



# **Responsible Business Report 2020**

**UK and Ireland**

Making Zero Carbon Happen

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# Welcome to our 2020 Responsible Business Report

Nicola  
Lovett

Chief Executive Officer  
ENGIE UK & Ireland

Throughout the last 12 months, uniquely framed by the challenging circumstances of the global pandemic, we have continued to place responsible business at the very heart of operations. This approach is signified by our purpose, to ‘make zero carbon happen’ – not only in the way we decarbonise our own activities, but for our customers across the UK & Ireland.

We remain committed to realising a greener future, by bringing together our capabilities in ways that help our customers and wider stakeholders to embrace a greener, more efficient world and deliver on their own climate goals. We assist businesses, Government and local authorities to reduce their energy consumption, green their energy supply and enable progress through innovative use of technology, data & partnerships.

As a business we remain focused on developing and strengthening relationships with our key stakeholders and partners and believe that working closely and collaboratively with them helps to both inspire and drive the required change. We are also shaping the future of responsible business by balancing our own economic performance with a positive impact on people and the planet. This is evidenced by our commitment to operate at the highest standards of governance and our focus on our Responsible Business Charter and the reviews by our external Scrutiny Board. In addition, our strategy is fully 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.

This report presents an overview of our progress and achievements from the past year, matched against the principles of our Charter. Together they represent our on-going commitment to Responsible Business throughout our operations.

# 2020 Highlights

An overview of our achievements from the past year, matched against our Responsible Business Charter

Charter Below: 2021 Version

## Principle 1 Fair Business Growth

1. Responsible Management of Pensions
2. Responsible Procurement
3. Fair Pay

## Principle 2 Transparent & Accountable

4. Stakeholder Engagement
5. Driving an Ethical Culture; exposing Unethical Conduct
6. Open to Scrutiny

## Principle 3 Fair Employer

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

## Principle 4 Supporting our Communities & Environment

13. Commitment to deliver Social Value in our Communities
14. Making Zero Carbon Happen and Environmental Leadership

**Prompt payment**  
97% of invoices  
paid under 60 days

Fair Business Growth

**£1.8m**  
Spend with Social  
Enterprises

Fair Business Growth

**48%**  
Spend with SME's

Fair Business Growth

**Ecovadis 2020**  
Platinum Top 1%

Transparent and Accountable

**Platinum**  
Award Sustainable  
FM Index

Transparent and Accountable

**Second**  
Scrutiny Board  
Report published

Transparent and Accountable

**Race at Work**  
Charter

Fair Employer

**ISO 45001**  
Transition

Fair Employer

**ENGIE Mind**  
Mental Health  
Level 2 training

Fair Employer

**Launched**  
D&I Roadmap  
and established six  
employee networks

Fair Employer

**101**  
Apprentices  
enrolled in 2020

Fair Employer

**Carbon Trust**  
Triple Standard  
Carbon, waste  
and water

Communities & Environment

**C19**  
Pledge

Communities & Environment

**EDAC Signatory**  
Employers against  
Domestic Abuse

Communities & Environment

**Over £36m** of social  
value delivered  
(Excluding spend  
with SE's and SME's)

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

At ENGIE we continued to demonstrate solidarity and fortitude throughout 2020. As well as taking care of each other, we identified solutions for customers and challenged ourselves and the business to develop new ways of working. Our response to the COVID crisis and lockdown restrictions was swift, proactive and flexible. This action has enabled us to maintain absolute continuity in the critical services we operate across the UK, including in our vital roles supporting both the NHS and the National Grid.

We played an active role in supporting the nation's response to the COVID-19 pandemic, supporting local communities across the UK in delivering vital supplies of food and providing financial support for smaller suppliers.

Customer feedback was collected through a dedicated customer satisfaction survey for key customers affected by the pandemic; it focused on ENGIE's service and support and the response was a +85% satisfaction rate.

In 2020 we achieved our goal set by ENGIE Group that 100% of industrial sites must be covered by a formal stakeholder engagement dialogue mechanism, which is aligned with the AA1000 standard. This consists of a formalised stakeholder plan and assessment framework, with dedicated stakeholder engagement owners

across the business. The plans are key to ensuring the management, and monitoring and evaluation of stakeholder engagement activities, which are also captured on our interested parties register.

The next step in our stakeholder journey is to conduct a new materiality assessment to redefine what is important to our stakeholders. In the interim period, the business has continued to engage with internal stakeholders such as issue specific working groups and the National Employee Forum, and external stakeholders including clients, supply chain, and social value partners, to understand what issues are most material to them and how we can help to meet challenges such as the ongoing pandemic, climate change, digitalisation and the housing crisis.

## Sustainable Development Goals (SDGs)

At the end of 2020, ENGIE UK decided to enrol on the pilot of the UN Global Compact (SDG) Ambition Accelerator Programme. The SDG Ambition Accelerator aims to embed the UN Global Compact SDG Implementation Framework by challenging organisations like ENGIE UK to set ambitious corporate targets and accelerate the integration of the SDG benchmarks into business operations.

The SDG business benchmarks are a set of absolute, measurable benchmarks grounded in established reporting

requirements, that allow businesses to focus on where they can drive the greatest impact.

The programme will support ENGIE UK with further integration of the SDGs into our business strategy, by building internal expertise and strengthening our corporate target setting to increase progress on the SDGs by setting long term goals for 2030. It will also support the integration of the SDGs across our value chain and drive our purpose of Making Zero Carbon Happen.

ENGIE UK has identified eight core SDGs that strategically align to our activities. These are set out below:



## Risk & Opportunity

Risk Management at ENGIE continues to be owned at the highest level at UK Executive Board. ENGIE identifies and manages both financial and non-financial risks, and these are fed into our overarching Enterprise Risk Management (ERM) process. Sector and non-financial risks are also integrated into business continuity plans.

For our non-financial risks, we seek to identify and address the global mega-trends such as climate change and issues such as human rights. Environmental and societal responsibility play an integral part in the business strategy and 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 ENGIE Futures division is focused on channelling internal and externally driven innovation 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 2020 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 2020 and Impact on Strategy

To deal with all types of crises and minimise their impacts, ENGIE has established an overall crisis management system. The COVID-19 health crisis underlined ENGIE's ability to anticipate events as of January 2020. Rapid and efficient responses were provided to issues arising, particularly from the international nature of the crisis. Throughout the pandemic, our workforce and sites were protected, and the logistics chain secured. Operationally, ENGIE UK continuously adapted processes to ensure the delivery of essential services while maintaining high health and safety standards.

The COVID-19 health crisis has highlighted the vulnerability of our communities to major risks and made those linked to climate change such as the health impacts from air pollution, considerably more noticeable.

Against this backdrop, ENGIE is more committed than ever to "making zero carbon happen" through reducing consumption, greening the energy supply, and through data, technology and innovative partnerships.

ENGIE's governance process defines and manages the level of risk exposure the business is willing to accept and ensures that business continuity is maintained. It ensures that the actions undertaken to achieve our strategic ambitions are measured against agreed levels of exposure, recognising the scale, evolution and effective management of those risks.

Divisional, sector and contract risks are reviewed monthly and feed into regular strategic risk reviews, which are assessed by our UK and Divisional Risk Committees.

## RB Charter and Scrutiny Board

In 2020, ENGIE UK continued to meet with the independent external Scrutiny Board on a quarterly basis to review progress against our Responsible Business Charter. The board is independently verified by the Centre for Governance and Scrutiny - a national centre of expertise on governance and scrutiny.



The Scrutiny Board is chaired by Lord Kerslake and is comprised of Lord Adebowale, Baroness Drake CBE, Jacqui Ferguson, Joan MacNaughton CB HonFEI, and Jane Ramsey (resigned 2021).

As part of the ongoing review of our RB Charter commitments, we will review our future approach to external scrutiny

An independent Scrutiny Board report which assessed our 2020 performance was produced and is available in the public domain [here](#).

# Innovation

Innovation continues to be a high focus area for ENGIE with an emphasis on identifying and developing innovative solutions that create value for our customers. Through innovation we can help our business and our clients transition to more sustainable and circular business models.

Our Innovation Forum brings together senior representatives from each of our operational divisions and central functions to share knowledge and coordinate innovation activity across the UK business.

ENGIE's ambition is to be a global leader in the zero-carbon transition and we have committed to investing in new businesses and digital technology. These solutions are developed through an open innovation process by collaborating with a wide ecosystem of partners from across industry, the start-up community, government agencies and departments, the charity sector, academia and our customers.

One example of our open innovation approach is the establishment of a Clean Growth Innovation Fund (CGIF). (see box below).

## Calls for solutions

In 2020 we completed two 'calls for solutions' competitions 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 the Knowledge Transfer Network (KTN), giving access to a large ecosystem of SMEs.

This process focused on solving specific societal and environmental challenges in sectors such as transport, energy and construction. It provides the business with access to ideas and solutions from innovators from a wide range of sectors.

Our Smart Buildings team is focused on the creation and deployment of market leading technology to enhance the built environment: Generating value and acting as a strategic partner to building owners, operators and users through cost and carbon reduction and the enhancement of building performance and usability.

## 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.

## Approach to Innovation

### Innovation

Is a fundamental part of our business to secure and grow new ideas that innovative services and sustainable for our business and our market.



### Supply Chain

We work with our supply chain and run 'calls for solutions' to find new and impactful solutions for our customers



### Open Innovation

We collaborate with our customers, universities, start-ups and other external partners to co-create new solutions

Below Right: A Smart Local Energy Systems design demonstrator in Rugeley, the project is funded by Innovate UK and the Department for Business, Energy and Industrial Strategy (BEIS)





# novation

ss. We look  
at deliver  
e solutions  
kets.

## Our Approach

- We anticipate the future needs of our customers
- We are not afraid to disrupt traditional thinking
  - We encourage entrepreneurial spirit in everything we do



### Funding

We have set up a £4m Innovation Fund in partnership with Innovate UK to support early stage research and development



### Creative Culture

We run internal ideation competitions, design thinking workshops and the annual Innovation Trophies



### ENGIE Fab

We work closely with ENGIE Group colleagues in the New Business Factory, Innovation & New Ventures

## INNOVATION STATS 2020

70+

Cleantech start-ups engaged

£4m

Clean Growth Innovation Fund underway

29

Innovation trophy submissions

1

Smart Local Energy System underway

1

Innovation trophy finalists



## We have developed 4 core capabilities:



**1. Assets** - Creating predictive, proactive, and automated solutions that optimise employee, asset and commercial performance. Remote control through the Smart Bureau Solution.



**2. Spaces** - Data driven room / space management solution delivered under the "Fusion" banner, to reduce costs and increase workforce productivity.



**3. Zero** - Driving predictive/ demand led maintenance via automation, to provide cost certainty and carbon footprint reductions.



**4. Home/Social** - Eliminating fuel poverty whilst providing cost certainty for all stakeholders through integration. Utilising the products/benefits within 1-3 above, to support B2B2C relationships within the PRS & Social spaces.

## Working in partnership

We work closely with universities on specific projects by leading or providing resources, advice and support through formal industry advisory boards. We remain a strong supporter and founding member of Cambridge Cleantech. Our collaborative approach is demonstrated in the Zero Carbon Rugeley project, funded by Innovate UK and the Department for Business, Energy and Industrial Strategy (BEIS). It is led by ENGIE and 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

Despite a challenging pandemic year ENGIE has continued to make steady progress against our RB Charter commitments. Our external scrutiny Board report can be read below.

**Read:** ENGIE Independent Scrutiny Board Report 2019-2020



Following the successful launch of the Responsible Business Charter in 2018, this year the independent Scrutiny Board launched its second 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.



**Lord Kerslake,  
Chair of the ENGIE  
Scrutiny Board**

“Whilst the response to COVID has undoubtedly impacted on all aspects of ENGIE's work, including the Responsible Business Charter commitments, I am pleased to say that their commitment to maintaining high business standards and to transparency and scrutiny remained steadfast throughout this period.”

## Below are some of the highlights of progress made in 2020:



### **We have continued to develop our responsible practices in our supply chain**

ENGIE continued to align its practices and develop action plans against the ISO 20400 standard. To support our suppliers during a challenging pandemic period ENGIE

paid 97% of invoices in

line with the requirements of the Prompt Payment Code (PPC), reduced the payment terms of 350 of our most critical SMEs, and accelerated payments for micro suppliers to support with cash liquidity.

### **We have successfully transitioned our OHSAS 18001 health and safety management system to the new ISO 45001 standard.**

Focusing on our objectives and targets and our 'Simple Actions Save Lives' Campaign we saw a reduction in both employee and contractor lost time incident frequency rate (LTIFR). ENGIE also put in place COVID secure workplaces and implemented guidance, protective measures and equipment where employees were unable to work remotely.

