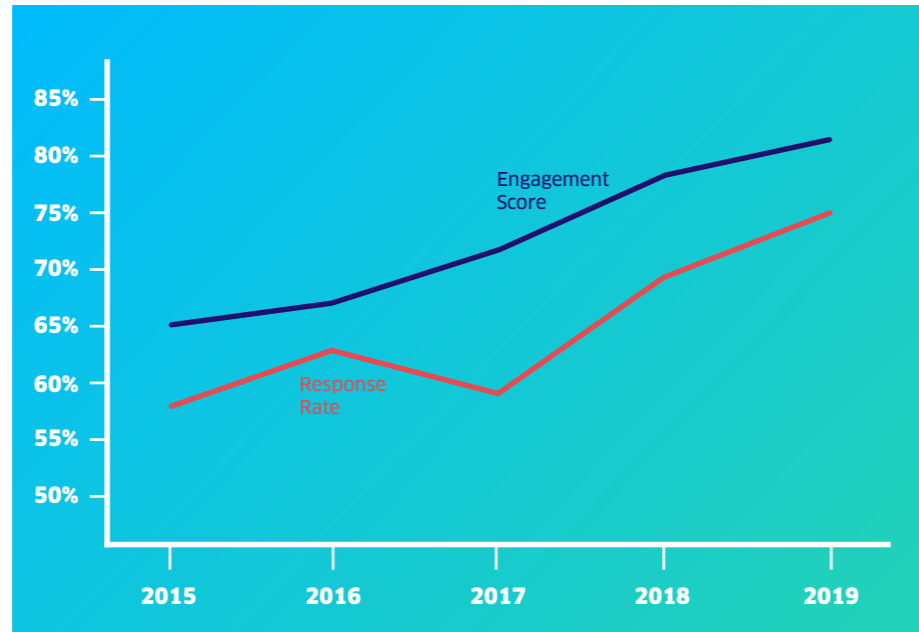
Every year the UK business takes part in the ENGIE&Me Employee Engagement Survey which includes all up to 160,000 employees worldwide. Each year divisional leadership teams create action plans following the release of the survey results. Last year some of the actions delivered included Employee Forums, Breakfast Clubs, Engagement Extravaganza events, newsletters, leadership vlogs, improvements in visibility of training and development plans and an increased update in employee benefits. The 2019 Engagement Survey achieved a participation rate of 75%, which was the highest of the 4 largest global business units (by headcount), and an increase of 7% on the 68% achieved in 2018.

In 2019, the UK's employee engagement score was 81% which was an increase of 3% on 2018. Guidance from our survey partner Willis Towers Watson suggests that businesses with engagement scores of 75% and above are considered to be high performing organisations.

ENGIE Excellence Awards

The ENGIE Excellence Awards form part of our employee engagement strategy across the business, this scheme enables employees, managers and customers to recognise ENGIE employees for doing a great job and striving for excellence in the work they do. The award categories cover our four behaviours - BOLD, OPEN, DEMANDING and CARING - and in 2019, almost 1000 employees were recognised and awarded. Our 75 Gold winners from 2019 were invited to the annual Excellence Awards event in January 2020 where we announced our annual category winners and celebrated our employees' achievements.

In July 2020 we launched our new 'Carbon Zero Hero' award which is aligned with our zero carbon strategy and is aimed at motivating employees to #ActWithENGIE, to be conscious of our individual and collective impact on the environment. By encouraging our



employees to be a Carbon Zero Hero, we hope that this will increase their sense of belonging and engagement with the business strategy.

Investors in People Accreditation

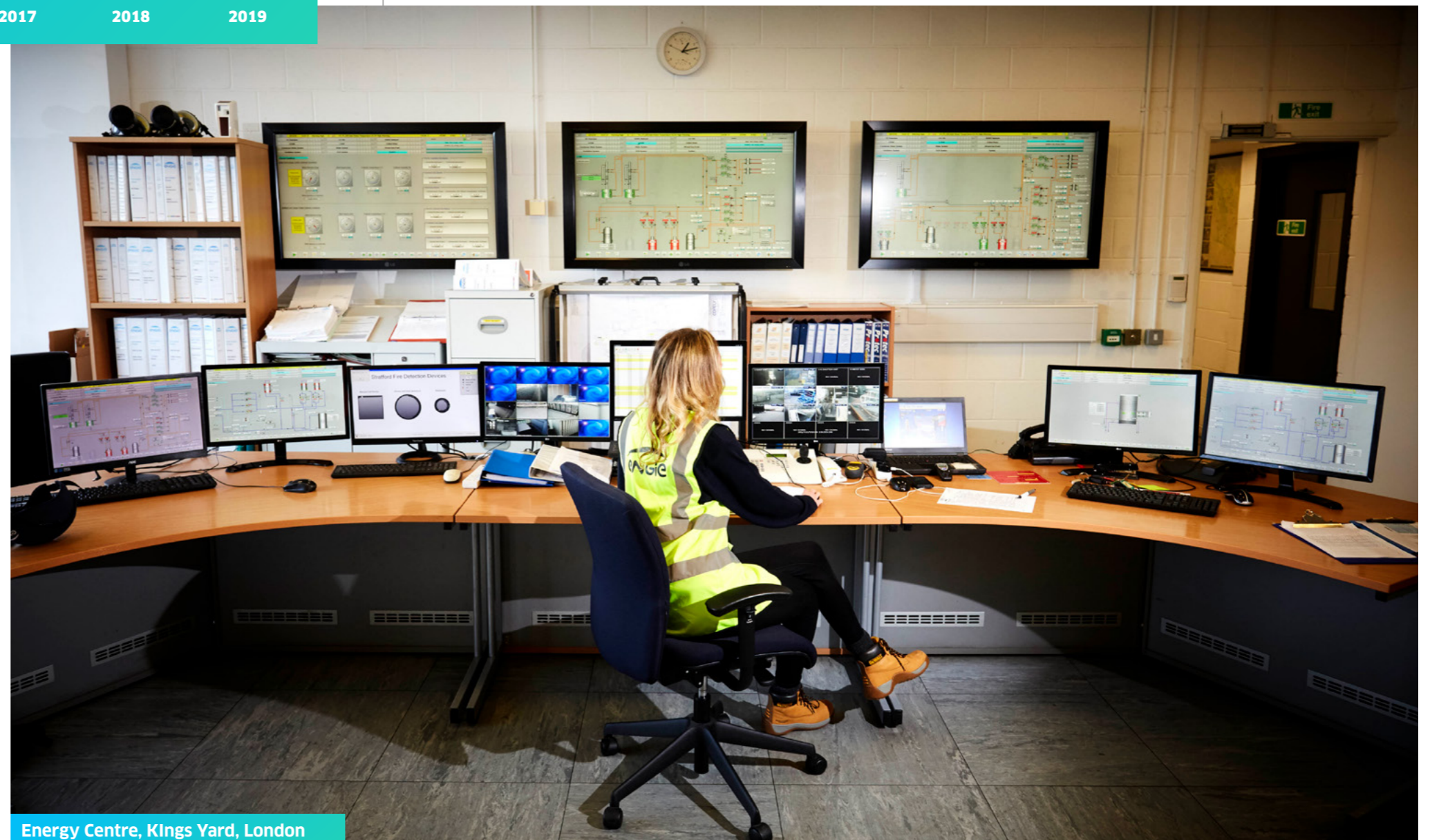
In 2018 ENGIE UK achieved Investors in People re-accreditation for a further three years. During this time, the business will be re-assessed with the aim of achieving accreditation again in 2021 (rolling). In 2019 ENGIE's Public Sector division was assessed as part of the rolling review and the division met the standard. Feedback from the assessment noted great progress in creating a more consistent and inclusive culture; a strong focus on training and development, especially in Health & Safety and technical skills, as well as a huge growth in the amount of volunteering, community and charity events. Recommendations suggested some further clarification around managers expectations and management skills training.



