



# **ENGIE** **Scrutiny Board**

ANNUAL REPORT  
2019-2020



Centre for Governance and Scrutiny

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## Chair’s Foreword

In my role as Chair of the ENGIE Scrutiny Board, I am pleased to introduce our second report. The Scrutiny Board’s purpose is to hold ENGIE UK publicly to account for the delivery of the Responsible Business Charter. We have provided independent oversight and guidance to the business through our review of progress against the Charter performance indicators. The Centre for Governance and Scrutiny (CfGS) has provided support to the Scrutiny Board, ensuring its independence and effectiveness in providing insightful scrutiny.

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.

The Scrutiny Board continued to work closely with the organisation and providing support, challenge and recommendations in real time as well as through the recommendations captured in this report.

Our approach has continued to seek to positively influence the organisation by adding value through our experience and insight and driving the business to be ambitious for its employees, clients and communities. We also see our role as providing independent verification to ENGIE’s clients and stakeholders, and, where required, highlighting issues which may be impacting on the wider sector.

ENGIE has been transparent throughout the process, providing full disclosure of any documents requested.

In terms of areas where good progress has been made, the Board would highlight:

- The commitment from ENGIE to ensure staff had access to PPE, furloughed employees received 100%

- of their salary and there was an increase in the hourly pay for frontline healthcare workers.
- Positive employee engagement results through the annual survey
- Prompt payment result of 96% of invoices being paid within 60 days during this challenging period and supporting SMEs in the supply chain which makes up 48% of spend across the business
- The action taken to promote and support employee wellbeing through proactive mental health activity including a winter wellbeing campaign.

Progress in many areas was impacted by COVID with most indicators showing a maintained position, for 2021-22 the Board is keen to see priority given to:

- Demonstrating where the business is maximising social value, being able to evidence impact and evolve their approach to reflect COVID recovery priorities.
- Building on the work to date, there is a requirement to accelerate work to improve diversity, inclusion, improve the gender pay gap and continue to support employee health and wellbeing.
- Delivering consistent, high quality customer service across the whole business, sharing best practice and learning from other sectors.
- Recognising the increasing external cyber threat to businesses, we welcome the introduction of a new cyber security measure to the Charter.

The Scrutiny Board is satisfied that realistic and robust action plans are in place and will continue to monitor these. A table summarising progress against each of the Responsible Business Charter Commitments can be found on page 6.

**Lord Kerslake**  
Chair, Independent Scrutiny Board



## Chief Executive's Response

**Together, the Responsible Business Charter and the accompanying Scrutiny Board reflect our strong ambition to operate transparently with the highest standards of governance throughout our business. We continue to welcome the insight, support and also challenge from both the Board and the Centre for Governance and Scrutiny (CfGS).**

In a challenging year impacted by the effects of the COVID pandemic, we have managed to maintain solid performance across all commitments within the Charter. The principles and action plans are now well-embedded within our operations across the business. I am exceptionally proud of our employees and their ability to support the maintenance of essential and critical services across the UK during the pandemic.

We have continued to work closely with the Scrutiny Board, giving their feedback full consideration. Our response to the pandemic has also highlighted our ongoing commitment to being a fair and responsible employer. We provided enhanced furlough terms (100% pay to employees) and also increased hourly pay rates for those working within healthcare settings. Significant effort was also made to support the necessary home working arrangements and additional focus and resources were deployed on our employee wellbeing programme.

The Charter and the scrutiny of our development against the commitments is driving significant progress, improving how we operate as an employer, contractor, partner and leader within our sector. There is however much more to be done to meet our own high targets and we will continually evolve the way we work to better meet the changing needs of our stakeholders. As a result, I am confident we will continue to set new standards for responsible business for the industry to follow.

Nicola Lovett  
Chief Executive, ENGIE UK & Ireland



## The Centre for Governance and Scrutiny

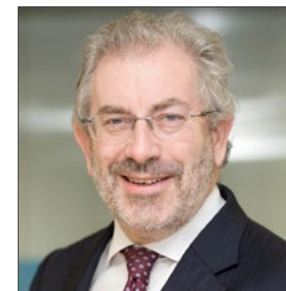
The Centre for Governance and Scrutiny (CfGS) has provided support to the Scrutiny Board, ensuring its independence and effectiveness in providing insightful scrutiny to ENGIE UK.

During a challenging year, ENGIE UK has continued to welcome scrutiny and co-operate with the Board providing information as requested, engaging fully at a senior executive level and being open and honest in their evidence giving.