**We have continued with a focus on employee wellbeing** and rolled out and improved access to holistic mental health and wellbeing support for all our UK employees. This included the launch of several Health and Wellbeing awareness campaigns, training resources and guidance for both managers and individuals. Our employee engagement survey shows a 93% overall sustainable engagement score with 97% agreeing we have a robust approach to safety.

### **We have responded to new training challenges**

by converting multiple accredited and non-accredited training modules to virtual classrooms or blended solutions including; Safety (IOSH), Asbestos (UKATA), Environment (IEMA), Technical (CITB Temporary Works), Mental Health (RQF Level 2 Health & Wellbeing in the workplace), Leadership & Management (MOW - managing our way).

**We have launched our D&I Roadmap** featuring a programme of initiatives and training to increase diversity and inclusion in ENGIE. ENGIE also launched a major data collection project to improve base line diversity and inclusion data and established six employee networks including; RISE (Respecting, Inspiring & Supporting Ethnic minorities), LGBTQ+, Working Parents Network, YPN (Young Professionals Network), Disability Network and Women in ENGIE.

**We have generated more than £36m in social value including training and employability initiatives such as work experience and apprenticeships, working with Social Enterprises, fundraising for our ENGIE Chosen Charities, and responding** to the needs of communities during the COVID pandemic. This has included direct monetary donations supporting local projects, providing goods and materials such as PPE, IT equipment to enable virtual home schooling, and food hampers.

**We have continued progress with reductions in Scope 1, 2 and 3 emissions** which is reflective in ENGIE achieving the Carbon Trust Triple Standard in managing Carbon, Water and Waste.

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

## Principle 1

# Fair Business Growth

1. Responsible Management of pensions
2. Responsible Procurement
3. Fair Executive Pay



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

### 1. Responsible Management of Pensions

2020 saw the successful management and funding of pension commitments, including ongoing activity on implementation of the New Fair Deal arrangements for public sector pensions. The impacts of COVID can be seen in the pension markets and this is being monitored.

In response to a previous recommendation by the Scrutiny Board, a new benefit offer is now available to employees earning less than £10,000 which includes an option of additional pension contributions and/or extra holidays. Other employees who are also on less than 24 days holiday will receive this benefit. Work is also underway to consider a standardised approach to the Defined Contributions scheme as part of a full job evaluation process. This is due for completion in 2021.

### 2. Responsible Procurement

In response to COVID, ENGIE Services reinforced its commitment to paying suppliers on time and 97% of invoices were paid in line with the requirements of the Prompt Payment Code (PPC). ENGIE Regeneration made significant improvements in the speed of supplier payments throughout 2020 and exceeded the requirements of the PPC to pay 95% of invoices within 60 days during the second half of the year.

As ENGIE recognises the value of our supply chain partners, and our ethical responsibility to provide support where it is most required, we reduced the payment terms of 350 of our most critical SMEs to less than 15 days to support with cash liquidity issues throughout the business interruption caused by COVID.

In addition, we accelerated payments for micro suppliers to be paid within 30 days and continued to mandate the use of purchasing cards for all purchases of £500 or less, giving suppliers immediate payment to support cash flow in small and medium (SME) sized businesses.



ENGIE Employee, Telford

### Business Resilience

ENGIE UK procured 9 million items of PPE across 20 different product lines to support the safety of our colleagues. Purchasing decisions were made in partnership with ENGIE Group to leverage the full scope of our international supply chain and reduce risk in the workplace. Additionally, we established an in-house distribution centre, managed by a dedicated procurement team, to centralise the storage of PPE and ensure efficient and rapid distribution of PPE as required by our workforce across hundreds of client sites and offices.

We recognise the business dependence on our supply chain for continuity of services and over the past year we strengthened collaborations with our supply chain partners to ensure we met business continuity challenges ranging from the sourcing of laundry related items, specifically gowns needed on our healthcare sites during the pandemic, to providing statutory maintenance and inspection work in line with social distancing guidelines.

ENGIE UK conducted supplier and subcontractor profiling with an initial focus on work streams re-mobilising, having temporarily ceased as a consequence of COVID. This profiling exercise enabled us to identify potential issues such as availability of supply, which was resolved with enhanced planning and stock management, along with requirements to change work practices to enable safe working.

Effective mitigation plans have been developed for other potential issues, identifying issues and enabling us to make changes swiftly to maintain delivery to our customers whilst engaging and supporting key suppliers where required.

In addition to the profiling, we further segmented our supply chain to provide a clear split of critical and non-critical suppliers, including SME's and voluntary, community and social enterprise (VCSE) organisations.

We also continued to monitor credit status of critical suppliers and communicate with stakeholders where appropriate.

### Buy Social Corporate Challenge

In 2020 we spent over £1.8 million directly with Social Enterprises (SE's), more than a 7-fold increase on our SE spend in 2019. Our engagement with Social Enterprise UK increased towards the end of 2020, focusing on their guidance around growing our social enterprise supply chain to support us in meeting our growth target for SE spend, as well as introducing potential suppliers in our bespoke ENGIE UK 'Meet the Social Enterprise' session.

### Supply Chain Diversity

We maintained a 48% spend with SMEs and undertook a due diligence exercise for ENGIE Services Limited, allowing us to adjust and support any SME organisations as required. Working with our Head of Diversity and Inclusion, we are taking steps to grow and develop the diversity of our supply chain to contribute towards innovative and sustainable solutions.

### What's next

We have commenced work on a new Supplier Management Programme to focus on driving partnership opportunities across Strategic, Preferred and High-Risk suppliers, accelerating progress across initiatives such as carbon reduction, circular economy, and diversity of the supply chain.

## Case Study

### Cutting carbon through confidential waste

**There are so many small ways to reduce carbon emissions and making changes to scheduled waste collections is having a big impact on one of our Government contracts.**

Partnering with our confidential waste supplier Restore Data, we reviewed the collection schedule to optimise the value of the service. This resulted in a decreased collection frequency, achieving an overall carbon reduction of 2,305kg CO<sub>2</sub>, roughly the equivalent of a Jumbo Jet flying from London City to Birmingham airport.



### 3. Fair Executive Pay

ENGIE is committed to transparency in relation to executive pay. We continue to monitor publicly available data to establish a benchmark and ensure ENGIE remains in line with best practice and recommended ratios. For details of Executive pay, please see the 2020 Scrutiny Board report.



ENGIE Employee, Stoke Schools

## 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 Employee, Stoke and Staffs Fire and Safety



**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 2020 ENGIE UK completed its implementation of the Living Will project instigated in 2018 for the Cabinet Office. Starting in 2018, ENGIE UK was one of five strategic suppliers asked to pilot the creation of a Living Will with the aim of allowing greater transparency into the structure of the business, financial health, how and with whom it contracts in the public arena and its supply chains. In 2020, ENGIE found that the process assisted with the COVID response through identification of core strengths and inter-dependencies.

This commitment will now be removed from the 2021 RB Charter and monitored as part of the annual review process with the Cabinet Office.

#### **5. Customer Satisfaction**

At ENGIE we continued to demonstrate solidarity and support to our customer base throughout a challenging year.

As well as taking care of each other, we identified solutions for customers and challenged ourselves and the business to develop new ways of working.

We played an active role in supporting the nation's response to the COVID-19 pandemic, supporting local communities across the UK in delivering vital supplies of food and providing financial support for smaller suppliers.

Throughout the year ENGIE's focus continues to be on improving customer satisfaction, driven by the clear link between this and the increased propensity to recommend and re-purchase products and services.

Our robust & consistent framework for customer metrics uses Net Promoter Score (NPS), Customer Satisfaction (CSat) and Customer Effort (CE) to track and evidence performance.

We have continued to work with Qualtrics XM, an industry leading experience management platform, which provide a suite of reactive and proactive feedback tools across our diverse portfolio of accounts.

ENGIE's Customer Experience Leadership Team in the UK, the CELT, were 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 which 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

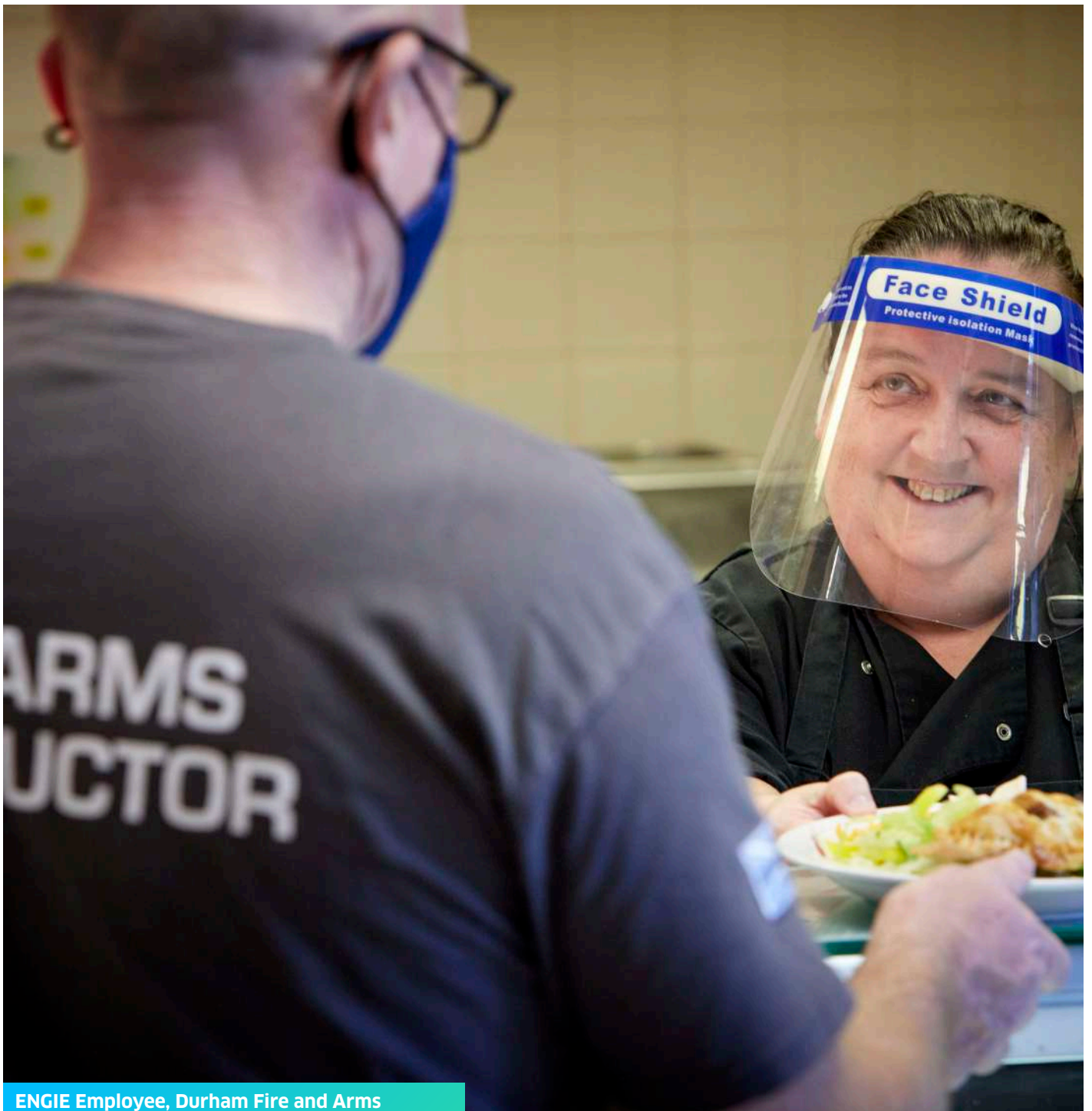
– listening to what feedback is saying and re-engaging with customers to agree effective action plans.

As a result, in 2020 we have continued making progress towards our stated aims of increasing NPS by 15 points and CSat by 70 percent in the UK by the end of 2022.

2020 was a challenging year for all our customers due to the impact of COVID-19 but our operational and support teams

showed their resilience, drive, and continued customer focus often in the most challenging of circumstances to support our key clients and to support the country.

The result of this support was demonstrated by Customer feedback collected through a dedicated customer satisfaction survey for key customers affected by the pandemic which focused on ENGIE's service and support and the response was an +85% satisfaction rate.