13. The Real Living Wage

ENGIE is a recognised provider of the Real Living Wage at the Head Office level. The majority of ENGIE employees are paid above this level due to the technical and professional nature of their roles. ENGIE continues to promote the Real Living Wage to our customers by providing 100% of our customers with a pricing option for the Real Living Wage (alongside market rate option) as a part of new bid proposals. In 2019, we continued to monitor the take up of the various pricing options and evaluate the success of the promotion of the Real Living Wage. On top of this, ENGIE is also committed to continually enhancing its terms and conditions. In 2019, for example, we increased our standard annual leave entitlement for many of our employees.

Our new award, 'Carbon Zero Hero' is aligned with our zero carbon strategy and is aimed at motivating employees to #ActWithENGIE



Energy Centre, Kings Yard, London

Principle 4

Supporting our Communities & Environment

- 14. Commitment to invest in our Communities
- 15. Making Zero Carbon Happen
- 16. Responsible Procurement Practices



Great Run Series, Manchester

We take our commitment to delivering social value seriously. Our RB Charter requires that more than 95% of our contracts report on social value and that social value commitments are explicitly included within contracts.

14. Commitment to invest in our Communities

We take our commitment to delivering social value seriously. Our RB Charter requires that more than 95% of our contracts report on social value and that social value commitments are explicitly included within contracts.

We are also committed to embedding the 7 Principles of Social Value throughout what we do. We recognise that collaborating with stakeholders, including communities, is the only way of achieving sustainable outcomes for those communities. We aim to understand the ever-changing local strengths and needs and develop solutions collaboratively with our clients and communities. Some examples of this can be seen in the work we have been doing with ex forces personnel and care leavers, as you will see throughout this report.

We have created a social value working group that meets on a quarterly basis to develop our strategy, provide guidance to the business on emerging trends and, crucially, to promote and ensure consistency in how we report social value.

Monitoring and Measuring Social Value

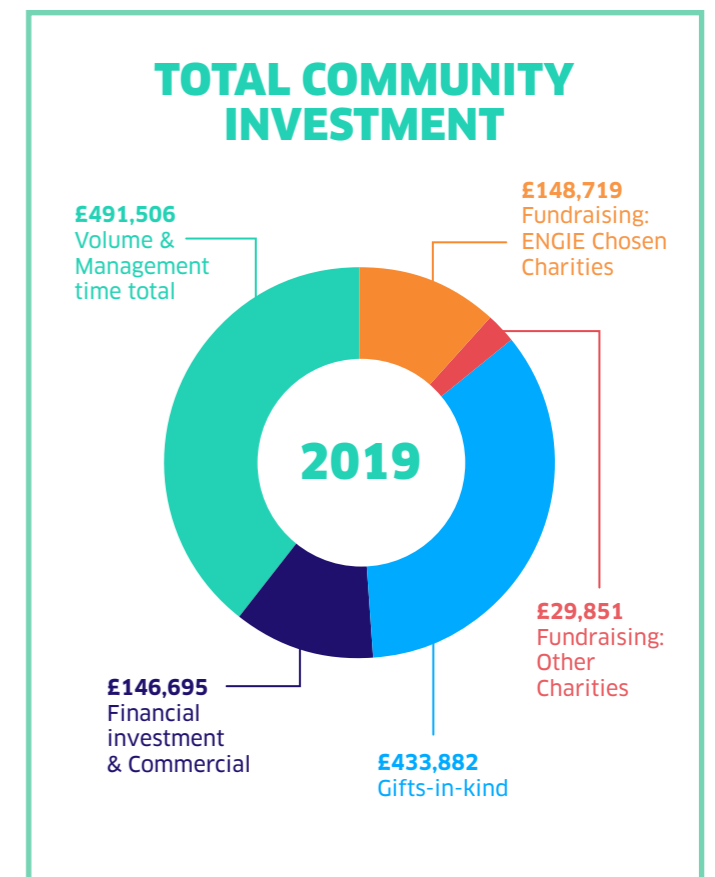
Our operational teams routinely report their social impact activity using an in-house platform. Activities include volunteering and fundraising, work experience, apprenticeships, recruiting disadvantaged groups and beyond. This information is reported in an online system – the Responsible Business app – that utilises the social value measures defined in the National TOMs framework and HACT’s Social Value Bank. This facilitates reporting on social impact through measures including wellbeing and financial benefits on individuals, communities and government.