I am confident that the Board has maintained its independence, ENGIE is open to scrutiny and the Board's advice and recommendations are acted upon.

Jacqui McKinlay, Chief Executive, CfGS

# Scrutiny Board Member's Biographies



### Lord Kerslake (Chair)

Bob Kerslake was Permanent Secretary of the Department for Communities and Local Government (DCLG) from November 2010 until he stepped down in February 2015 and was Head of the Civil Service from 2012 to 2014. Before joining the Civil Service, he received a knighthood for his services to local government, spending eight years serving the London Borough of Hounslow and then a further 11 years leading Sheffield Council. Bob Kerslake was the former President of the Local Government Association, Chair of the Centre for Governance and Scrutiny, Chair of the Board of Peabody Trust and brings extensive UK local government and communities experience.



### Lord Adebowale

Victor Adebowale became chair of the NHS Confederation in April 2020. Before this, he was chief executive of Turning Point, a social enterprise providing health and social care interventions to approximately 100,000 people on an annual basis. He is a non-executive director of the Co-Operative Group, Collaborate CIC, Nuffield Health, Visionable and Leadership in Mind. He is also the chair of Social Enterprise UK. He was awarded a CBE for services to the unemployed and homeless people and became a crossbench peer in 2001. Victor is a visiting Professor and Chancellor at the University of Lincoln; an honorary member of the Institute of Psychiatry; President of The International Association of Philosophy and Psychiatry and a Governor at The London School of Economics.



### Baroness Drake CBE

Jeannie Drake is a Labour peer appointed to the House of Lords in 2010. She was previously a senior trade union official; President of the TUC; a Commissioner of both the Equal Opportunities Commission and the Equality and Human Rights Commission and a lay member of the Employment Appeal Tribunal. She was a member of the Turner Pensions Commission, on the inaugural Board of the Pension Protection Fund and on the Board of the Pensions Advisory Service. Jeannie's current roles include being an independent member of the Private Equity Reporting Group; a member of the Byharis Trust and a trustee of the Telefonica UK pension scheme.



# Scrutiny Board Members Biographies cont...



## Jacqui Ferguson

Jacqui Ferguson is an experienced CEO from the technology industry and is the former CEO of Hewlett Packard Enterprise Services UK, Ireland, Middle East Mediterranean and Africa. Jacqui is Non-Executive Director Wood PLC, Tesco Bank and Croda PLC. She is a Trustee of Engineering UK, a not for profit organisation focussed on inspiring young people into Engineering and Technology careers and also a member of the Scottish First Ministers Advisory Board for Women and Girls aimed at improving Gender Equality. Jacqui is passionate about what technology can enable, getting young people from all backgrounds interested in STEM, advancing more women into executive careers and progressing gender equality.



## Joan MacNaughton, CB HonFEI

Joan MacNaughton is currently Chair of The Climate Group and of the Advisory Board of the New Energy Coalition of Europe. She is a Non-Executive Director of En+ Group plc and of the James Hutton Institute, and a member of several Advisory Boards including ENGIE UK, Grantham Institute at Imperial College, UKERC and UCL. Joan is also a founding Board Member of Powerful Women, which aims to increase the number of senior women in the energy sector. From 2010 to 2016, Joan was Executive Chair of the Energy Trilemma and is now Honorary Chair. She is a Past President of the Energy Institute. In Government until 2007, Joan held a wide range of positions including as Chief of Staff to the Deputy Prime Minister to Prime Minister Thatcher and as Director General of Energy, playing a key role in shaping UK and international energy policy. In 2006 she was made a Companion of the Order of the Bath by HM The Queen.



## Jane Ramsey

Jane stepped down from the Committee on Standards in Public Life in October 2020 to take up the role of Advisor on Standards and Ethics to the Labour Party. She is Chair of Young Epilepsy and previously Chair of the Children and Young People Steering Group for Transforming Care, NHS England and Chair of Cambridge University Hospitals NHS Foundation Trust. She joined the Trust in November 2012 from University College London Hospitals (UCLH) where she was Vice Chair. She has previously served on the Council of the Royal Pharmaceutical Society, the Department of Health Audit and Risk Committee, chaired a local Housing Association and has been Head of Law for two London boroughs. She also served on the Independent Commission into regeneration and wealth creation in non-Metropolitan areas established by the Local Government Association.