ENGIE Employee, Durham Fire and Arms

## 6. Driving an ethical culture; exposing unethical conduct

ENGIE is committed to maintaining the highest ethical standards at all times. Our ethical principles, which are enshrined within our Group Ethics Charter and the Practical Guide to Ethics documents, are at the heart of all of our activities. Our four ethical principles:

1. Act in accordance with laws and regulations

2. Behave honestly and promote a culture of integrity

3. Be loyal

3. Respect others

“We all have a duty to balance performance against responsibility. I also want to be clear that in our organisation there can be no cause so great, as to justify or rationalise unethical behaviour.”

Nicola Lovett,  
CEO – UK & Ireland

### Modern Slavery

ENGIE is committed to eradicating modern slavery in all its forms and we will work tirelessly to ensure that trafficking and slavery have no presence in either our own operations or those of our supply chain. To combat the risk of modern slavery with our supply chain, our suppliers are required to document the risk assessment and due diligence measures they have implemented through completion of our supplier questionnaire, and all of our suppliers must adhere to the highest ethical standards as prescribed within our Supplier Charter.

In 2020, our regeneration business within our Places & Communities division became a signatory to the Gangmasters and Labour Abuse Authority's Modern Slavery Construction Protocol.

ENGIE UK publishes an annual 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

ENGIE has a corporate ethics and compliance framework that guides its strategic decisions, management and professional practices. We operate mechanisms which afford both employees and external stakeholders the opportunity to report concerns relating to potential unethical conduct. These mechanisms have been publicised through an internal poster campaign, and feature in our ethics newsletters and face to face ethics training, produced by our UK Ethics and Compliance team. The reporting mechanisms are also detailed within our Supplier Charter and are available on our UK website. Any matters raised through this process, are assessed through a formal investigation and are 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 2020, there were four Scrutiny Board sessions with evidence packs provided for all our Charter commitments. An independent Scrutiny Board report was published early in 2021 that reviewed our performance against the RB Charter.

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

## 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 Employee, Royal Courts

# ENGIE UK is committed to developing a workforce that represents the clients, customers, and communities we serve

## 8. Equal Opportunities for All

ENGIE UK is committed to developing a workforce that represents the clients, customers, and communities we serve and an inclusive culture. Our focus is on supporting our employees to be themselves at work and are enabling them to achieve their potential. Our Diversity and Inclusion Panel (co-chaired by two Executive Board members) continues to provide strategic direction for our diversity agenda and in 2020 we appointed a Head of Diversity & Inclusion to lead on a programme of initiatives designed to create inclusivity and improve the equality of opportunity across the organisation through changes to policy, process, and culture. In 2020 we remained focused on increasing the number of women in management levels across the organisation in and representation of Black, Asian and minority ethnic (BAME) employees.

### 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

### In 2020 our achievements on diversity and inclusion (D&I) included:

**Network Zero session with our senior leaders** set the strategic direction for D&I.

**Launched our D&I Roadmap** outlining a programme of initiatives and training to increase diversity and drive a culture of inclusion across the organisation.

**Appointed a Head of D&I** to lead on the delivery of our Roadmap.

**Improved diversity data and reporting** through a campaign to improve disclosure and the creation of a diversity dashboard.

### Launched a number of employee networks

(RISE, LGBTQ+ and Working Parents) to work alongside our established Women in ENGIE and Young Professional's networks to drive positive cultural change.

**Worked with key external partners** that are diversity focused to enable us to accelerate progress and widen our reach.

**Became members of the Employers Network for Equality and Inclusion ENEI** to provide our managers and employee networks with access to resources and best practice guidance.

**Signed BITC's Race at Work Charter** and are working towards the five charter principles.

**Introduced a gender decoder** into our recruitment process to ensure our adverts are free from bias.

**Continued development of partnerships and affiliations** such as Employers Domestic Abuse Covenant.

**Partnering with the DWP on the Kickstart initiative** offering 6-month job placements for young people who are at risk of long-term unemployment post COVID.

### Forward looking to 2021 and beyond;

**Drive accountability and ownership for D&I** across the organisation through the introduction of D&I related performance objectives.

**Development and delivery of an Inclusion training programme** to engage every employee on our journey to creating an inclusive culture.

**Work collaboratively with our employee networks to deliver a calendar of D&I events** to celebrate difference and raise awareness of different cultures.

**Embed a flexible working framework** as we transition back to business-as-usual post COVID.

**Develop mentoring and sponsorship programmes** to support minority groups in progressing their careers.

**Targeted attraction** to promote career opportunities directly to minority groups.

**Align our early careers programme with our D&I agenda** raising awareness of the career opportunities available to diverse groups and inspiring the next generation of talent to join us.

**Commitment to engaging with prison leavers** and development of an ongoing employability programme.

**Deliver inclusive recruitment training** to our hiring communities.

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

## 9. Gender Pay Gap

Our 2020 pay gap shows a reversal of the positive trend established between 2017 and 2019, which is in part influenced by the structural composition of our workforce and TUPE arrangements.

Year	2017	2018	2019	2020
Median Pay Gap	35.1%	31.5%	30.3%	32.1%
Mean Pay Gap	31.8%	27.4%	26.8%	28.7%

Looking solely at employees that joined the business during 2019 and 2020 reporting periods however, a continuation of our downward pay gap trend can still be seen (just under 4,000 employees joined in 2020 of which 42% were female and 87% were in lower paid front-line roles, with the TUPE in of over 800 females into front-line positions):

Year	2019	2020
Median Pay Gap	30.6%	29.7%
Mean Pay Gap	26.4%	25.7%

Data on 'business as usual' external hiring and internal progression highlights that we still have significant work to do on changing the gender balance of those we recruit and develop. This is especially true at a more senior level for those in Operations, which tended to be resourced from a more traditional, male orientated talent pool.

The table below shows ENGIE UK's overall median and mean gender pay and bonus gap between females and males based on average hourly rates of pay as at the snapshot date of 5 April 2020.

Diversity Topic	Median	Mean
Gender pay gap	32.1%	28.7%
Gender bonus gap	45.4%	38.8%

### Proportion of males and females receiving a bonus payment



In 2019 we established meaningful and challenging 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 when fully implemented, will continue to drive down our gender pay and bonus gaps.

### Percentage of female population in the business and in Management (grade 1-5)

Diversity Topic	Status	2025 Target
Female Population	35%	37%
Gender Female Managers (grades 1-5)	20%	21%



## OUR 2020 GENDER PAY ACTION PLAN

### Inspiring the next generation

**Aligning our early careers and outreach programmes with our D&I agenda** raising awareness of the career opportunities available to diverse groups and inspiring the next generation of talent to join us.

### Attracting talent

**Delivering employability skills training** to support disadvantaged groups into employment through our Employer Domestic Abuse Covenant and Care Leavers Covenant.

**Improving our recruitment data** to effectively monitor the diversity of applicants at each stage of the hiring process. Using the data to make improvements to our recruitment practices.

**Delivering inclusive recruitment training** to our hiring communities.

**Working with external resourcing partners** to promote our career opportunities directly to diverse groups.

### Developing talent

**Developing mentoring and sponsorship programmes** to support minority groups in progressing their careers.

**Working with the Women in ENGIE employee network** to deliver a range of events to support women and promote a culture of inclusion.

**Developing an Inclusion training programme** to engage every employee on our journey to creating an inclusive culture.

### Creating a great place to work

**Launched our D&I Roadmap** outlining a programme of initiatives and training to increase diversity and drive a culture of inclusion across the organisation.

**Embedding a flexible working framework** to support a flexible and agile culture as we transition back to business as usual following the pandemic.

**Working collaboratively with our employee networks to deliver a calendar of D&I events** to celebrate difference and raise awareness of different cultures.

**Accelerating our journey to gender equality** by taking part in EDGE, the Global Business Certification Standard for Gender Equality.

## 10. Committed to staff training

Businesses which succeed and thrive, especially in today's challenging economic conditions, are those which maximise the potential of their people. ENGIE continues to be committed to attracting the best talent into our business and developing our people through our ourCentre of Excellence Academy function. Our Centre of Excellence Academy is the umbrella structure for 3 collaborative delivery teams:

- 1. Attraction & Early Careers
- 2. Training & Development
- 3. Talent, Progression & Succession



### Attraction & Early Careers Graduate and Intern Schemes

In addition to the standard graduate intake, our graduate scheme promotes diversity by recognising individuals with high potential, providing them with opportunities to add value to our business even if they don't have a "traditional" educational background.

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, and we support them with a bespoke curriculum that challenges them to build the traits and skills we want to see in the business in the future.



Watch our Early Careers video, full-size on YouTube [here](#).



10 graduates in the 2018 scheme



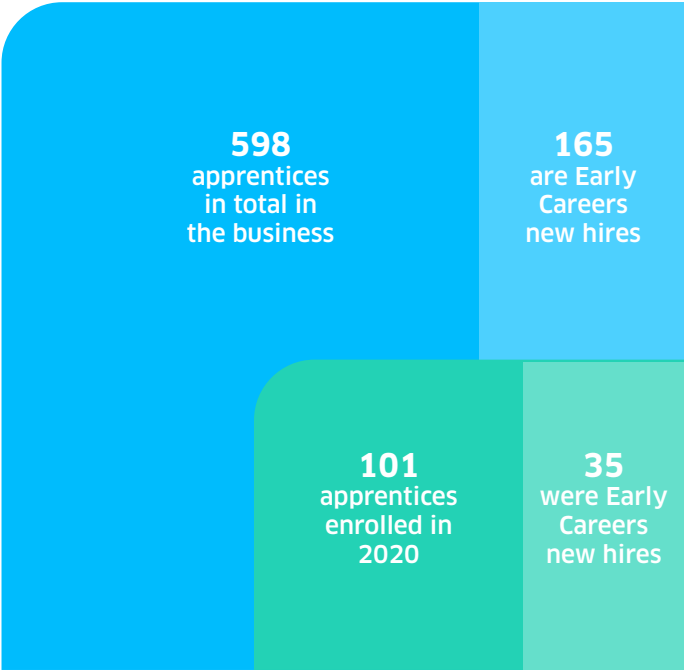
21 graduates in the 2019 scheme



27 graduates in the class of 2020

### Apprenticeships

In 2020 we have continued to see our apprentice numbers grow, with nearly 600 apprentices across the UK and over 50 different qualifications. ENGIE's commitment however does not just relate to growing apprentice numbers but also to the delivery of high quality apprentices. This is demonstrated by being recognised once again as a Top Apprenticeship Employer, placing 36th in the All About School Leavers Awards and 42nd in the Rate My Apprenticeships Top 100 Apprentice Employers.



## Mandatory Training & Development

### How do we identify training needs?

We continue to maintain a multi faceted process for identifying training needs through the business via:

- Mandatory Training Communities
- Technical Specialist Communities
- Personal Development Planning
- Job Description Core Competencies

## Mandatory & Specialist Training

The Academy team works collaboratively with our business subject matter experts (SMEs) in functional and operational roles to identify minimum training requirements captured in standardised training matrixes, and maintain mandatory standards within the business.

Employees are placed into a community of learners based on their job role and responsibilities, and assigned a list of training courses and learning interventions 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.

## Personal Development Planning

In 2020 we launched Your ENGIE Career – a personal development series including guides, templates, resources and top tips to help our employees unlock their potential. With the support of these and other resources, a greater depth of personal development planning is leading to more focussed and valuable learning interventions.

The series includes:

**Personal Development Plan Guide and Template** – make a clear plan for short and long term development, and encouraging employees to map out how they are going to get where they want to be

**Planning Your Career Guide** – uncovering what motivates us as individuals and what vision our employees have for their future careers

**Career Conversations Toolkit for Managers and Employees** – tools and templates to start conversations that unlock development needs

**Mentoring Guide** – a document for all employees to understand more about mentoring in ENGIE and beyond

**The Mentors Handbook** – a complete guide for Mentors to support their relationship with Mentees

**Mentors and Mentee Toolkits** – conversation starters, top tips, goal setting frameworks and mentoring agreements to support mentoring relationships

**Business Networking Guide** – ways to stay connected to and expand professional networks, to support development and future career ambitions

**Remote Leadership Guide** – reflections from a remote working world, and how employees can continue to lead their teams to success








SUPPORTING YOUR DEVELOPMENT

# Personal Development Plan

Your ENGIE Career

Employee name:	
Job title:	
Division/Sector:	
Line Manager:	
HR Manager:	

Sign Off After Completion	
Employee Signature:	
Date:	
Agreed by (Manager):	
Agreed by (HR):	
Next review date:	

## Training Delivery

2020 was a challenging year but also provided some opportunities for the Academy team.