As we continue to receive and audit data we are recognising the need for greater validation, review and auditing to ensure we are not overclaiming the social value we generate as a business. In 2020 and beyond, we will continue to work with Social Value Portal, HACT, other external partners and, importantly, the communities that we work in, to improve the level of consistency behind these values.

Community Investment

Our total community investment in 2019 saw us continue to grow our community investment programme by delivering over £1m of community investment for the second year in a row. Our community investment comprises of direct fundraising, gifts-in kind, volunteering and financial investment. Due to the success of our fundraising in 2019 ENGIE will be increasing match funding to £100,000.

In 2019, we also sponsored the Great Run Series and over 200 of our employees completed runs across the country, raising £25000 for the ENGIE Chosen Charities in the process. In addition to these, our employees also led their own fundraising events.



Employee Volunteering

2019 also saw ENGIE employees contributing over 14,000 hours of volunteering leave to projects in communities across the UK. Focus has been on helping to improve living conditions for residents of social housing, improve biodiversity and public spaces and helping to improve employability for young people and those furthest from the job market (including ex-homeless, ex-offenders, ex-service personnel.) For example, 100 employees volunteered to plant 2,176 trees across 8 sites which will absorb approximately 350 tonnes of CO₂ from the atmosphere.

Case Study

Care Leavers

ENGIE was one of the first signatories of the Care Leavers Covenant (CLC) back in November 2018. The CLC is part of the Government's keep on caring strategy to support people leaving care to become independent.

We piloted a project in Leeds to carry out DIY SOS projects for care leavers, which involved projects to improve homes and help people live independently. In 2019 we completed 19 projects (17 in Leeds and 2 in London), where we volunteered our people, materials and skills.

We also recruited 4 care leavers as apprentices and hosted 27 employment workshops to care leavers. We are rolling out our pilot to six local authorities (Leeds, Birmingham, Tamworth, Rotherham, Wakefield and Manchester.)



The success of the pilot has led to the recognition of one of our employees, Claire Preston, as a 'Sector Based Champion' awarded by the Department for Education, only one of four in the UK. On 11th March 2020, we will be joining a panel in London where 20 local authorities are signing up to the LA toolkit with the SV portal. This means that engaging with care leavers will be part of their procurement for social value for suppliers and contractors.

Case Study

Armed Forces Covenant

ENGIE's Resourcing team has been working with the Career Transition Partnership (CTP) to develop a talent pool of ex forces candidates. We mapped out how positions in ENGIE compare to those in the forces, in order to have a more effective screening and selection process. This offered candidates the opportunity to get involved in a recruitment process for a role that aligns more suitably to their skills.

CTP has supported us in holding live webchats where service leavers were able to offer advice on training requirements for when they leave the forces. We have followed that with attendance and presentations at a series of events, including a live chat and careers fairs.

In addition, we advertise all our technical and security roles on the CTP portal which gives all service leavers access to ENGIE vacancies.

Through our membership with Buildforce we give advice on careers over the phone and have plans to pilot work placements for ex-forces personnel across the Queen Alexandra Hospital. In 2019 we have also recruited two new ex forces personnel to grow our existing team of 20 ex forces employees on the site, helping them transition into civilian work after leaving the services.



Queen Alexandra Hospital, Portsmouth

Case Study

Working in partnership with Gentoo

We began working in partnership with Gentoo on their Partnered Investment Works Programme in 2018. We have since successfully secured 8 key programmes of work which has resulted in more than £86m of refurbishment and new build contracts in the Sunderland and Washington areas.

Over the past 18 months, working closely with Gentoo has resulted in the delivery of targeted recruitment and training opportunities across all Gentoo projects, ensuring maximum social value for the Sunderland area. Working in partnership with our long-term supply chain partners has also allowed us to deliver the following outcomes for Gentoo:



Working alongside Gentoo, we also supported Sunderland City Council's annual work experience event, 'Work Discovery Week'. The event provided over 1000 young people with the opportunity to attend a careers fair, workshops and take part in hands-on activities, allowing them to gain the expertise they need in order to make more informed career choices.

Case Study

ENGIE Building Challenge



Promoting the construction industry and the range of exciting careers within ENGIE is an important objective for us in order to plus sector skills gaps.

The Building Challenge is an interactive workshop teaching pupils how to work in a team, as well as supporting core skills such as mathematics, observation, timekeeping, planning and organisation. Students also learn about some of the roles within construction as they take on the task of 'project managing' a building made from blocks, taking on roles such as quantity surveyor, designer and buyer. During 2019, our London & South development team delivered 22 of these innovative workshops to 666 students across 9 different schools.

15. Making Zero Carbon Happen

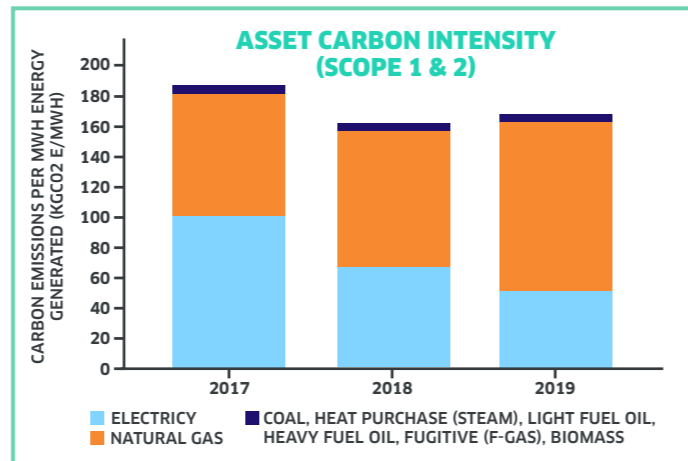
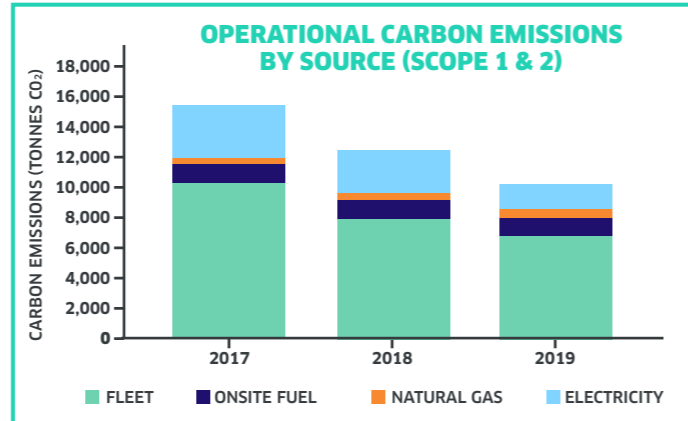
ENGIE announces new business purpose to Make Zero Carbon Happen and agrees Science Based Targets.