# ENGIE's Responsible Business Charter

| Principle 1<br>Fair Business<br>Growth  | Principle 2<br>Transparent<br>& Accountable   | Principle 3<br>Fair<br>Employer  | Principle 4<br>Supporting our<br>Communities<br>& Environment  |
|---|---|--|--|
| <div>1. Responsible Management of Pensions</div> <div>2. Responsible Procurement</div> <div>3. Fair Pay</div> | <div>4. Creation of Living Will</div> <div>5. Customer Satisfaction</div> <div>6. Driving an Ethical Culture; Exposing Unethical Conduct</div> <div>7. Open to Scrutiny</div> | <div>8. Equal Opportunities for All</div> <div>9. Gender Pay Gap</div> <div>10. Committed to Staff Training</div> <div>11. Safety and Wellbeing</div> <div>12. Employee Voice and Trade Union Relationship</div> <div>13. Promoting the Real Living Wage</div> | <div>14. Commitment to Invest in our Communities</div> <div>15. Making Zero Carbon Happen and Environmental Leadership</div> |

Table Above: 2020 version of the UK Responsible Business charter



# Key Performance Indicators (KPIs)

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   |             |             | ↔                   |



Rugeley Power Station, birds-eye-view

## Board Recommendations - Summary Table

| KPI  | Action and Further Steps   |
|--|--|
| <b>1. Responsible Management of Pensions</b>                     | <ul style="list-style-type: none"> <li>The ongoing impact of COVID on pension markets is a potential risk and the Board requested regular updates.</li> <li>The Board requested to receive regular updates on the job evaluation review process.</li> <li>The Board welcomed the progress made with implementing the New Fair Deal administration.</li> </ul>  |
| <b>2. Responsible Procurement</b>                                | <ul style="list-style-type: none"> <li>To continue to monitor adherence to the Prompt Payment Code.</li> <li>The Board were satisfied that ENGIE provided good support to SMEs and ask to receive regular updates, particularly as the response entered a prolonged period during the winter.</li> <li>For ENGIE to consider reviewing the detailed KPIs around engagement with social enterprises to ensure the measures will provide maximum impact and social value.</li> </ul> |
| <b>3. Fair Pay</b>   | <ul style="list-style-type: none"> <li>For ENGIE to continue to monitor emerging data in this area to ensure they are in-line with best practice and recommended ratios.</li> <li>To review the findings of the Job Evaluation process to ensure it incentivises the right culture and behaviours at all levels of the organisation.</li> </ul>  |
| <b>4. Creation of Living Will</b>                                | <ul style="list-style-type: none"> <li>ENGIE is requested to update the Board in six months on how the Living Will is being used actively in the business to manage risk and benefit Government relations.</li> </ul>  |
| <b>5. Customer Satisfaction</b>                                  | <ul style="list-style-type: none"> <li>The Board welcomed the actions taken internally to drive improvement of customer satisfaction, including putting in place divisional ownership for bespoke action plans.</li> <li>The Board encouraged ENGIE to seek to apply best practice from within the business and via refreshed membership of the Institute of Customer Service.</li> <li>To commit to a regular progress report to the Scrutiny Board.</li> </ul>                   |
| <b>6. Driving an Ethical Culture; Exposing Unethical Conduct</b> | <ul style="list-style-type: none"> <li>The Board will continue to monitor the gathering of qualitative evidence to gain further insight into perceptions of an ethical culture within ENGIE amongst employees.</li> <li>To assess the risks and opportunities the COVID response has created in relation to maintaining ethical standards.</li> </ul>  |
| <b>7. Open to Scrutiny</b>                                       | <ul style="list-style-type: none"> <li>The Board welcomed ENGIE's commitment of continuing to engage fully during the pandemic response and openness to capturing lessons learnt after the first wave.</li> <li>ENGIE is encouraged to consider how the Charter's commitments and scrutiny process can evolve to build and sustain best practice.</li> </ul>   |
| <b>8. Equal Opportunities for all</b>                            | <ul style="list-style-type: none"> <li>Building on the work to date, the Board is keen to see an acceleration in the activity to improve diversity and inclusion and requested a progress report in six months.</li> </ul>   |
| <b>9. Gender Pay Gap</b>   | <ul style="list-style-type: none"> <li>The Board were satisfied with the plans to reduce the gender pay gap and requested an update in six months and early sight of the ethnicity pay gap data.</li> <li>The Board is keen to see priority given to delivery of the diversity and inclusion targets and action plan and will closely monitor progress in 2021-22.</li> </ul>  |