We recognise that in a remote environment, easily accessible and high quality resources are more important than ever. A 'resources', not 'courses' mentality has helped us to prioritise and deliver faster, value adding results to the business in an ever shifting environment. In 2020 ENGIE continued its ambitions and objectives to develop our blended learning solutions approach, in fact increasing the speed in which we implemented these changes. We accelerated our move into virtual, social classroom delivery, utilising our existing digital learning skills and applying them to the new challenge of delivering soft skills training in an accessible and inspirational way. We successfully converted multiple accredited and non-accredited training modules to virtual classrooms or blended solutions including; Safety (IOSH), Asbestos (UKATA), Environment (IEMA), Technical (CITB Temporary Works), Mental Health (RQF Level 2 Health & Wellbeing in the workplace), Leadership & Management (MOW - managing our way).

We have already seen a significant increase in digital learning hours nearly doubling in 2020, contributing to overall training days per person decreasing by only 0.2 in 2020 despite the hold on classroom training.

## Learning Solutions


The e-learning team continues to work collaboratively with internal and external subject matter experts (SMEs) to develop virtual and blended solutions to meet their learning objectives. We draw on a mixture of solutions to achieve the most efficient and effective outcomes, including:


**E-Learning** (Bespoke internally created SCORM compliant modules, developed by our Academy digital development team)

DEVELOPING YOURSELF

# A Guide to Your Personal Development Plan

Your ENGIE Career








A MANAGERS GUIDE

# Leading Remote Teams

Your ENGIE Career

**Bite-size animations & videos** (Bespoke internally created biteable, powtoon or videos, developed by our Academy digital development team)

**Virtual Classrooms** (A digital learning environment that allows teachers and students to connect in online in real time)

**Social Learning** (A process where people learn via completing practical activities, observing and imitating others in a social environment)

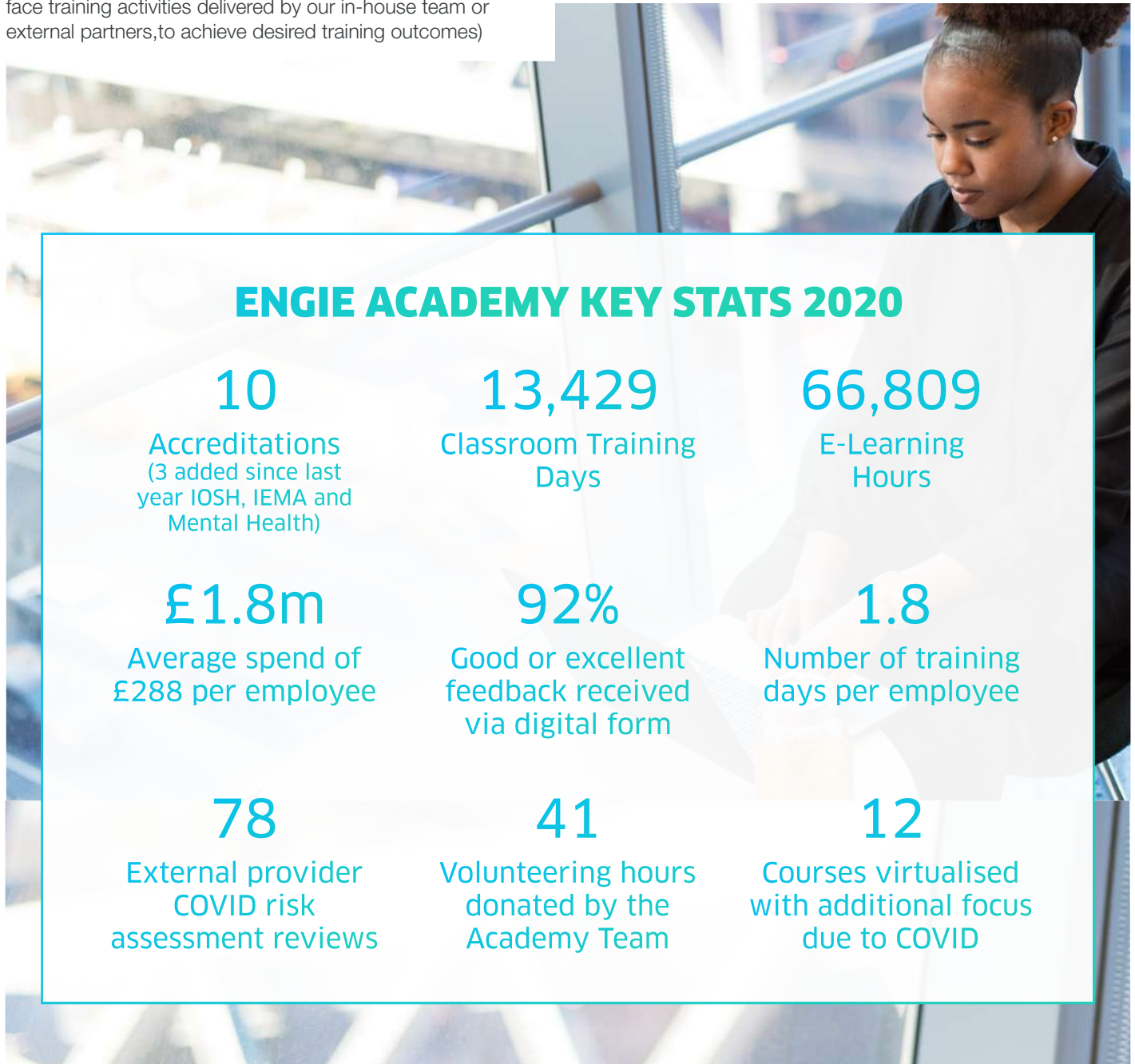
**Blended Learning** (A programme including elements of multiple types of training delivery and learning interventions)

**Traditional Classroom/ Practical Training** (Face to face training activities delivered by our in-house team or external partners, to achieve desired training outcomes)

**Free approved online E-Learning resource** (Externally sign-posted learning to trusted partners' content, hosted on our internal Academy portal)

### Training data, feedback and evaluation

We continue to follow a 4 stage evaluation process to obtain feedback and evaluate the success of our training programmes, gathering data into the Academy's LMS either by robotic automatic feeds or via the Academy coordination admin team. Regular feedback and evaluation workshops are held where quantitative and qualitative data is analysed and appropriate action is undertaken.



## ENGIE ACADEMY KEY STATS 2020

10

Accreditations  
(3 added since last year IOSH, IEMA and Mental Health)

13,429

Classroom Training Days

66,809

E-Learning Hours

£1.8m

Average spend of £288 per employee

92%

Good or excellent feedback received via digital form

1.8

Number of training days per employee

78

External provider COVID risk assessment reviews

41

Volunteering hours donated by the Academy Team

12

Courses virtualised with additional focus due to COVID

## Talent, progression & succession

### Identifying talent

We use a blended approach to identify talent. On the one hand we use our standard talent identification and succession planning process but also encourage an open environment where talent can be identified at any time, by anyone. These individuals are consulted on their career aspirations, purpose and drive, to identify where the business can best support them.

Our succession planning process runs throughout the year and is informed by the results of the talent review and detailed workforce planning through which we have identified a number of business-critical roles that we focus on to ensure we have sustainable succession.

### Training our Leaders and Managers

In 2020, we have pioneered a new, social approach to virtual learning for all our management programmes and courses. We have now piloted this approach through Managing our Way, our flagship management programme, with over 100 new and existing managers taking part. Aligning to our vision and with early, positive feedback we will be adopting this approach for all soft skill interventions where possible.

### Management Training

We continue to encourage employees to work with their line managers 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 are proud of our new programme, LEAP which is launching in 2021 and will support over 140 learners to Level 3 and 5 accredited management diplomas.

### High Potential and Leadership Training

We have high potential programmes, (collectively known as Boost) lasting between 12 and 24 months long and covering a combination of training courses, career coaching, mentoring, networking opportunities and project work. All UK based programmes have now been adapted for virtual, social delivery. Leaders not on the programmes also have access to career conversations internally or with our community of external coaches as mentoring is a very important development tool for us. We have also continued to support our leaders to undertake MBAs and strategic level self-development.

## Tools and initiatives to support career progression and growth

### Dedicated Career Development Platform

Offering advice and guidance

### A Career Development Guide

Helping people think about what they want to do in 5 steps

### Internal Mentoring

Encouraging people to broaden their horizons

### Knowledge Hub

Working with our Business Development experts to explain details of all our services including people to reach out to

### Senior Leader and Expert Sessions

Senior leaders and experts are invited to give a presentation about their role, journey and purpose to anyone in the business

### Career Pathways and People Profiles

We have mapped role types in the business to give people an idea of possible pathways with associated skills required

## 11. Safety and Wellbeing

### Safety

Safety was the focus of 2020 with the fight against COVID being at the forefront of our priorities.

ENGIE UK ensured COVID secure workplaces, implementing guidance and measures set out by the Health & Safety Executive (HSE) and Public Health England (PHE) in cooperation with our customers and workforce to ensure we could continue to undertake our works safely.

To deliver continuity of personal protective equipment (PPE), we worked with our supply chain to set up a distribution centre specifically to ensure our PPE stocks could be ordered and delivered quickly and efficiently to frontline workforce. We had our PPE stocks independently tested to ensure they were fit for purpose and offered our workforce the appropriate protection.

Additionally, we worked with our Occupational Health provider to ensure our most vulnerable were adequately protected, and we developed a comprehensive COVID safety management system to provide our workforce with access to the most up to date advice and practical solutions to ensure their safety at work. We developed an in-house system to record employees with symptoms and positive cases of COVID and actively manage 'close contacts' within our workplace to prevent the further spread of COVID.

Whilst COVID formed a large area of focus for 2020 we recognised the need to remain focused on everyday safety risks whilst we undertook our works and did not compromise our 'normal' high safety standards.

Our 'Simple Actions Saves Lives' campaign was communicated to our whole workforce, including our customers and subcontractors, and reinforced our message to focus on the safety and wellbeing.



**Headline H&S Performance within UK**

	2020	2019	2018
LTIFR Employee	2.22	3.26	3.34
LTIFR Subcontractors	4.93	5.20	6.16
LTIs Total	108	135	161
LTIs Employee	63	87	87
LTIs Subcontractor	45	48	74
HiPo	35	30	21
RIDDORS	45	70	63

**ENGIE**

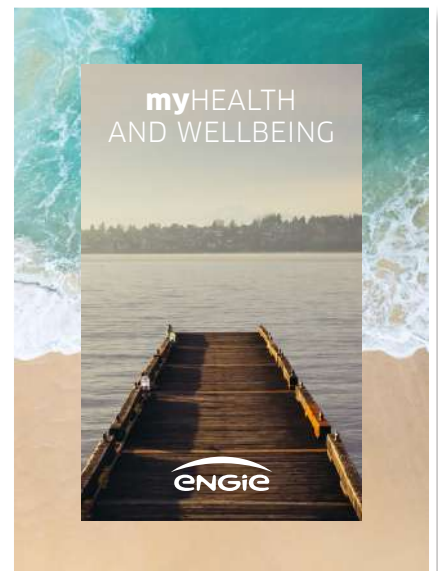
### Health and Wellbeing

In 2020, ENGIE UK continued to embed the Health and Wellbeing Strategy, and the pillars of physical wellbeing, financial health, community wellbeing and mental health.

We developed a bespoke and internally authored line manager training course which has secured a Qualifications Network UK accreditation at level 2,

We adapted our Safety Strategy based on levels of risk and continued work on agreed H&S objectives and targets which saw an improvement in our safety performance. We achieved a reduction in both employee and contractor lost time incident frequency rate (LTIFR). Having reviewed our key risk areas, we have set stretching targets for 2021, to ensure we continually improve our performance.

ENGIE UK successfully transitioned our OHSAS 18001 health and safety management system to the new ISO45001, which is implemented alongside our ISO 9001:2015 (Quality) and 14001:2015 (Environment) certification.



making the business one of just a few having a bespoke accredited qualification for mental health in the workplace. The course supports the strategy and existing materials in bringing a holistic and science-based approach to health and wellbeing through the delivery of basic neuroscientific information linked with implementation of evidence backed personal and workplace interventions.