By the close of 2019 ENGIE announced our new business purpose to make zero carbon happen. In the UK, ENGIE is supporting our customers with their net zero carbon transition journeys and continuing our own decarbonisation programme.

ENGIE globally has had science based targets approved to 2030 providing a long-term pathway to a 2°C future. These targets include a 52% reduction in carbon from our power assets and a 34% reduction for sold products. Corporate emissions from offices and travel will be reduced or compensated to net zero carbon by the end of the decade.

In the UK, we have continued to reduce our direct and indirect carbon intensities by 57% (against 2012) and 5% (against 2018), respectively. We have also reduced our asset carbon intensity by 53% against a 2012 baseline. This is due to the ongoing decarbonisation of the National Grid, further energy efficiency measures in our workplaces, significant efforts to limit travel and transition our fleet to zero emissions vehicles.

Currently **9% of the ENGIE fleet are electric vehicles (EVs)**. The target for the end of 2020 is for a huge 20% of all owned and leased vehicles to be EVs.



Energy Efficiency

At ENGIE we realise that we have a large role to play in supporting our customers in their own zero carbon journeys. ENGIE supports customers through every stage of both mandatory and optional compliance schemes, through energy auditing and consultancy, to metering strategies and implementation including ESOS and ISO 50001 accreditation.

Since the launch of ENGIE's comprehensive ESOS/EED Compliance and energy audit service in 2018, we have identified more than 480 client energy saving initiatives totalling 130,219 tonnes of CO₂e. This has now been taken to the next phase to support clients with implementation of these initiatives in support of their own carbon reduction commitments.

In 2019 we saved over 71,000 tonnes of CO₂e of annual energy from existing and new projects. This included savings through the installation of various energy conservation measures such as LED lighting, water heaters, valve cover installations and boiler optimisation, as well the development of photovoltaics (Solar PV) and Building Energy Management System (BEMS) and Annual Remote Monitoring projects.

ECO Homes Support

ENGIE also continues to deliver the ECO3 scheme which focuses on the Affordable Warmth Group; low income, fuel poor and vulnerable households. ECO3 has one overarching obligation: the Home Heating Cost Reduction (HHCR). Measures eligible under HHCR include insulation measures, window replacement, boilers, electric storage heaters and district heating systems, all aimed at reducing energy bills and reducing carbon footprint. In 2019 we installed over 776 measures equating to 5,261,144 lifetime bill savings (carbon) which included first time central heating, boilers and heating controls.

Peel L&P and ENGIE

Peel L&P has been working with ENGIE for nearly 30 years. In 2014, Peel L&P, with ENGIE's support, adopted the ISO

Case Study



Transport for London (TfL)

ENGIE currently maintain over 7000 assets within the TfL network, including 332 critical cooling assets. Maintenance of these units include weekly planned maintenance, reactive maintenance & bi-daily checks throughout the summer.

Using ENGIE owned software alongside best in class intelligent and secure hardware, Smart Buildings have designed a combined infrastructure solution that:

- Reduces maintenance resource requirements by remotely monitoring asset data and applying machine learning analytics to identify failures/potential failures in near real-time.
- Increases first time fix rates and reduced downtime, through intelligent reporting with specific information on failures, including their criticality.
- Reduces administration via automated ticketing using integrated helpdesk.

As a result of our smart solution, faults are immediately detected on C3NTINEL and actions to rectify the issues take place. Smart Buildings solution has enabled maximum visibility of the cooling assets ensuring real time view of the server room, mitigating risks of extended periods of excess room temperatures and providing operational cost savings.

Case Study

First Hydro ISO50001:2018

First Hydro Complex (FHC) is a pumped hydropower facility in North Wales, providing a baseload for the grid and a source of backup during blackouts. ENGIE conjointly owns 75% of the First Hydro Company.

Currently FHC contributes to 65.17% of total energy use within ENGIE in the UK. As part of the contract, ENGIE had committed to achieve the ISO50001 Energy Management certification for the site by September 2019. Between 2nd- 5th September 2019 BSI carried out the audit of the Energy Management System at the First Hydro facility. Through the support and audit service delivered by the Carbon and Compliance Team at ENGIE, FHC achieved ISO 50001:2018 certification. With the existing certification for LGSC (6.7%) and Leeds/Sheffield Offices (0.01%), the addition of First Hydro into the scope means that 71.8% of total energy use in the UK is now covered by ISO50001. ENGIE's own in-house energy experts prepared the energy management system, which was then audited by BSI.



First Hydro Complex, North Wales

50001 standard for energy management – making it the first major UK property group to achieve this certification.

Under ISO 50001, ENGIE and Peel L&P set a target of reducing annual activity-related energy use or greenhouse gas emissions by 3% (cumulatively from a 2014 baseline). This target has now been met five years in a row. In financial terms, the total value of the energy savings delivered through ISO 50001 in the first five years was £685,668.

In January 2020, Peel L&P announced that 11 of its properties had become the first in the UK to achieve net zero carbon status – verified against the UK Green Building Council's definition. This was achieved largely by reducing energy demand in these buildings. The support of ENGIE in implementing energy-saving initiatives played a key role.

Peel L&P and ENGIE were presented with PFM Award for Partners in Energy

Management at the Premises & Facilities Management Awards (PFM) Awards 2019.