| KPI   | Action and Further Steps  |
|---|---|
| <b>10. Committed to Staff Training</b>                          | <ul style="list-style-type: none"> <li>The Board welcomed the progress made in widening the apprentice offer and raising quality standards.</li> <li>When circumstances allow, the Board encouraged ENGE to raise awareness of the lack of consistency</li> </ul>   |
| <b>11. Safety and Wellbeing</b>                                 | <ul style="list-style-type: none"> <li>The Board recognised the commitment and investment made by ENGIE in safety and wellbeing during the COVID response, particularly the ongoing work to support employee mental health and wellbeing</li> <li>The Board requested an update on the impact of the employee wellbeing activity taking place.</li> <li>Recognising the good safety performance across the business, the Board encouraged continued investment and focus during 2021 'non-COVID'.</li> </ul>  |
| <b>12. Employee voice / Trade Union relationships</b>           | <ul style="list-style-type: none"> <li>The Board supported the work undertaken to engage with the Employee Forum and Trade Unions during the pandemic response, and recommended maintaining positive engagement going forward.</li> </ul>   |
| <b>13. Promoting the Real Living Wage</b>                       | <ul style="list-style-type: none"> <li>The Board welcomed the action being taken by ENGIE and will continue to monitor the steps being taken to embed this practice in all its operations and those of its suppliers</li> <li>ENGIE will continue to engage with industry associations including CBI, accreditation bodies and the Institute for Workplace and Facilities management (IWFM) to influence wider adoption of the Living Wage</li> <li>The Board encouraged ENGIE to build upon existing analysis on an annual basis to revisit contracts within our business to further ensure that Living Wage levels are being implemented and review the implementation of the Living Wage within our supply chain.</li> </ul> |
| <b>14. Commitment to Invest in Communities</b>                  | <ul style="list-style-type: none"> <li>The Board supported the action taken by ENGIE during the pandemic to continue to support community investment and maintain a focus on social value.</li> <li>It advised that further work may be needed to assess the potential longer-term impact on social value and on areas such as volunteering and fundraising.</li> <li>It welcomed the inclusion of ongoing training in the Social Impact Strategy to support a broader organisational understanding of social value to ensure effective reporting companywide.</li> <li>The Board requested progress reports on the work to broaden the metrics around community investment to capture all social value measures.</li> </ul>    |
| <b>15. Making Zero Carbon Happen - Environmental Leadership</b> | <ul style="list-style-type: none"> <li>The Board welcomed the progress made during a challenging year and the focus in 2021 on carbon reduction and resource efficiency, development and capture of customer carbon savings and continued electrification of the ENGIE fleet.</li> <li>The Board advised on priority being given to areas of improvement from the Carbon Trust assessment and the inclusion of commuting and supply chain emissions.</li> </ul>   |





# Principle 1

## Fair Business Growth


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

### Charter Commitment: Responsible Management of Pensions




| KPI 1  | Trend/progress indicator  |   |   |
|--|---|---|---|
| Ensure all UK pension commitments are honoured and manage pension deficit  | <br><b>PROGRESS IN 2018/2019</b> | <br><b>PROGRESS IN 2019/2020</b> | <br><b>DIRECTION OF TRAVEL</b> |
| Board Review   |   |   |   |
| <p>The Board received reports regarding the management of the Defined Benefit schemes and Defined Contribution plans and although there has been an impact from the COVID response on markets, the Board was satisfied with the current position regarding the management and funding of pension commitments.</p> <p>The Board was pleased that in response to a previous recommendation, 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.</p> <p>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.</p> <p>The Board continued to review the organisation's experience of implementing the New Fair Deal arrangements. They noted that there have been some improvements and most issues have now been resolved.</p> |   |   |   |
| ENGIE Action and further steps   |   |   |   |
| <ul style="list-style-type: none"> <li>• The ongoing impact of COVID on pension markets is a potential risk and the Board requested regular updates.</li> <li>• The Board requested to receive regular updates on the job evaluation review process.</li> <li>• The Board welcomed the progress made with implementing the New Fair Deal administration.</li> </ul>  |   |   |   |