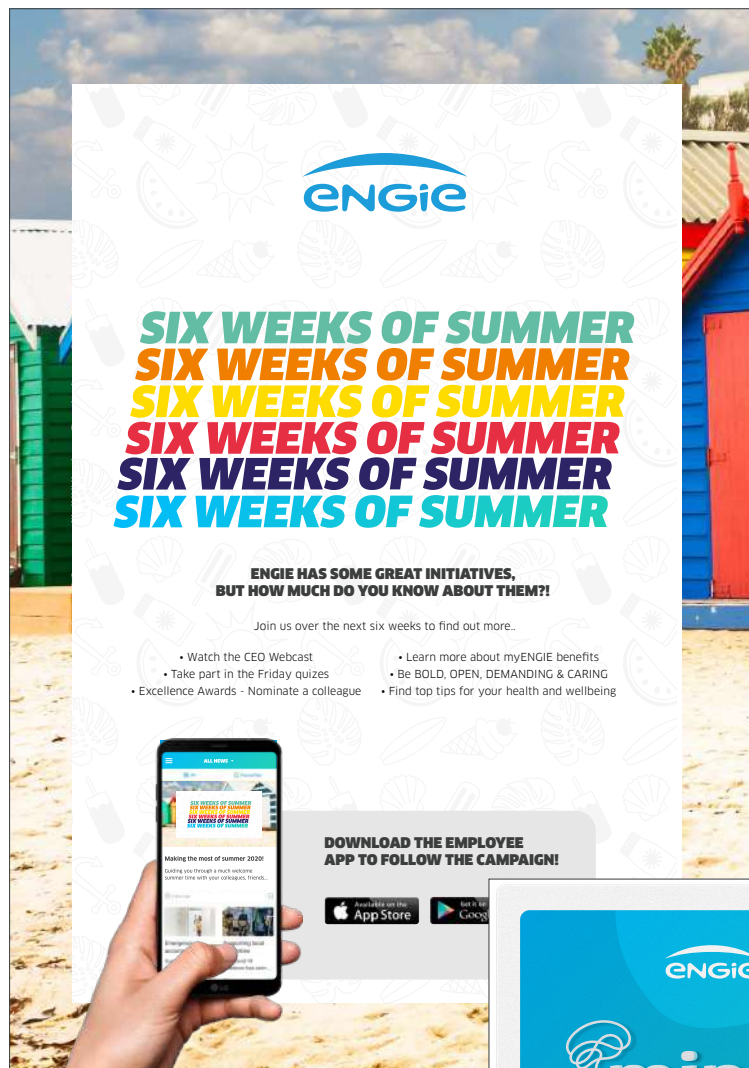
We were able to quickly adapt to COVID-related challenges in the planned roll-out of our in-house training on wellbeing and responded by developing another version of our Level 2 course, focusing on the neurological response to events such as COVID before looking at effective coping strategies. This training was provided to the business on demand through to late summer.

To support line managers, we ran daily 'dial-in' support sessions from April right through to mid-September. These sessions were led by our Health & Wellbeing Lead with support from our mental health qualified trainers, and offered line managers an opportunity for social interaction, raising wellbeing issues, and signposting.

We worked with our Communications team to reach non-connected and furloughed colleagues, ensuring our whole workforce were able to access relevant resources and further signposting information. Access to a digital GP continues to make it easier for employees to access medical attention and all employees have continued access to the 24/7 employee assistance programme as well as the Thrive app to support mental health and wellbeing.

The annual Step-Up challenge went ahead in late summer and provided our workforce with motivation to get their steps in. We continued to offer various benefits to all our employees via the MYENGIE portal including gym passes and participation in the cycle to work scheme.

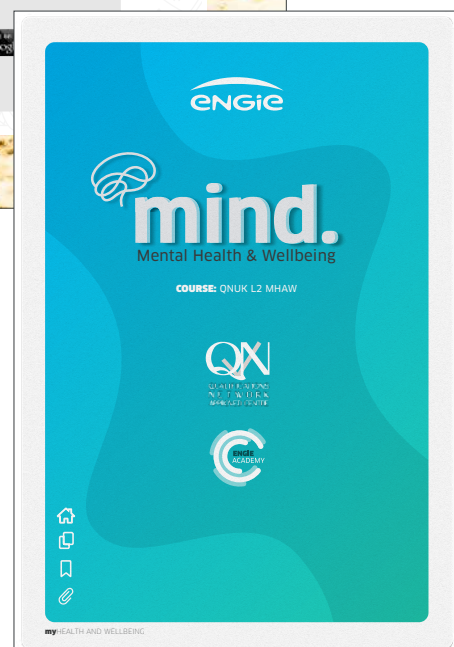
We ran a number of health and wellbeing campaigns including Mental Health Awareness Week, Clean Air Day, Six Weeks of Summer (focusing on a



different strategy topic each week), World Mental Health Day and a Winter Wellbeing campaign.

Live webinars were run during all campaigns and served as a platform to signpost our workforce to resources including those accessible through our benefits provider Aviva, our Employee Assistance Programme provider Care First, and the provider of our mental health support app Thrive.

The Winter Wellbeing Campaign saw the launch of the next phase of our Strategy, through the development of an employee activity booklet that was posted to all our employees. Designed to support the overarching holistic approach to mental health, the booklet introduces evidence-backed interventions to our employees and forms the basis for the next phase of our wellbeing journey which



include a manager toolkit to further support our holistic approach. Further implementation and integration into other business activities will take place during 2021.

## 12. Employee Voice and Trade Union Relationship

### ENGIE&ME Engagement Survey

Our annual ENGIE&Me employee survey, run by ENGIE Group, took place again in 2020 and reached up to 160,000 employees worldwide. We saw the response rate to the survey decrease from 75% to 55% due to the challenges of promoting the survey to our frontline teams during COVID, many of whom were on furlough. Our sustainable engagement score increased by 3% to 84% and the employee experience index continued to rise from 23% in 2019 to 77% in 2020. 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.

Following the release of survey results in December, divisional senior leadership teams created action plans to focus on specific areas for improvement within their divisions. The actions were communicated through ‘you said, we did’ campaigns and simplified versions of the local action plans were made available to employees either in print or through newsletters and various employee groups. HR teams track these actions throughout the year and report back to our Chief People Officer.

In early 2020 we saw the onset of the COVID crisis, which influenced our engagement actions to focus on campaigns that supported the wellbeing of our employees.

#### These included:

**Issue of a ‘We are thinking about you’ booklet** that reflected many of the challenges we were facing both in the UK and worldwide. Our CEO included a piece to recognise the efforts of employees across the business and the booklet signposted the support and resources we have available.

**Supported Mental Health Awareness Week** with a series of events and the sharing of employee stories.

**Delivered a Six Weeks of Summer Health & Wellbeing campaign** sharing interactive content, stories, competitions and signposting resources.

**Supported our employees with the second lockdown** with virtual events and a Winter Wellbeing booklet which contained a variety of short science-based wellbeing activities for employees to take up throughout the winter months.

Throughout the pandemic we continued to seek feedback from our employees through pulse surveys to ensure that our employees continued to feel supported. We received an average rating of 4.23 out of 5, when asking employees to rate ENGIE’s response to react, support and retain employees throughout the crisis.

### ENGIE Excellence Awards

In 2020, almost 1000 employees were recognised and awarded across our four behaviours - BOLD, OPEN, DEMANDING and CARING. The annual ENGIE Excellence Awards saw 66 Gold awards presented to employees and teams across the business, with the overwhelming majority of those related to the great work, commitment, and dedication our employees have shown throughout the pandemic.

In 2020 we also launched our new ‘Carbon Zero Hero’ award which is aligned with our purpose of Making Zero Carbon Happen, aiming to motivate employees to #ActWithENGIE - and to be conscious of our individual and collective impact on the environment.

The awards form part of our employee engagement strategy across the business, enabling employees, managers and customers to recognise ENGIE employees for doing a great job and striving for excellence in the work they do.

<p><b>BOLD</b></p> <p><b>WE DARE TO TRY</b></p> <p>We are ready to defend what we believe and act with conviction. We are courageous, take on new challenges and invent new ways of working that improve the services we provide to our customers.</p>	<p><b>OPEN</b></p> <p><b>WE WORK TOGETHER AND BELIEVE IN OUR COLLECTIVE STRENGTHS</b></p> <p>We forge close ties with our colleagues, customers and suppliers. We believe in the power of our team and that together we will progress further and faster.</p>
<p><b>DEMANDING</b></p> <p><b>WE ARE WILLING TO GO THE EXTRA MILE</b></p> <p>We constantly strive to deliver the best possible services and solutions that respond to the needs of our customers. We believe that we can make a real difference and that each of us has a role to play in the future of ENGIE.</p>	<p><b>CARING</b></p> <p><b>WE BUILD AN ENVIRONMENT BASED ON TRUST AND RESPECT</b></p> <p>We respect our colleagues, customers and suppliers and the work they do. We ensure a safe and healthy work environment for everyone and take every opportunity to develop our talents for the benefit of all.</p>
<p><b>CARBON ZERO HERO</b></p> <p><b>MAKING ZERO CARBON HAPPEN - A NEW AWARD FOR 2020!</b></p> <p>We must act now to support the zero carbon transition, not only within ENGIE but in our communities and areas of influence. Collective action starts with the individual and so we want to recognise trailblazers who are leading the way and taking action towards our zero carbon strategy.</p>	

### Investors in People Accreditation

In 2018 ENGIE UK achieved Investors in People re-accreditation for a further three years.



## 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 Development Group. In 2020 we continued to engage with our trade unions virtually and we also participated in EU Works Council briefing sessions involving all major European Unions.

## Employee forum

During 2020, the National Employee Forum (NEF), comprising employee representatives from across the business, moved to holding virtual meetings to ensure continued communication throughout the pandemic. The frequency of meetings with the NEF representatives increased as they supported the business with consultation over furlough arrangements and were kept informed about COVID related changes to the business throughout the year.

The Employee Forum demonstrated its vital role of assisting and promoting two-way communication between management and employees, through support with local level problem solving 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.

## 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.

We encourage our clients to adopt the real living wage for contract-cased employees and 70% of opportunities in 2020 were provided at the living wage or above, alongside the market rate option.

As part of the COVID response, enhanced furlough arrangements were put in place (100% pay) and an increase in the hourly rate for frontline health workers.



## Principle 4

# Supporting our Communities & Environment

- 14. Commitment to invest in our Communities
- 15. Making Zero Carbon Happen



ENGIE Employee, Royal Courts



**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**

At ENGIE UK, we recognise our responsibility to manage our activities in such a way to reduce risk and maximise the positive environmental, social, and economic impacts that we deliver for the communities and clients that we serve. Our key goals are decarbonisation and improved air quality, social mobility, and supporting the growth of local skills and employment, while delivering on our purpose to make zero carbon happen.

To drive our ambition, in 2020 we developed a new social value strategy, governed by our Social Value Working Group. This group helps to develop and deliver our strategy, provide guidance on emerging trends, such as those we observed through the impacts of COVID, and monitoring and evaluating our social value performance. In the second half of the year, we established workstream leads for each of our social value target groups to promote consistency in engagement with our target groups and commitments. We aim to understand the ever-changing local strengths and needs of communities and work collaboratively with our clients and partners.

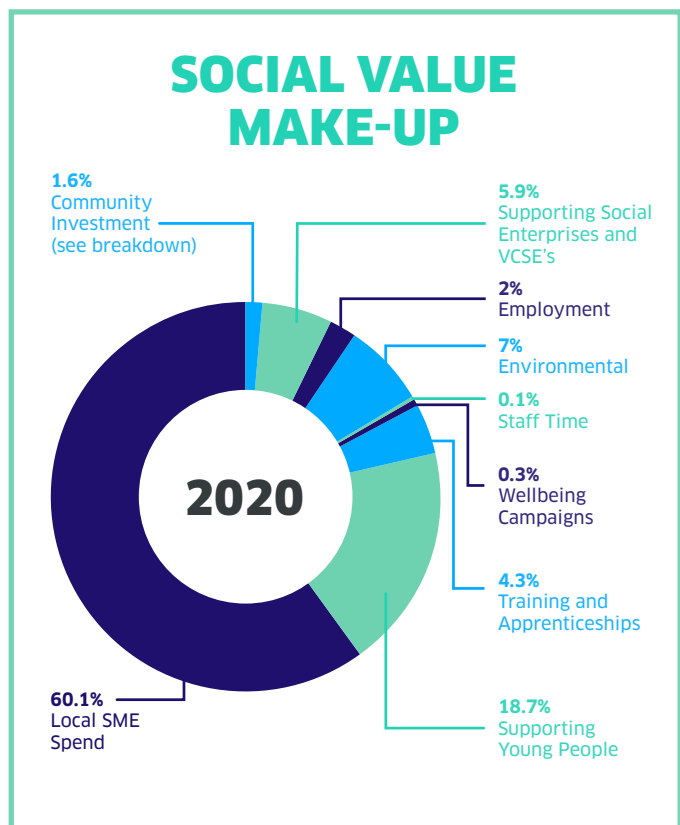
**Monitoring and Measuring Social Value**

Our bespoke in-house platform for reporting and measuring social value, known as our Responsible Business (RB) App, was used to capture a range of social value activities from volunteering, fundraising, work experience, apprenticeships, recruiting disadvantaged groups and beyond. During 2020 our RB App underwent developments, enhancing our ability to record the locality of our activities, and enabling us to more accurately capture and report on the overall impact of social value delivered in our communities by division and geography. Our RB Charter requires more than 95% of our contracts to report on social value, and these commitments are explicitly included within contracts.