57% reduction in corporate scope 1 and 2 carbon intensity since 2012
64% reduction in asset carbon intensity since 2012

Green Mobility

ENGIE has committed to investing £600k to facilitate the charging infrastructure that we will need to meet our own public target that 20% of our fleet will be electric by 2020, and zero diesel by 2025. We are also founding signatories of the Clean Van Commitment setting out our ambition for all vans to be zero tailpipe emissions (ZEV) by 2028.

ENGIE Fleet electrification

In 2019 the ENGIE Fleet Team continued to identify opportunities to transition existing vehicles across to electric alternatives. Working with mileage data gathered through telematics devices, and guidance from vehicle manufacturers, various small vans have been now replaced with either Renault or Peugeot alternatives. In the first quarter of 2019, ENGIE reviewed commercial renewals alongside exploring new larger vehicles which are coming to the fleet market. In addition to increasing the number of electric vehicles, we are also exploring advancement in existing technologies. For example, Masternaut Labs, whilst still in development, is being used to show vehicle battery use against distance travelled.

Encouraging Positive Employee Behaviour


To support the reduction in carbon emissions in 2019, ENGIE continued to offer various promotions and incentives, including “trade ups” on company electric vehicles, rewarding employees through expenses and mileage policy and offering the Green Car Scheme (an internal salary sacrifice scheme) to support employees to purchase new electric vehicles

EV Box and Charge Point

We drive sustainable mobility by providing smart and scalable charging infrastructure and charging management software to electric vehicles around the world. With over 100,000 charging points across more than 55 countries, we help businesses and cities contribute to a future where everyday transport is emission-free.

Case Study

Wakefield Council



Wakefield Council has commissioned ENGIE to help achieve its target of becoming a carbon-neutral organisation by 2030. This latest move builds on an existing relationship between the two organisations, which has seen ENGIE delivering a total facilities management service to the council since 2016.

ENGIE is now working with the council in developing a road map of projects that will make carbon-neutrality a realistic goal within the stated timescales. The road map will initially take a consultancy-led approach, providing Wakefield Council with a comprehensive analysis of its current energy and carbon footprint. This data will then be used to identify specific opportunities for decreasing energy use and emissions. These projects will have the additional benefit of reducing the council’s annual expenditure on energy.

ENGIE has already completed or is currently delivering 35 energy and carbon saving projects with Wakefield Council. These projects will lead to annual savings of almost 3.5 million kWh of energy, equating to over 900 tonnes of CO₂ and resulting in annual financial savings of nearly £300,000.



The Clean Van Commitment is for zero tailpipe emissions by 2028.



GeniePoint Charging Station, Bideford, Devon

In 2019 ENGIE continued to offer various promotions and incentives including “trade ups” on company electric vehicles, rewarding employees through expenses and mileage policy and offering the Green Car Scheme (an internal salary sacrifice scheme) to support employees to purchase new electric vehicles.

In the UK, we are a leading developer and operator of public charging points, with over 450 chargers on our national GeniePoint network, including 100+ rapid chargers at Morrisons supermarkets and 100 rapid chargers at petrol forecourts. We are also installing 88 rapid chargers for taxis and the public across West Yorkshire region, working with the five local authorities to improve air quality in cities.

Clean Air

Partnership with Global Action Plan (GAP) - Clean Air Day

In June 2019 ENGIE celebrated Clean Air Day, an annual opportunity for the whole of the UK to come together to improve air quality through collective action. We partnered with Global Action Plan for the second year in a row on the Clean Air Day campaign, to actively support our communities and clients to reduce air pollution in living and working environments.

Our staff took part in a number of activities across the country including Clean Air quizzes, walking buses, making Clean Air pledges, tree planting and EV demonstrations. This was also alongside the promotion of ENGIE’s

Green Car Scheme and an Air Quality workshop, with representatives from across the UK working together to determine what additional actions ENGIE can take both internally and with our clients to tackle air pollution.

Business Clean Air Taskforce (BCAT)

In October 2019, alongside seven other major businesses, ENGIE joined forces with the Department for Environment, Food and Rural Affairs (DEFRA) and Global Action Plan to create the Business Clean Air Taskforce (BCAT), the UK’s first business coalition dedicated to air pollution. The taskforce aims to tackle air pollution by speeding up the adoption of many already existing solutions, as well as aiming to achieve targets set out in the Government’s 2019 Clean Air Strategy.