## Charter Commitment: Responsible Procurement

| KPI 2  | Trend/progress indicator  |  |   |
|--|---|--|---|
| <p>Adherence to prompt payment code which will see ENGIE pay 95% of invoices in 60 days</p> <p>Maintenance of Responsible Procurement ISO 20400</p> <p>Leading SME and social enterprise spend and payment terms</p>   |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |
| Board Review   |   |  |   |
| <p>Following significant transformation work in 2018/19, the Board was pleased to receive reports of aggregated performance across all business entities of 96% of invoices being paid within 60 days. An improvement and a reflection of the commitment of the business to transform its systems, processes and culture across a range of sectors.</p> <p>The Board received updates following the successful external assessment of ISO 20400, within the context of the COVID response, the focus had been on supplier and sub-contractor profiling, specifically looking at remobilising, monitoring supply chain resilience related risks and regular reviews and adjustment to operating methods.</p> <p>It also monitored the Small and Medium Sized Enterprise (SME) payment terms and spend; with the spend rate being maintained at 48% compared to the previous year.</p> <p>The support offered to supply chain SMEs in terms of payment terms, advice and guidance during this challenging period was also recognised by the Board.</p> |   |  |   |
| ENGIE Action and further steps   |   |  |   |
| <ul style="list-style-type: none"> <li>To continue to monitor adherence to the Prompt Payment Code.</li> <li>The Board were satisfied that ENGIE had provided good support to SMEs and asked to receive regular updates, particularly as the response entered a prolonged period during the winter.</li> <li>For ENGIE to consider reviewing the detailed KPIs around engagement with social enterprises to ensure the measures will provide maximum impact and social value.</li> </ul>   |   |  |   |

## Charter Commitment: Fair Pay

| KPI 3   | Trend/progress indicator  |   |   |
|---|---|---|---|
| <p>Alignment with best practice reports and ratios and public disclosure of ENGIE payment ratios</p> <p>Ensure action is taken to deliver fairness and equity in ENGIE's employee benefits</p>  |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |
| Board Review  |   |   |   |
| <p>The Board continued to monitor the emerging data to ensure ENGIE are in line with best practice and recommended ratios. ENGIE UK's CEO Pay Ratio compared with lower, middle and upper quartile salaries of ENGIE employees:</p> <ul style="list-style-type: none"> <li>P25 19:1</li> <li>P50 14:1</li> <li>P75 10:1</li> </ul> <p>Overall this is a positive ratio and demonstrates that ENGIE currently compares well to competitors based on available information. The Board noted the position and welcomed the fact that ENGIE has voluntarily adopted the requirement to publish pay ratios.</p> <p>The business is currently reviewing all aspects of employee terms and conditions as part of a full Job Evaluation process, supported by an external consultancy to advise on benchmarking.</p> <p>As part of the COVID response, the Board were satisfied that the business had worked closely with the National Employee Forum and unions to design appropriate pay related support for employees. Enhanced furlough arrangements were put in place (100% pay) and an increase in the hourly rate for frontline health workers. The business worked hard to support new home working arrangements. The Board supported the steps taken by ENGIE to maintain operations and support furloughed, frontline and home workers.</p> |   |   |   |
| ENGIE Action and further steps  |   |   |   |
| <ul style="list-style-type: none"> <li>For ENGIE to continue to monitor emerging data in this area to ensure they are in-line with best practice and recommended ratios.</li> <li>To review the findings of the Job Evaluation process to ensure it incentivises the right culture and behaviours at all levels of the organisation.</li> </ul>   |   |   |   |






## 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






## Charter Commitment: Creation of a Living Will

| KPI 4   | Trend/progress indicator  |   |   |
|---|---|---|---|
| <p>Development of a Living Will for the organisation</p> <p>Implementation of a Living Will which brings value and benefit to the business</p>  |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |
| Board Review  |   |   |   |
| <p>In 2018/19, 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. The requirement resulted from a Cabinet Office project to raise standards in public outsourcing following the collapse of Carillion.</p> <p>ENGIE delivered to deadline and received positive feedback. The Board received an update on the process for the annual review aimed at refreshing and expanding on the information provided. An annual review meeting also takes place with the Cabinet Office.</p> <p>The Board heard how the process had assisted internally during the COVID response in determining core strengths and inter-dependencies and also externally with Government relations through consultation during the crisis response.</p> |   |   |   |
| ENGIE Action and further steps  |   |   |   |
| <ul style="list-style-type: none"> <li>ENGIE is requested to update the Board in six months on how the Living Will is being used actively in the business to manage risk and benefit Government relations.</li> </ul>   |   |   |   |



Charter Commitment:  
Customer Satisfaction

| KPI 5  | Trend/progress indicator  |  |   |
|--|---|--|---|
| Commitment to deliver the highest standards of customer service as defined by net promoter score /customer satisfaction indicators | <br><b>PROGRESS IN 2018/2019</b> | <br><b>PROGRESS IN 2019/2020</b> | <br><b>DIRECTION OF TRAVEL</b> |

Board Review

Improving customer service standards continues to be a priority for ENGIE and the Board received updates on the creation of a Customer Excellence Leadership Team charged with sharing best practice, creating common processes and implementing minimum standards. Common UK Business Unit standards now exist on customer engagement, stakeholder management, strategic account management and survey responses.