At ENGIE UK we recognise the importance of data validation, review, and auditing, and submitted our data for external validation by the Social Value Portal, to ensure we are not overclaiming the social value we generate as a business.

**OUR 2020 HIGHLIGHTS**

**Signatory Partner of the Employers Domestic Abuse Covenant (EDAC) making ENGIE the first organisation to pledge a commitment to all three Government covenants**



We are working with internal stakeholders to improve the level of consistency in our reporting.

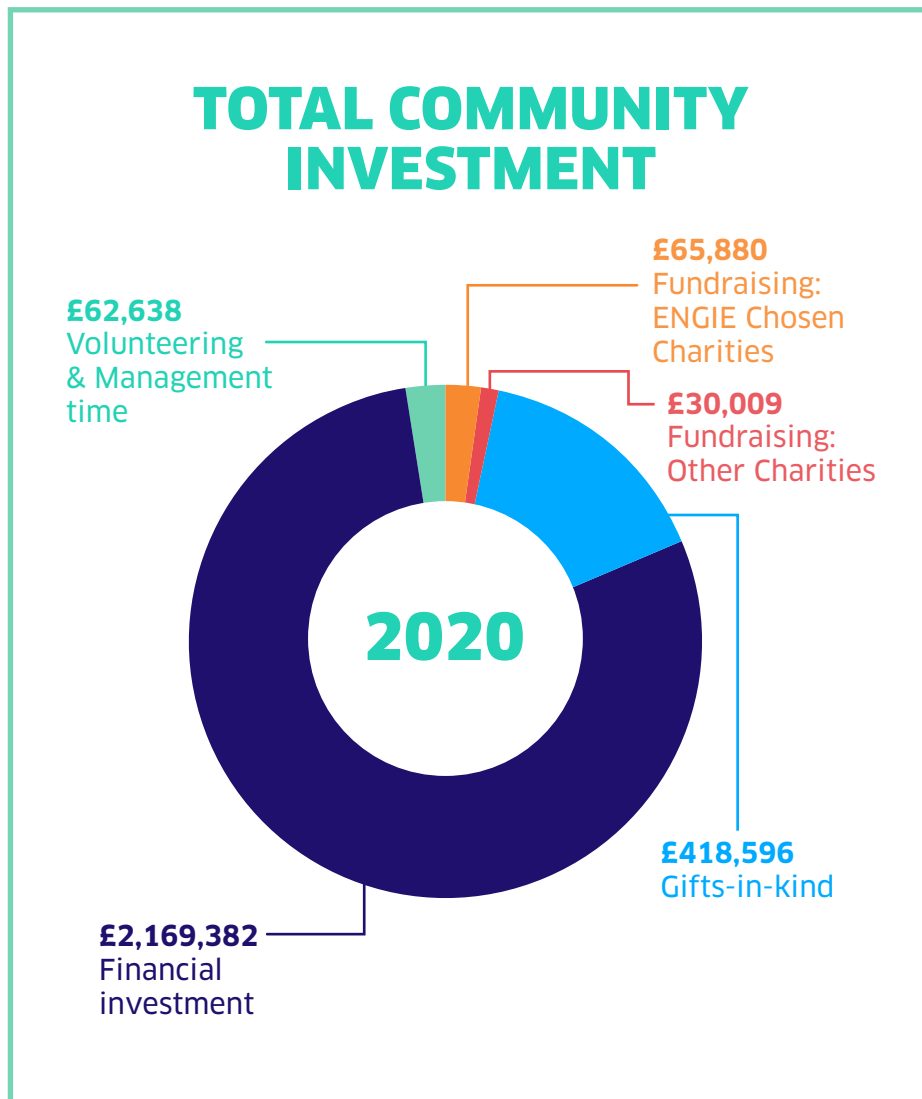
The broader social value generated by supporting communities, and our response to COVID-19, generated a total social value figure of over £36 million (including identified local SME spend). Using our bespoke ENGIE social value methodology which synthesises the major social indicators from recognised frameworks including Social Value Bank and the National TOMs (Themes, Outcomes and Measures) Framework, into one comprehensive ENGIE framework enables us to track and report on financial and non-financial social value.

### Community Investment

We define community investment as the total financial value of employee fundraising, employee volunteering hours and management time, gifts and donations, financial investment including spend with the Voluntary, Community & Social Enterprise sector and sponsorship of community events. In 2020 our total community investment reached over £2.7m.

The move to remote working and social distancing due to COVID-19, limited the opportunities for our employees to engage with traditional volunteering and fundraising events. Our contracts responded to the needs of communities in direct monetary donations to support community projects, as well as providing of goods and materials, such as PPE, IT equipment and food hampers. We also saw a shift to virtual volunteering and delivery of work experience, employability sessions and careers fairs, to continue supporting people into work, particularly young people.

To ensure we upheld our fundraising commitment to our ENGIE Chosen Charities, a core donation was provided to The Prince's Trust, Mind and Macmillan to ensure continuation of the vital services provided by these organisations, in supporting wellbeing and ensuring young people can achieve their potential. In addition, our employees also led their own fundraising events for local charities close to their hearts.



### ENGIE CHOSEN CHARITIES



Prince's Trust

**MACMILLAN**  
CANCER SUPPORT



# Case Study

## Virtual Work Experience, Manchester City Council

**Across the Manchester City Council and Wakefield City Council partnerships, ENGIE has made a commitment to support young people into gaining work experience.**

With COVID leaving many students with no opportunities to gain valuable workplace skills, a creative and innovative means to delivery had to be identified to continue to support local young people into meaningful work experience placements.

To ensure young people still benefitted from meaningful work placements in 2020, Manchester and Wakefield City Councils came together to develop a virtual work experience in partnership with Manchester college and Wakefield college.

The pilot programme, which saw 13 students successful complete work placements with ENGIE, included a range of skills based sessions and independent working to prepare them for the world of work.

These sessions were delivered virtually, with students having a daily personal work log to complete. ENGIE provided feedback on performance and progress to maximise personal development and positive outcomes of the experience. Students also benefitted from meaningful encounters with positive role models each day to ask questions and gain knowledge from their experiences in the industry.

To maximise diversity of support through the one-week work experience block, employability sessions were also incorporated into the programme, giving candidates the opportunity to improve their CV, Interview Skills and overall confidence, as well as undertaking a Mock Interview at the end of their experience.

“I really enjoyed my work experience, everyone was so supportive and willing to help, I loved the feedback I got each night as I used it to make sure I had a better outcome. I would recommend to other students. Thank you ENGIE.”

**Raj Singh**



## Case Study



### C-19 Business Pledge

**As part of the immediate response to the COVID pandemic, ENGIE signed the C-19 Business Pledge demonstrating solidarity with colleagues and communities, to keep critical services moving and to continue to innovate and collaborate to make zero carbon happen.**

ENGIE demonstrated solidarity through:

- Creation of emergency accommodation for homeless and vulnerable people
- Enhanced support to vulnerable customers and additional support for our community energy customers to ensure they can stay on-supply regardless of circumstances
- Supporting school children, vulnerable people and front-line workers through the provision and delivery of shielding and welfare boxes and school meals on behalf councils, and the delivery of essential PPE to care providers across the UK
- Donations of PPE
- Donation of IT equipment to schools to enable virtual home schooling

You can read more about our business response [here](#).

## Case Study

### ENGIE Building Challenge

**ENGIE UK continued to promote the construction industry and the range of possible careers.**

The Building Challenge helps support development of core skills such as mathematics, planning, teamwork, organisation, and time management. Students also learn about roles within the construction industry as they take on the task of 'project managing' a building made from blocks, taking on roles such as quantity surveyor, designer and buyer. We believe it is important for us to support and deliver these projects to help the STEM agenda and plug future sector skills gaps.

Within the first quarter of the year, prior to COVID, these innovative workshops were delivered to 696 students in Years 3 to 7, across 4 different schools. Our staff provided over 210 hours of their time to help engage students in the construction industry.



## Case Study



### National Care Leavers Week

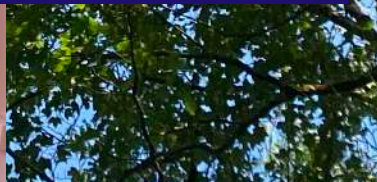
**As part of our ongoing support and commitment to the Care Leavers Covenant (CLC), ENGIE UK celebrated National Care Leavers Week, taking the time to recognise that leaving care can be difficult.**

Throughout the week ENGIE hosted and supported daily events, including a webinar which captured the live renovation of a care leaver's home, carried out as part of our Helping Hands project.

We supported over 60 care leavers in 2020. This support has been provided in employability sessions, one-to-one mentoring, donations of goods and our Helping Hands projects, amounting to over 230 hours of staff time and an investment of £6,972.

“I’ve never really felt happy in my flat since moving in and without my mum to help me (who passed away) I didn’t really know where to start. Julian and Mark were so patient and gave me lots of great advice as well as doing all the redecoration works. I absolutely love my flat now but especially the bedroom which looks beautiful. It really does feel like home now.”

**Ciara**



## Case Study

### Dungeness B Power Station – PPE Donation

**Protective suits and overshoes donated by ENGIE and Altrad to the Medway Maritime Hospital following a request for help.**

A consultant anaesthetist at Medway Maritime Hospital reached out to ENGIE, as the intensive care team had almost run out of essential protective suits and were concerned about the impact on treatment for patients with COVID.

ENGIE and Altrad, a contract partner, worked hard to provide **357** protective suits and **200** pairs of protective overshoes, and were all delivered to the hospital the following morning. This quick turnaround enabled members of the critical care team to continue with patient care.



# Case Study

## Residential Catagory Winner RICS Social Impact Awards: North Sighthill

**This development and regeneration project placed the community at the heart of the project.**

The project plan, developed in consultation with the local Residents' Association and Community Council representatives, aimed to provide a programme of community benefits. So far, the programme has positively impacted over 300 individuals and 60 community organisations in many way:

- 1 long-term unemployed young person employed
- 14 local people with employment barriers employed, through working with social enterprises on site
- 24 work placements
- 6 site visits benefiting over 70 young people
- Over 200 hours of governance and business mentoring advice
- 200 hours of grant funding support
- £50,000 distributed to local community organisations



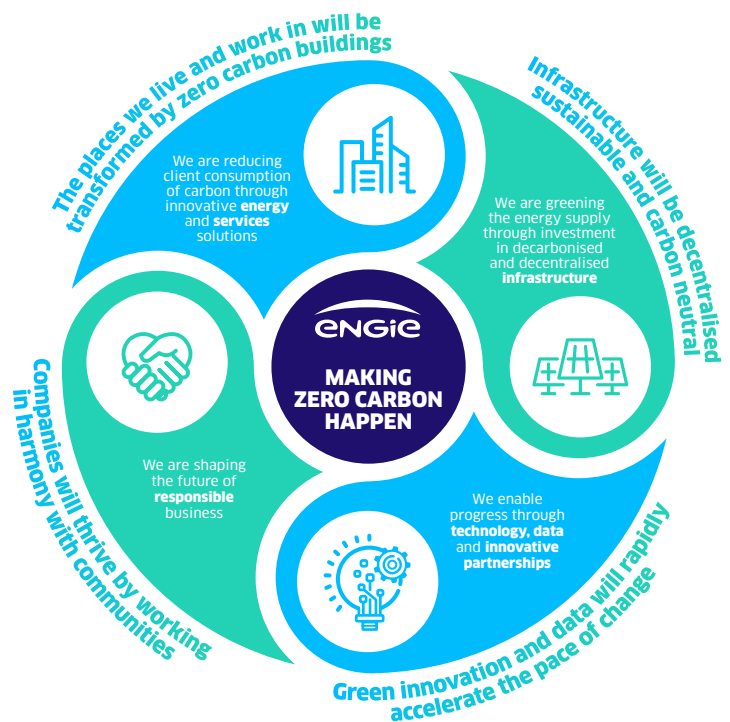
### 15. Making Zero Carbon Happen

**ENGIE recognises that the next ten years will be vital to address the climate crisis. With our purpose of Making Zero Carbon Happen, we remain committed to being a leader in this area.**

ENGIE's decarbonisation strategy comprises of four pillars focussing on:

- Energy infrastructure
- Technology, data and innovative partnership
- Shaping the future of responsible business
- Supporting clients through innovative energy and services solutions

The pillars are underpinned by targets and performance indicators to measure our performance and ensure accountability.