Clean Van Commitment

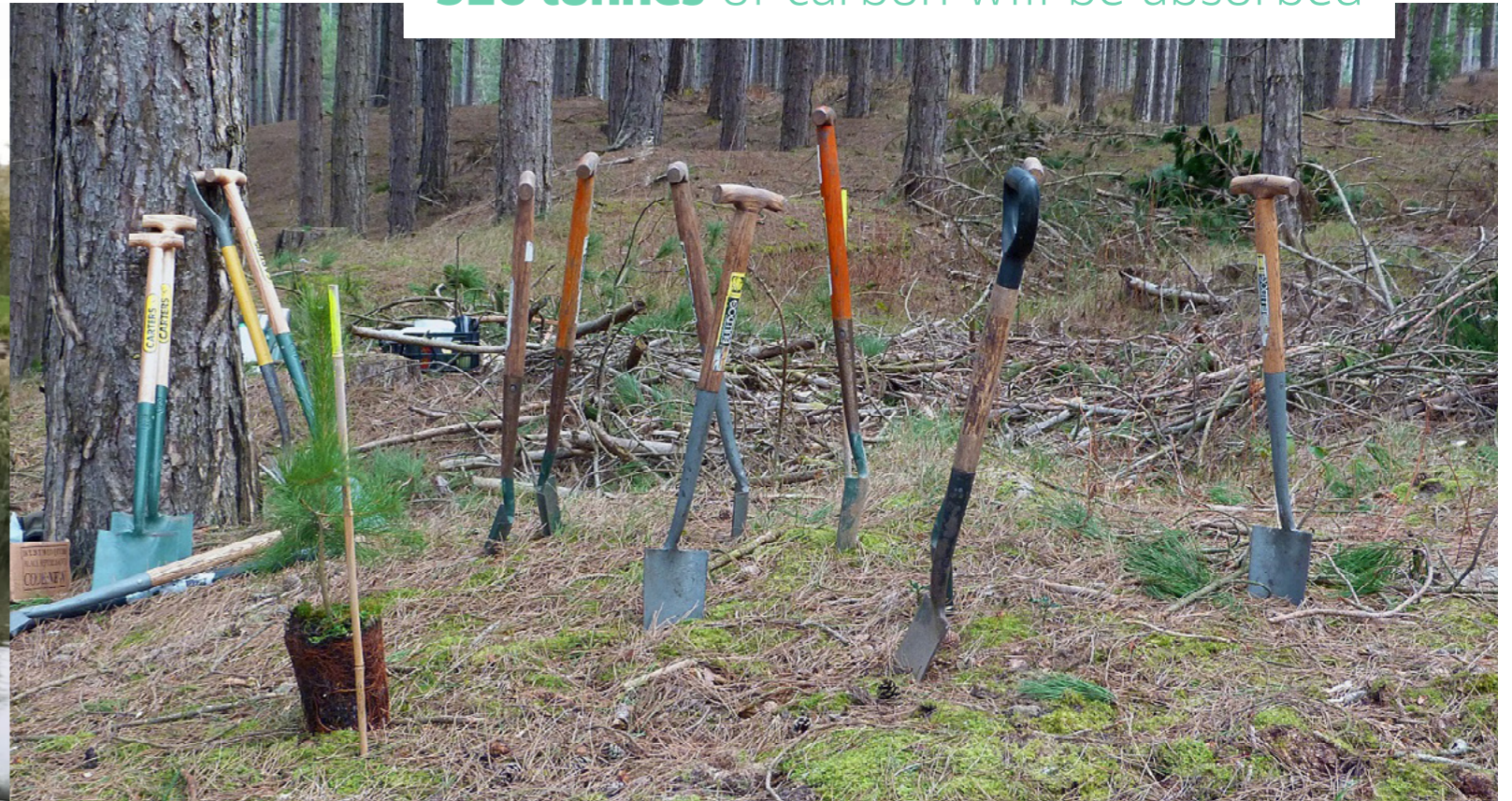
In 2019 ENGIE continued to partner with GAP to support the creation of the Clean Van Commitment and 44 signatories have now signed up to the Clean Van Commitment collectively, which amounts to a total of over 74,000 vans and a target of zero tailpipe emissions by 2028.



326 tonnes of carbon will be absorbed



Volunteers at The Queen Elizabeth Olympic Park, Stratford



Biodiversity

ENGIE plants more than 2000 trees as part of National Tree Week

In November 2019, ENGIE planted 2176 trees across eight client and community locations as part of the national campaign designed to green community spaces, improve air quality and mitigate climate change. This campaign, in partnership with Ground Control, and as part of our zero carbon transition, brought more than 100 volunteers together to collectively plant enough trees to absorb up to 350 tonnes of CO₂ over their lifespan.

Travelodge support ENGIE Tree Fund

ENGIE and Travelodge in the UK have agreed to plant a tree for every night stay by an ENGIE employee. This will allow us to significantly increase the scope of tree planting in the UK, building on the success of 2020.

Building Bird Boxes at Newcastle Foodbank

In August 2019, Newcastle Foodbank arranged an Open Day for their customers. Seeing this as a great opportunity to foster inclusion and community, ENGIE provided materials and staff to support two sessions on this day. Customers assembled pre-prepared wooden templates into bird boxes. This gave people an opportunity to work together, learn useful skills and of course provide new nesting sites for local birds. ENGIE also supported a second session showing people how to re-wire plugs as another helpful skill for the future.



National Tree Week, partnership with Ground Control



Bird Box Building, Newcastle Food Bank

Zero Waste

74% of all waste is reused or recycled

The success of our Regeneration business and a general trend towards more new build construction has resulted in an increase in total waste generated in 2019 compared to 2018. However, the business has still reduced total waste by 63% since 2012. Significant work has been undertaken to better understand and manage our waste, which will culminate in the publication of our Zero Avoidable Waste commitments in 2020.

Much of the increase in waste generated has occurred within our construction business, reflecting an increase in new build construction and corresponding excavation wastes. The proportion of waste reused or recycled has remained fairly constant over time, despite the increase in waste generated.

Zero Waste in Communities

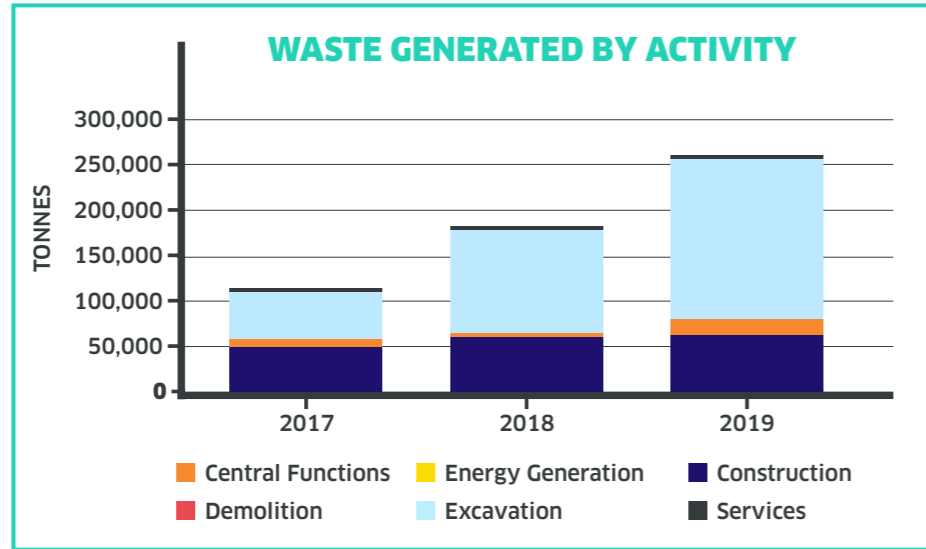
In London, we have created the ENGIE Waste Re-use Partnership with KM-ECO Waste Ltd and OKTRA Design. This partnership aims to ensure no good reusable material goes to landfill and instead benefits worthy community causes all over the region.