The customer team response to the COVID crisis and lockdown restrictions was recognised by the Board as swift, proactive and flexible to meet customer demands. Actions included maintaining customer services standards for critical services in health, schools, and the justice team, site preparation booklets and return to work guidance.

Customer feedback was collected through a dedicated customer satisfaction survey for key customers affected by the pandemic focused on ENGIE’s service and support and the response was a +85% satisfaction rate. The Board welcomed this excellent response and the hard work, agility and commitment of the team to provide a flexible service.

The pandemic response led to a pausing of the regular customer satisfaction surveys, Net Promoter Score (NPS) and measurement, in Q2 and Q3, but the model was fully reinstated in Q4 with representative data available in December (circa 500 survey responses).

In analysing the data there were interesting insights which will help with The Board’s future improvement plans. For example, the Board accepts that where a dedicated customer excellence strategy has been implemented within divisions, supported with a strategic account management plan (circa 30 accounts), overwhelmingly positive scores have been recorded during the pandemic, having generated an NPS of +30. This gives the Board confidence that the historical effort in these actions has borne fruit and this will continue into 2021.

More widely, where ENGIE delivers ‘service based’ contracts in its Client Solutions divisions, which tend to be more complex in nature and require a greater level of interface with our customers, ENGIE have experienced an overall NPS of +13. Likewise, where ENGIE holds strategic relationships with larger customers in its Energy Supply division, it has received an average NPS of +23. Both of these results show a minimum +10 score swing from 2019 results.

Where ENGIE has transactional’ customer interactions however (eg. SME customers in Energy Supply) it has have received a negative NPS of -25. Taking into account the fact that more than half of the total UK responses for 2020 where made up of these types of customers, it becomes clear that this has disproportionately impacted ENGIE’s overall NPS score for the UK, at -10.7.

Charter Commitment:  
Customer Satisfaction




| ENGIE Action and further steps   |
|--|
| <ul style="list-style-type: none"><li>• The Board welcomed the actions taken internally to drive improvement of customer satisfaction, including putting in place divisional ownership for bespoke action plans.</li><li>• The Board encouraged ENGIE to seek to apply best practice from within the business and via refreshed membership of the Institute of Customer Service.</li><li>• To commit to a regular progress report to the Scrutiny Board.</li></ul> |






Rugeley, Lakeside Community Hub Proposal



### Charter Commitment: Driving an Ethical Culture; Exposing Unethical Conduct

| KPI 6   | Trend/progress indicator  |
|---|---|
| <p>Ethics checks carried out on significant counterparties</p> <p>Due diligence on suppliers</p> <p>Formal process for investigation of allegations</p> <p>Views sought through surveys and qualitative methods to assess the ethical culture in practice</p> <p>All senior managers receive ethics training annually and appropriate training is provided to a wide range of ENGIE employees</p> <p>Whistle blowing processes communicated across our employees and supply chain</p>   | <p><b>PROGRESS IN 2018/2019</b> </p> <p><b>PROGRESS IN 2019/2020</b> </p> <p><b>DIRECTION OF TRAVEL</b> </p> |
| <b>Board Review</b>   |   |
| <p>The Board recognised the work of the ENGIE team to maintain ethical standards during this challenging period and noted the change to deliver ethics and compliance training remotely.</p> <p>ENGIE's Incident Management Committee, consisting of the Chief Executive, Chief Finance Officer, Chief HR Officer and General Counsel have continued to respond to and oversee investigations in potential ethical issues. The Board was pleased to see that ethics due diligence on suppliers had continued.</p> <p>Action had also been taken to introduce a new whistleblowing telephone number for suppliers and to promote whistleblowing contact information throughout the business and externally via the website.</p> <p>The COVID response had led to a delay in plans to introduce more qualitative methods to assess the ethical culture. The commitment remains to introduce mechanisms to enhance awareness of the risk of modern slavery in supply chains, to measure understanding of the processes and procedures in place and to ascertain views on ethical standard to ensure ethics governance. These elements will support ENGIE's ambitions and will be implemented when capacity allows.</p> |   |
| <b>ENGIE Action and further steps</b>   |   |
| <ul style="list-style-type: none"> <li>The Board will continue to monitor the gathering of qualitative evidence to gain further insight into perceptions of an ethical culture within ENGIE amongst employees.</li> <li>To assess the risks and opportunities the COVID response has created in relation to maintaining ethical standards.</li> </ul>   |   |