## Energy Services

ENGIE continues to play an important role in supporting our customers in their own zero carbon journeys, through both mandatory and optional compliance schemes. This is achieved through energy auditing and consultancy, to metering strategies and implementation of accreditations.

ENGIE has an inhouse Energy & Carbon Solutions team with extensive experience in delivering energy efficiency projects for industrial and commercial clients. The team undertakes full project lifecycle management for clients to reduce cost and environmental impact and carries out energy audits to BS EN 16247-1 British Standard. The nationwide team comprises:

- CIBSE Accredited Low Carbon Consultants,
- Chartered Energy Managers and Engineers,
- Technology Specialists,
- Energy & Carbon Compliance Specialists,
- Certified Measurement and Verification Professionals,
- Project Managers,
- Communication Specialists,
- Local Authority Experts,
- Local and Regional Policy and Planning experts.

### KEY FIGURES 2019 - 2020

**Energy Performance Guarantees** across the private sectors in excess of £5m total contract value;

**280 energy audits** across more than 80 industrial and commercial clients as part of a comprehensive ESOS Phase 2 compliance service. More than 700 projects with annual savings identified including:

**348,436 tonnes** of CO<sub>2</sub>e  
**1,158,645,295 kWh** and  
**£125m** financial savings

## OUR ENERGY SOLUTIONS OUR TOOLBOX

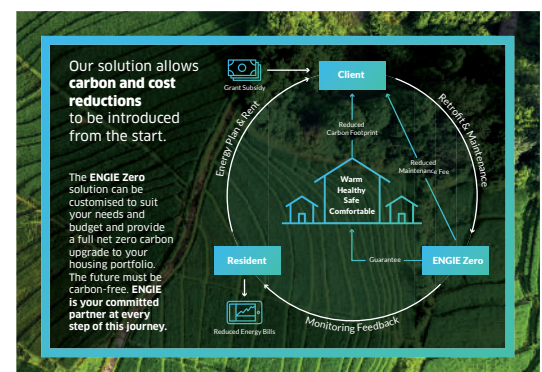
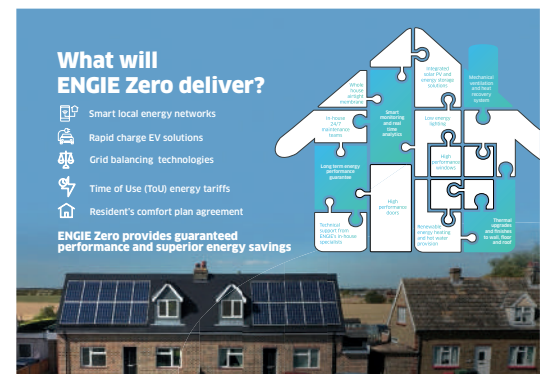
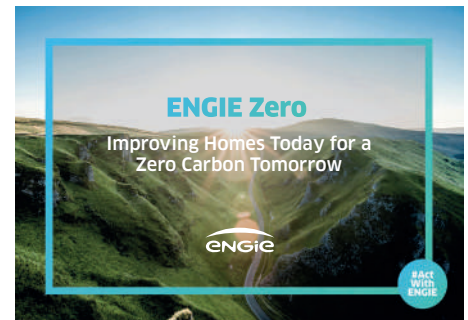


### SERVICE OFFER - ENGIE Zero Improving homes today for a Zero Carbon Tomorrow

UK households account for more than a quarter of the entire UK CO<sub>2</sub> emissions, with half the housing sector achieving an EPC rating of D or less. Radical steps are required if the UK is to achieve a mass reduction in greenhouse gas emissions by 2050.

Rising to the challenge, in 2020 we also launched an innovative whole house retrofit solution. ENGIE Zero has been designed as a fabric first, one-stop shop to decentralise, digitalise and decarbonise homes. Customers in local authorities, housing associations and registered providers, can implement whole house retrofit solutions; including the installation of solar PV and battery storage systems, fabric improvements to roof, walls and flooring, a low carbon heating and hot water solution, mechanical ventilation and long-term maintenance and monitoring.

The solution guarantees reduced carbon emissions and energy bills through transforming dwellings into warmer, healthier and more comfortable homes.



**Infrastructure**

**EV Chargepoints**

Our rapid charging ENGIE Chargepoint Network is part of our growing network of electric vehicle chargers. All chargepoints have rapid 50kW DC connectors, as well as fast 22kW AC connectors, to enable EV car users to charge their cars quickly and be on their way. All chargepoints include multiple DC and AC connectors, and allow two drivers to charge simultaneously at each site 24/7.

**District Energy Schemes**

District Energy is widely recognised as a sustainable, cost-effective solution to the provision of heating, cooling and power. District Energy scores highly in environmental assessments such as Code for Sustainable Homes (CFSH), BREEAM and LEED.

At the heart of every District Energy scheme is an Energy Centre, serving a range of buildings through a network of underground pipes and cables. In most District Energy schemes, the Energy Centre includes a CHP plant, which may be combined with chilling (Tri-generation) where there is a cooling requirement.

Schemes may also incorporate other low and zero carbon (LZC) technologies such as fuel cells, biomass, solar thermal, heat pumps and high efficiency gas-fired boilers.

Helix is Newcastle's flagship development and the only city centre quarter of its kind in the UK. With 10 world-class buildings on the site, this unique setting required an innovative approach to heating, cooling and energy generation.

Signed in August 2018, our 40-year District Energy contract secures the energy on the site for our clients, including Newcastle City Council, Newcastle University and Legal & General. This is supported through funding from ERDF and the North East Local Enterprise Partnership (NELEP) Local Growth Fund. Over the 40-year term, ENGIE will deliver over 30,650 tonnes of carbon savings.



Providing low-carbon District Energy to this flagship city-centre quarter

**HELIX FAST FACTS**

Our Energy Centre covers: **732m<sup>2</sup>**

Providing **10MW** of heating

**5MW** of cooling

**8MVA** of power to the connected buildings on the site

via **5.2km** of buried network



**Technology, Data and Innovative Partnership**

Our regional offices use the C3NTINEL Energy Management Platform, which links to half hourly meters that provide data for analysis and enables more efficient energy management. This includes:

**Online platform**, with all utility data integrated into one location

**Self-configurable** dashboards

**Scheduled template** performance reports

**On-demand** data viewing

We are committed to 100% green energy in our offices and sites by 2022.



# Case Study

## Kingston University Residences Project

In July 2020, Kingston Student Living (KSL), a consortium formed by ENGIE and Equitix, commenced works on a major £200 million student accommodation scheme for Kingston University, the largest Higher Education provider in South West London. As part of the contract, ENGIE is redesigning and regenerating existing student accommodation, through the construction of 127 additional bedrooms, created through rooftop development on 15 blocks, and introducing newly built kitchen common rooms at the Seething Wells campus. Additionally, the renovation of redundant Grade II listed buildings will deliver impressive new event spaces for both the university and wider Kingston community. The construction phase and interim facilities management (FM) will be followed by a 50-year FM and lifecycle contract. ENGIE is also responsible for energy management and monitoring across the sites, bringing leading edge smart building technology to deliver a sustainable student experience and optimise energy efficiency. In line with ENGIE's strategy to lead the global transition to zero carbon, the upgraded accommodation will boast top of the range facilities in an energy efficient environment.

The project incorporates a range of innovative, energy-saving technologies including:

- Air source heat pumps
- Solar PV panels
- High efficiency gas boilers
- LED lighting
- Automated monitoring of water and electricity usage
- Improved ventilation system which incorporates heat recovery
- Thermal performance improvements of the external envelope.

These combined measures will deliver significant reductions in energy consumption of up to 35%, whilst the installation of green roofs to encourage biodiversity, and EV charging points will further reduce the carbon footprint of the buildings.



### Business Clean Air Taskforce (BCAT)

In 2020 ENGIE continued to be an active member of the [Business Clean Air Taskforce](#) (BCAT). The BCAT is a coalition of businesses committed to improving air quality in the UK and 'spearheads collaborative action projects, communications campaigns and best practice to help organisations take effective action on air quality'. During 2020, the BCAT undertook a study to explore the impacts of remote working post lockdowns, with Global Action Plan urging business to consider the benefits of remote working as air pollution is intrinsically linked to transport. [Improved quality of life and air quality: why remote working is vital post lockdown.](#)

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

On the 8th of October ENGIE partnered with Global Action Plan for the third consecutive year to celebrate Clean Air Day, the UK's largest air pollution campaign. It is an annual opportunity for the whole of the UK to come



together to improve air quality through collective action and awareness, and actively support our employees, communities and clients to reduce air pollution in all environments. 2020 was unprecedented, with the pandemic forcing many to work from home and change their travel habits. It was also an opportunity for many to reflect on the air quality improvements due to lockdown measures.

A Clean Air Day Live online event broadcasted a full day of panel discussions, presentations and Q&As. The session included live discussion

and videos from members of the public, environmental campaigners and solutions to new and more sustainable forms of travel.

ENGIE contributed to the ‘How many cars do we need?’ session, alongside representatives from Zipcar, Ella Roberta Family Foundation, and Global Action Plan.

ENGIE focused on the transition to electric vehicles and the importance of sustainable travel. ENGIE UK has a target for 80% fleet by 2025. Currently 13% of ENGIE fleet are electric.



## Shaping the Future of Responsible Business

# Case Study

## Carbon Trust Triple Standard

In 2020 ENGIE UK achieved the Carbon Trust Triple Standard, certifying its exemplary performance over the last three years in managing Carbon, Water and Waste.

This is a big step for the UK business unit, encompassing all of our business activities and also Water for the very first time. The Triple standard reaffirms ENGIE's commitment to shaping the future of responsible business.

Carbon Trust Standards are marks of excellence for organisations that follow best practice in measuring, managing and reducing their environmental impact and are awarded following rigorous assessment of an organisation's performance. In gaining triple certification, ENGIE has demonstrated its successes in reducing carbon emissions, water use and waste-to-landfill, year-on-year.



### Our carbon footprint

In the UK, ENGIE has continued to reduce both our direct and indirect Scope 1 and 2 carbon intensities, as can be seen below:

**51% reduction in corporate (Scope 1 and Scope 2) intensity since 2012**

**28% reduction in indirect (Scope 3) emissions intensity since 2018**

The impacts of COVID-19 are visible in these reductions, most significantly in building and fleet GHG emissions which saw reductions to our business travel and office emissions, and a shift towards working from home. The continued reduction to our carbon intensities is also through the ongoing decarbonisation of the National Grid, further energy efficiency measures in our workplaces throughout implementation of our business purpose.

ENGIE continued to deliver to high environmental standards with no significant environmental incidents occurring in 2020, and no regulatory authority involvement being required. Spillages and release of pollutants to air each accounted for 24% of reported environmental incidents, with 19% related to release of F-Gas.

### Carbon emissions of digital footprint

As part of the Ways of Working project lead by ENGIE group, digital emissions were captured for the first time in 2020. This includes a count of all digital equipment including portable computers, fixed computers, computer screens, tablets, smartphones and printers used across the business; paper printing; data transfer through mailing and video conferencing; electricity demands for digital equipment; lifecycle of digital equipment; and cloud storage for data centres.

Globally, ENGIE also urged all employees to Switch to Dark Mode with our #BlackIsTheNewGreen global campaign to raise awareness of energy consumption.

### Client carbon savings

We achieved of 79,341 tCO<sub>2</sub>e client carbon savings, slightly below our target set for 90,000 tCO<sub>2</sub>e. This was in part impacted due to a revised methodology for calculation, and also due to planned decarbonisation works being postponed due to the ongoing pandemic.

The “decarbonisation of clients” takes place when the use of ENGIE’s products and services contribute to the reduction or avoidance of the greenhouse gas emissions of its clients. This is calculated by application of the emissions that would have occurred under a baseline case, minus the emissions related to the use of ENGIE’s product of service. The principles of this are outlined to the right.

These calculations are completed by each division and assurance provided by the Energy and Carbon Solutions Team within ENGIE UK and ENGIE Group where relevant.