Biffa

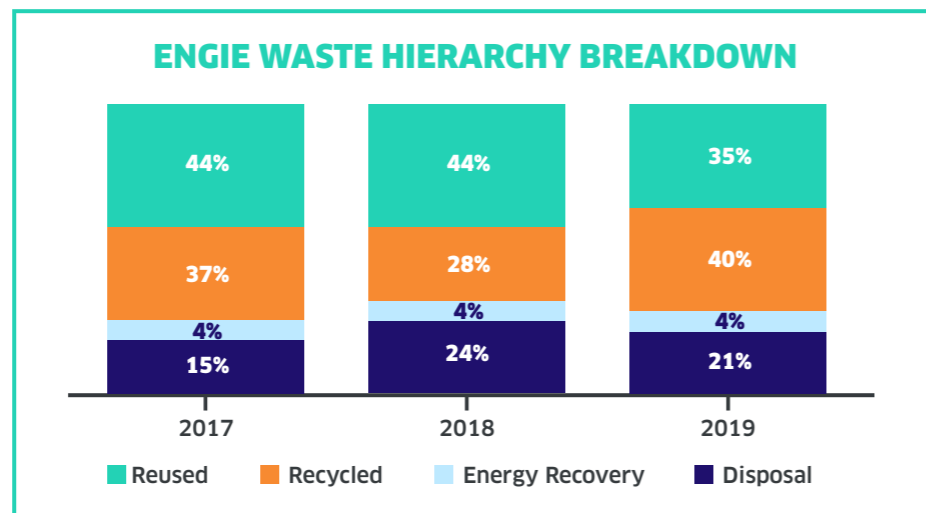
On 2nd and 6th November, ENGIE staff visited Biffa facilities in London and Cannock to find out more about how a materials recovery facility and an anaerobic digestion plant operate. This was a great opportunity for ENGIE and Biffa staff to meet and share knowledge and ideas as part of our trading partnership and in support of our Zero Avoidable Waste ambitions.

Recycle Week 2019

ENGIE held Recycle Week between 23rd and 27th September. The centre piece of this campaign was a competition to raise awareness & support ENGIE's zero waste ambitions. The campaign saw contract and office teams from around the UK engage in creative ways to visualise waste and make a positive impact.



Increased construction drove up absolute waste generation, but **diversion from landfill and engagement increased in 2019**



Case Study

Soil Management at Cooks Lane, Sittingbourne, Kent

A brownfield development site on which 88 apartments and 155 houses are currently being constructed by ENGIE Regeneration on behalf of Sanctuary Housing.

By planning the development in phases, in line with the CL:AIRE Definition of Waste Code of Practice (DoW CoP), the project team will avoid a projected 23,000m³ of excavated materials from being exported from site as waste. This saved approximately 4000 lorry movements and an estimated £1.5 million.



ENGIE BECOMES CL:AIRE PRINCIPLE MEMBER

In 2019 ENGIE became a Principal Member of CL:AIRE in recognition of the significant proportion of our waste that arises from excavations.

Contaminated Land: Applications in Real Environments (CL:AIRE) is an independent not-for-profit organisation that works to stimulate regeneration of contaminated land in the UK.

Becoming a Principal Member will allow us to raise awareness of the Definition of Waste Code of Practice, which has significant potential to reduce waste and permit costs for the business.



ENGIE became a principal member in 2019

Water

ENGIE continues river catchment engagement whilst reducing potable water consumption

2019 saw a big push on water conservation and quality in the business driven by a Water Working Group with representatives from across the business. This strategic group produced a campaign to raise awareness of water-related issues across the business, and to pilot our catchment management approach following commitment to the CISL Catchment Declaration in 2018.

Bringing stakeholders together in the Humber Catchment

ENGIE's Humber Power Station hosted a catchment management workshop to explore different issues, perspectives and ideas for improving the conservation and quality of water in the river catchment.

We are now exploring how we might implement flood mitigation measures at our site through biodiversity initiatives as well as engaging in various events to raise community awareness,

Stakeholders included: N.E. Lincs Council, Humber Environment Managers' Network, The Rivers' Trust, Humber Nature Partnership, Lincolnshire Wildlife Trust, Anglian Water and ENGIE.

River cleaning with the Luton Lea Catchment Partnership

ENGIE volunteers spent the day supporting Groundwork Luton & Bedfordshire, a regeneration charity, in activities to improve the River Lead. The team carried out the following:



- Litter picking
- River monitoring
- Identifying & reporting invasive species

Project Blue is a new offering for our services customers. A chemical-free cleaning solution in collaboration with PUREX and OdorBac.

This solution offers numerous benefits including:

- More sustainable, using fewer resources and producing far less waste
- Better health for our staff
- Better working environment for our customers
- Quicker cleaning times
- No COSHH requirements

Find out more about what our teams think in this Project Blue video, filmed at our client Bombardier's Derby facility.



Looking ahead to 2020

Early in 2020, the UK business unit announced its Zero Carbon Strategy including a leadership forum and five core commitments that will guide the business on its pathway to making zero carbon happen.

In support of our own and customer emissions that cannot readily be reduced, ENGIE will be developing a new carbon offsetting solution in addition to the ENGIE Tree Fund created in 2019. This will use certified schemes to prevent or absorb CO₂ emitted by ENGIE.

2020 will also see the biannual Carbon Trust certification process. The very significant reductions in 2019 have put the business in an excellent position going into this process, and we look forward to achieving an even greater score than we did in 2018 when we were certified for the first time.

ENGIE's Resource Efficiency Group has also been working throughout 2019 to better understand how we can reduce our waste generation and increase our reuse and recycling rate. The culmination of the Group's work this year will be the publication of a Zero Avoidable Waste Strategy for the business in late 2020. This Strategy will outline:

- A definition of Avoidable Waste
- Long term goals and objectives
- Nine commitments to achieve Zero Avoidable Waste by 2030
- A subcontractor waste policy

16 Responsible Procurement Practices

At ENGIE we recognise that our supply chain plays a crucial role in delivering our transition towards a zero carbon future, and helping us to meet our RB Charter commitments. To progress on this ambition, in 2019 we deployed and rolled out a new Rethinking Procurement Strategy which included Responsibility and Carbon as two of its seven strands, and cemented accountability for the Strategy.