### Charter Commitment: Open to Scrutiny




| KPI 7  | Trend/progress indicator  |
|--|---|
| <p>Support an independent Scrutiny Board responsible for holding the business to account against the Charter</p> <p>Ensure the Board is evidence-led and considers a wide range of views including employees</p> <p>ENGIE to promote its openness to public scrutiny and the scrutiny board model to clients</p> <p>Publicly available annual report/quarterly scrutiny board meetings to be held</p> <p>Responding to Freedom of Information requests</p>   | <p><b>PROGRESS IN 2018/2019</b> </p> <p><b>PROGRESS IN 2019/2020</b> </p> <p><b>DIRECTION OF TRAVEL</b> </p> |
| <b>Board Review</b>  |   |
| <p>The Board welcomed ENGIE's ongoing commitment to scrutiny during their COVID response and openness to reviewing the lessons learnt, alongside adapting the process to review the Charter commitments.</p> <p>The Board recognised ENGIE's desire to maintain economic, social and environmental standards during the response phase, and the value of this to building and maintaining customer and public trust.</p> <p>Throughout the year the Board has been overseen and supported by the Centre for Governance and Scrutiny, a national charity which supports scrutiny excellence in the public and private sectors. There have been four Scrutiny Board sessions (all online) with a focus on the COVID response and reviews of progress against the commitments within the Responsible Business Charter.</p> <p>ENGIE has continued to support it's customers in complying with their Freedom of Information request obligations.</p> |   |
| <b>ENGIE Action and further steps</b>  |   |
| <ul style="list-style-type: none"> <li>The Board welcomed ENGIE's commitment of continuing to engage fully during the pandemic response and openness to capturing lessons learnt after the first wave.</li> <li>ENGIE is encouraged to consider how the Charter's commitments and scrutiny process can evolve to build and sustain best practice.</li> </ul>   |   |

## 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




## Charter Commitment: Equal Opportunities for All

| KPI 8  | Trend/progress indicator  |   |   |
|--|---|---|---|
| <p>Effective diversity and inclusion processes implemented and monitored across the business</p> <p>Effective diversity training provided for staff, contractors and subcontractors</p>  |  <p><b>PROGRESS IN<br/>2018/2019</b></p> |  <p><b>PROGRESS IN<br/>2019/2020</b></p> |  <p><b>DIRECTION<br/>OF TRAVEL</b></p> |
| Board Review   |   |   |   |
| <p>It was reported that progress against the targets had been constrained by significantly reduced recruitment during the COVID response. Internal dialogue has however continued with progress made in the area of diversity and inclusion.</p> <p>The Board were pleased to see actions being taken including the appointment of a Senior Head of Diversity and Inclusion to lead on activity alongside a refresh of the resourcing website, a major data collection project to improve base line diversity and inclusion data, and the creation of employee led diversity and inclusion networks.</p> <p>The Board received monitoring reports on post-maternity leave returns and were pleased to note 100% of women returners were remaining in employment after twelve months. There has also been an increase in employees taking paternity leave since improving pay and leave entitlements.</p> |   |   |   |
| ENGIE Action and further steps   |   |   |   |
| <ul style="list-style-type: none"> <li>Building on the work to date, the Board is keen to see an acceleration in the activity to improve diversity and inclusion and requested a progress report in six months.</li> </ul>   |   |   |   |