## We define six accounting principles which guide how to measure the decarbonisation of clients

### PRINCIPLES

- 1. Contribution:** Refer to ENGIE’s “contribution” to decarbonisation of clients and account for the decarbonisation impact as follows: 100% when ENGIE has technical operational control, pro-rated to ENGIE’s share of responsibility otherwise.
- 2. Baseline:** Use a conservative and credible baseline referring to the baseline selection table for the order of preference.
- 3. Emissions:** Use a full lifecycle emissions (LCE) approach whenever possible, direct (usage phase) emissions as default.
- 4. Timing:** We account for the decarbonisation impact on an annual or cumulative basis depending on the nature of the products/services provided. For recurring products/services an annual approach based on actual avoided emissions is preferred, while for “one-shot” products/services a cumulative approach based on total future avoided emissions is preferred.
- 5. Involvement:** We account for the decarbonisation impact while ENGIE has at least a share of responsibility over the delivery of the product/service, ie: while ENGIE is involved. For “recurring” products/services, we account for the actual decarbonisation impact every year while ENGIE is involved. For “one-shot” products/services, account for the total future decarbonisation impact the year of ENGIE’s involvement only.
- 6. Double Counting:** In case there is a risk of double counting the decarbonisation impact, from the supply of both “one-shot” and “recurring” products/services as part of a specific contract, favour the cumulative approach.

# Case Study

## Step Up to Zero Carbon Challenge and AVIVA

ENGIE ran the Step-Up Challenge which aligned with our Zero Carbon campaign during the month of June.

The Step-Up Challenge is ENGIE's free step-counting health and wellbeing challenge, which provides an opportunity for our employees to consider their physical and mental health, and their impact on the planet too. We partnered with AVIVA to deliver the Step-Up Challenge through the AVIVA Wellbeing App which allowed employees to link activity devices and phones. ENGIE divisions competed against each other across beginner, intermediate and advanced categories. AVIVA donated 5 Garmin watches as prizes for the challenge for the highest steppers in each category.



### Clean Van Commitment

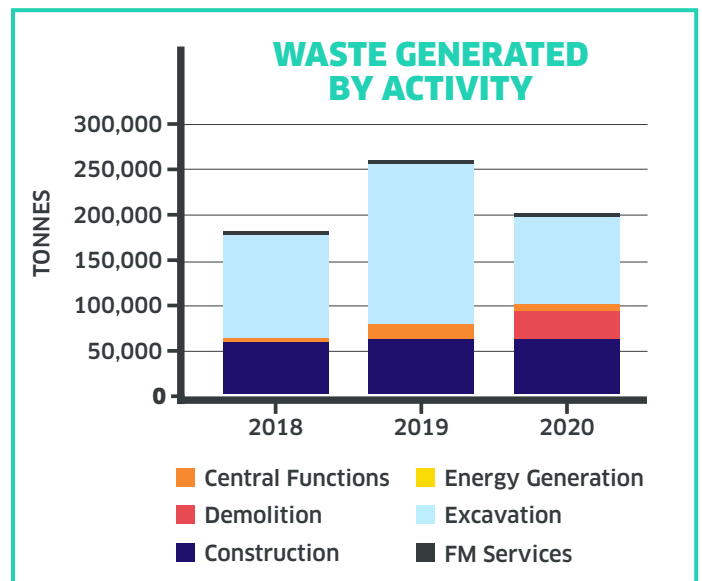
In 2020 ENGIE continued to partner with Global Action Plan to support the Clean Van Commitment. There are now over 30 signatories to the commitment to zero tailpipe emissions by 2028. This commitment is reflected in ENGIE's Electric Fleet Strategy which aims to have 80 percent of our fleet comprised of EV by 2025.



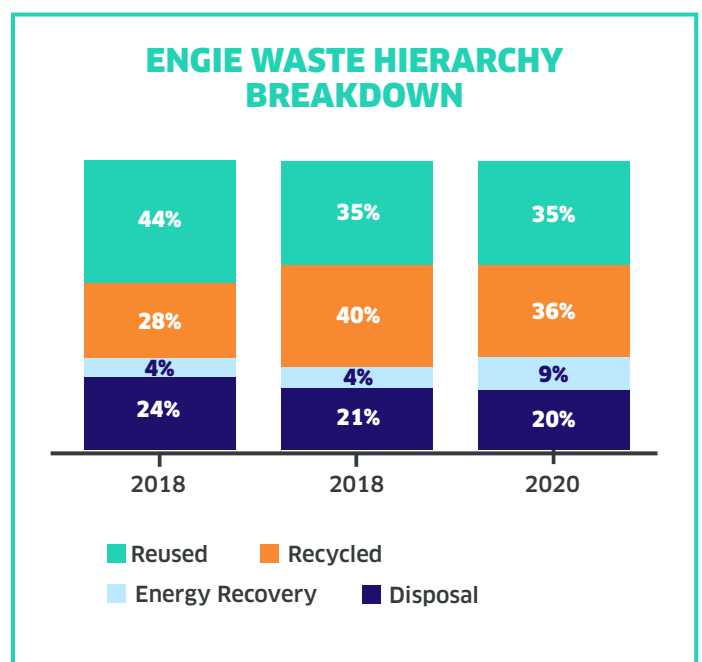
### Waste

In 2020 ENGIE further improved our waste generation, with a reduction of 65% since 2012.

Our reuse and recycling saw a slight decrease, with a 71% reuse and recycling rate throughout the business compared to 75% in 2019.



ENGIE has postponed the roll out of the Zero Avoidable Waste Strategy until 2021. This will begin in ENGIE's construction arm of the business. This Strategy will work on implementing the commitments to achieve Zero Avoidable Waste by 2030, through contract and stakeholder engagement.



## Partnerships with clients and waste contractors

Working in partnership with OKTRA and KM ECO Ltd, our communities in London continue to benefit from free furniture that would otherwise enter the waste stream. ENGIE is currently carrying out various work from planned maintenance to new build housing on behalf of clients, Southwark Council and the London borough of Lambeth.

ENGIE UK also regularly partners with our clients to provide communities Skip Amnesty Days, encouraging residents to get rid of unwanted items cluttering up their homes, gardens and balconies and put them in our skips totally free of charge. In 2020 this included Clarion at Bond Court; and Lewisham Homes at Pepys Estate which was used by 33 residents. ENGIE provided 5 volunteers for the clean up event, helping the elderly and disabled to get their items to the skip.

## Case Study

### Cottam Power Station

**ENGIE saved around 11 tonnes of overalls from Cottam Power Station from incineration.**

The overalls were repurposed into Geotextiles which are used in civil construction projects for soil fills to improve soil characteristics. Geotextiles make poor soil more manageable, enabling construction in places that would otherwise be unsuitable. Geotextiles are ideal materials for many infrastructure works, such as roads, harbours, landfills, drainage structures, and other civil projects.



“A skip amnesty provides residents with an opportunity to clear items from their homes at no cost, supporting mental health issues such as anxiety and depression by encouraging residents to clear out clutter. It also generates a great feeling of community as neighbours help each other to clear items that have been fly tipped in the communal spaces.”

**Julian Sanz,  
Social Value Manager**

Community Skip Amnesty

## Biodiversity

In 2020 we implemented a new system to manage our environmental aspects and impacts, with Biodiversity Action Plans linked to mitigation measures. The system has helped to identify biodiversity risks and opportunities. Due to improved data capture and reporting, we have seen the proportion of contracts with a biodiversity action plan increase from 3 % percent in 2019 to 10% in 2020. Our target for 2021 is based on where BAP's are required by the A&I process and is increased too 95% to recognise the grace period for ongoing mobilisation of new contracts.

### ENGIE Tree Fund

ENGIE has collaborated with Travelodge to help offset our carbon footprint for travel. For every night an ENGIE employees stays at one of their 580 sites across the UK, Travelodge will provide £2 cash back to the ENGIE Tree Fund.

In February 2020, an ENGIE volunteering event took place at Ainsdale Nature Reserve. 12 volunteers planted 395 Scots Pine trees provided through the ENGIE Tree Fund.

In 2020, despite most of the year being impacted by travel restrictions, ENGIE employees contributed to over 100 trees being donated to the ENGIE Tree Fund through their overnight stays at the Travelodge.

### Annual Tree Planting Campaign

Our annual tree planting campaign, in partnership with Ground Control, was impacted by lockdown restrictions and was postponed until 2021. Despite cutting it close for planting season, ENGIE secured 2,786 trees for 9 sites for planting in the early part of the year.



Scots Pines ready for planting at Ainsdale Nature Reserve



Volunteers at the Queen Elizabeth Olympic Park, Stratford



# Case Study

## Supporting Wild Action Day at Forest Estate in Lewisham



**As part of our ongoing partnership with our client, Lewisham Homes, ENGIE is delivering a programme of social value initiatives across the borough. We have been working with support services and agencies to identify opportunities to strengthen and improve outcomes for local communities.**

Facilitating and supporting projects which help environmental sustainability it is a key focus of our Social Value Plan for Lewisham Homes and with the current climate crisis, it's especially important to look after our wild spaces, and to better understand and conserve the habitat of biodiversity. On 25th January 2020, ENGIE supported The Wild Action Day at Forest Estate in Lewisham. The aim of the day was to clear brambles from the overgrown area by the path up at Eliot Bank and to replant it with native shrubs. The day was hard work but extremely rewarding!

### Water

In 2020 ENGIE saw a **12%** reduction in water use from offices & sites (above target) and a **55%** reduction in water use for energy generation (below target).

### Water Behaviour change campaign

During summer 2020, ENGIE ran a campaign to change how we use water, centred around 5 key areas – taking personal responsibility, supporting communities and wildlife, reducing carbon emissions, and saving money. In addition to a focus on saving water within homes and buildings and promoting tool box talks, case studies and water saving solutions, there was also emphasis on exploring and celebrating nature and the fragile ecosystems that depend on water supply. ENGIE UK also promoted the link between water and nature and mental health especially through a very challenging year.

**55% reduction**  
in water use for  
energy generation



# Performance Data 2020

**EXPLANATOR:**

**Double Arrow** = Progress maintained

**Up Arrow** = Improved performance

**Down Arrow** = Reduced performance

KPI	Charter Commitments	2019 Status	2020 Status	Direction of Travel
1	Responsible management of pensions			↔
2	Responsible procurement			↑
3	Fair pay			↔
4	Creation of Living Will			↔
5	Customer satisfaction			↔
6	Driving an ethical culture; Exposing unethical conduct			↔
7	Open to scrutiny			↔
8	Equal opportunities for all			↔
9	Gender pay gap			↔
10	Committed to staff training			↔
11	Safety and wellbeing			↔
12	Employee voice/Trade Union relationships			↔
13	Promoting the “real living wage”			↔
14	Commitment to invest in communities			↔
15	Making Zero Carbon Happen - Environmental leadership			↔



## Commitment 15: Environmental Leadership, Innovation and Improvement

Carbon Targets	Baseline Year	2020 Target	2020 Performance	2020 Current	Progress
KPI 15.1 Reduction in Scope 1 & 2 emissions tCO <sub>2</sub> /£m revenue from office, sites and travel	2012	-50%	-51%	3.05	
KPI 15.2 Reduction in indirect Scope 3 emission (tCO <sub>2</sub> e/£m revenue from business travel, waste, water, transmission & distribution and well to tank)	2018	-5%	-28%	2.12	
KPI 15.3: Tonnes of in life carbon emission savings for clients	2017	90,000	73%	79,341	
KPI 15.4: Reduction in carbon intensity ratio for generation assets (kgCO <sub>2</sub> e/MWh)	2012	-70%	-75%	179.78	
KPI 15.5: Increase in percentage of production portfolio containing renewable energy in MWh compared with 2012	2012	5%	4%	3.8%	
Increase Electric Vehicles within our Fleet (% Fleet)	2017	20%	12%	12.0%	
Waste Targets	Baseline Year	2020 Target	2020 Performance	2020 Current	Progress
KPI 15.8: Reduction in tonnes of total waste generated/£m revenue (against a 2012 baseline)	2012	-62%	-65%	66.63	
KPI 15.9: Proportion of total waste reused or recycled (%)	2018	80%	70%	0.70	
Water Targets	Baseline Year	2020 Target	2020 Performance	2020 Current	Progress
KPI 15.10: Reduction in potable water use m <sup>3</sup> /£m revenue	2018	-10%	-12%	10.35	
KPI 15.11: % reduction in freshwater abstraction for electricity generation in MWh compared with 2012	2012	-65%	-55%	0.90	
Biodiversity	Baseline Year	2020 Target	2020 Performance	2020 Current	Progress
KPI 15.12: Proportion of contracts with a Biodiversity Action Plan	2019	10%	10%	71	
Stakeholder Engagement Targets	Baseline Year	2020 Target	2020 Performance	2020 Current	Progress
Percentage of of industrial activities covered by a suitable dialogue and consultation mechanism	N/A	100%	100%	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:



[ResponsibleBusiness@engie.com](mailto:ResponsibleBusiness@engie.com)



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