In 2019 we also took part in an external assessment by Action Sustainability against the ISO 20400 framework.

"From conducting a comprehensive document review and interviewing a wide range of ENGIE employees it is evident that ENGIE is taking the implementation sustainable procurement practices very seriously. Leadership is clearly evident and clear policy and strategy requirements exist which form a strong basis for future development." - Action Sustainability.

This was a valuable exercise providing us with recommendations for improvement.

Supplier Membership Scheme and Responsible Business Development Initiative (RBDI)

To help drive this positive change within our UK supply chain we have launched the Supplier Membership Scheme and Responsible Business Development Initiative (RBDI). Membership is voluntary and is open to our 1,000 largest suppliers. Members will pay a fee to join the initiative, which will contribute towards the creation and ongoing funding of our newly created RBDI. The RBDI will be governed by a Community Investment Board (CIB), made up of senior leaders within ENGIE UK & Ireland and supplier representatives. It will deliver a range of initiatives focused on reinvesting in our supply chain to create tangible positive community impacts, including:

- Supply chain training and collaboration to accelerate a zero carbon transition
- Supporting our suppliers to reduce their carbon footprint
- Growth and support of the voluntary, community and social enterprise (VCSE) sector
- Collaborating with industry leaders in responsible procurement

→ Directly funding a number of EcoVadis registrations for micro and small organisations on an annual basis

Buy Social Corporate Challenge

In 2019, we continued our commitment to the Buy Social Corporate Challenge of Social Enterprise UK, building and developing our action plan to improve accessibility for social enterprises to our procurement opportunities. In 2019 we have spent over £246k directly with social enterprises, and we have plans to increase this spend in 2020 and further drive spend with lower tiers of our supply chain.

Supply Chain Sustainability School

In 2019 we continued working with the Supply Chain Sustainability School and ran a number of workshops on circular economy, modern slavery and carbon engaging over 72 suppliers. We also continue to encourage our supply chain to use and engage with the free training resources available from the School through our Supply Chain Supplier Charter.

Case Study

Ice Pigging

In 2019, the Ice Pigging solution was rolled out to help clear biofilm (the deposit of sediment) from inside water circuits which forms over time, causing water circuits to be less efficient (hydraulically and thermally). The method avoids lengthy disruption of operations, risk of mechanical damage to pipes, is more cost effective than traditional water options and is more environmentally friendly as it avoids use of chemicals, needs lower energy and water use.

For example, the new District Cooling Spine Main in Stratford (1560m of pipework) took one day to clear and remove over 60kg of sediment, rather than two weeks it took for the traditional method.

Performance Data 2019

1. Fair Business Growth	Progress
Commitment 1: Responsible Management of Pensions	
Commitment 2: Fair Payment of Suppliers	
Commitment 3: Fair Executive Pay	
2. Transparent and Accountable	Progress
Commitment 4: Creation of Living Will	
Commitment 5: Customer Satisfaction	
Commitment 6: Driving an Ethical Culture; Exposing Unethical Conduct	
Commitment 7: Open to Scrutiny	
3. Fair Employer	Progress
Commitment 8: Equal Opportunities for All	
Commitment 9: Committed to Staff Training	
Commitment 10: Safety and Wellbeing	
Commitment 11: Employee Voice & Trade Union Relationships	
Commitment 12: Reduce Gender Pay Gap	
Commitment 13: Promoting the Real Living Wage	
4. Supporting our Communities and Environment	Progress
Commitment 14: Commitment to Invest in our Communities	
Commitment 15: Environmental Leadership, Innovation and Improvement	
Commitment 16: Responsible Procurement Practices	

Commitment 15: Environmental Leadership, Innovation and Improvement

Carbon Targets	Baseline Year	2019 Target	Progress	2019 Actual	2020 Targets	Progress
KPI 15.1 Reduction in Scope 1 & 2 emissions tCO ₂ /£m revenue from office, sites and travel	2012	-45%	-57%	2.84	-50%	
KPI 15.2 Reduction in indirect Scope 3 emission (tCO ₂ e/£m revenue from business travel, waste, water, transmission & distribution and well to tank)	2018	-5%	-5%	2.80	-5%	
KPI 15.3: Tonnes of in life carbon emission savings for clients	2017	120,000	71,127	71,127	90,000	
KPI 15.4: Reduction in carbon intensity ratio for generation assets (kgCO ₂ e/MWh)	2012	-70%	-64%	303	-70%*	
KPI 15.5: Increase in percentage of production portfolio containing renewable energy in MWh compared with 2012	2012	5%	4%	3.8%	5%	
Increase Electric Vehicles within our Fleet (% Fleet)	2017	13%	9%	9%	20%	
Waste Targets	Baseline Year	2019 Target	Progress	2019 Actual	2020 Targets	Progress
KPI 15.8: Reduction in tonnes of total waste generated/£m revenue (against a 2012 baseline)	2012	90%	-65%	70.78	-62%	
KPI 15.9: Proportion of total waste reused or recycled (%)	2018	80%	74%	74%	80%	
Water Targets	Baseline Year	2019 Target	Progress	2019 Actual	2020 Targets	Progress
KPI 15.10: Reduction in potable water use m ³ /£m revenue	2018	-5%	-46%	6.36	-10%	
KPI 15.11: % reduction in freshwater abstraction for electricity generation in MWh compared with 2012	2012	-65%	-62%	0.76	-65%	
Biodiversity	Baseline Year	2019 Target	Progress	2019 Actual	2020 Targets	Progress
KPI 15.12: Proportion of contracts with a Biodiversity Action Plan	2019	5%	3%	18	10%	
Stakeholder Engagement Targets	Baseline Year	2019 Target	Progress	2019 Actual	2020 Targets	Progress
Percentage of of industrial activities covered by a suitable dialogue and consultation mechanism	N/A	75%	60%	60%	100%	

* This KPI has been amended from previous years to account for total electricity consumption at our First Hydro pumped hydro power facilities instead of net consumption. This has resulted in an increase in our overall asset carbon intensity.



BOLD OPEN DEMANDING CARING

Get involved! Find out more:



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