### Charter Commitment: Gender Pay Gap

| KPI 9  | Trend/progress indicator  |  |   |
|--|---|--|---|
| <p>Female population = 41 % (2021)</p> <p>Managers female = 31 % (2021)</p> <p>Employee ethnicity (management levels) to match ENGIE UK composition</p> <p>To report on ethnicity pay gap by end of 2020</p>   |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |
| Board Review   |   |  |   |
| <p>The Board noted that there is no available evidence to suggest equal pay issues at the individual level being raised in the business.</p> <p>Legislation requires companies with more than 250 employees to publish data about their gender pay gap. The Board was satisfied that modest progress is being made year on year to reduce the gender pay gap. It was noted that the pay gap is due to the structural composition of the workforce, which has recently been positively impacted by a recent TUPE arrangement.</p> <p><b>Performance statistics:</b></p> <ul style="list-style-type: none"> <li>• % of women in the workforce = 37%</li> <li>• % women in management grades 1-5 = 21%</li> <li>• % BAME in workforce = 10%</li> <li>• % BAME grade 1-5 = 8%</li> </ul> <p><b>Evidence of the median pay gap decrease year on year:</b></p> <ul style="list-style-type: none"> <li>• 2017: 35.1% median, 31.8% mean</li> <li>• 2018: 31.5% median, 27.4% mean</li> <li>• 2019: 30.3% median, 26.8 mean</li> <li>• 2020: calculation currently being carried out</li> </ul> <p>The Board noted that there has also been a modest improvement regarding the gender balance of the middle management population and 50% of the 2019 graduate hiring was female.</p> <p>The Board was kept up to date with work to improve the data available on the company's ethnicity pay gap.</p> |   |  |   |
| ENGIE Action and further steps   |   |  |   |
| <ul style="list-style-type: none"> <li>• The Board were satisfied with the plans to reduce the gender pay gap and requested an update in six months and early sight of the ethnicity pay gap data.</li> <li>• The Board is keen to see priority given to delivery of the diversity and inclusion targets and action plan and will closely monitor progress in 2021-22.</li> </ul>  |   |  |   |



### Charter Commitment: Committed to staff training

| KPI 10   | Trend/progress indicator  |   |   |
|--|---|---|---|
| <p>Growing apprenticeships across the business - offered to all employees</p> <p>Minimum of one training day per employee per annum (excluding SHEQ training)</p> <p>Top 50 apprentice employer</p>  |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |
| Board Review   |   |   |   |
| <p>The Board was pleased to hear that the number of ENGIE UK apprentices now exceeds 500, comprising approximately 200 new hires and 300 existing employees.</p> <p>The business has partnered with over 70 apprentice providers and continues to collaborate with the Procurement and Early Careers Team to consolidate apprentice provision where possible, applying strict quality assurance and consistent contractual arrangements. Lessons have been learnt from other sectors and action taken to increase gender balance.</p> <p>The business is actively developing plans to respond to the Government's initiatives as part of the Job Retention package.</p> <p>The Board received an update on the Apprentice Levy experience and heard that whilst ENGIE has been successful at responding to the Levy and utilising it improve skills and learning; they remain concerned that on a macro level the Levy may not be the best way to allocate scarce resource.</p> <p>During the COVID response, there was a major transition to eLearning. In April 2020 over 2500 furloughed employees were encouraged to access the ENGIE Academy portal. This along with remote working from the wider workforce led to a significant increase in eLearning volumes.</p> <p>The Board learnt that although there was an increase in online training the opportunity for face-to-face training was impacted significantly by COVID restrictions. Training delivered across the business equated to 0.75 days per employee in 2020.</p> <p>ENGIE came 36th in the Top 150 Employers for All About School Leavers awards. This award was decided by the opinions of apprentices and school leaver trainees from 150 UK organisations, through surveys analysing everything about their employers and programmes.</p> <p>Wider engagement with commissioners and representative bodies to promote the value of training in the procurement process has been impact by the COVID response.</p> |   |   |   |
| ENGIE Action and further steps   |   |   |   |
| <ul style="list-style-type: none"> <li>• The Board welcomed the progress made in widening the apprentice offer and raising quality standards.</li> <li>• When circumstances allow, the Board encouraged ENGIE to raise awareness of the lack of consistency and prioritisation given by commissioners for training in the procurement process.</li> <li>• The Board requested progress reports on the proposed delivery of future training to reflect the learning from COVID and ensure inclusivity.</li> </ul>   |   |   |   |

## Charter Commitment: Safety and Wellbeing



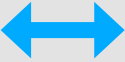
| KPI 11  | Trend/progress indicator  |
|---|---|
| LTIFR (employees)<br>LTIFR (contractors)<br>Safety Prevention Rate<br>Delivery of ENGIE Mind (mental health) training<br>Promote the usage of EAP support (monitoring trends)<br>Review of absence rates to focus well-being initiatives  | <div> <b>PROGRESS IN 2018/2019</b>  </div> <div> <b>PROGRESS IN 2019/2020</b>  </div> <div> <b>DIRECTION OF TRAVEL</b>  </div> |
| Board Review  |   |
| <p>The Board was pleased to see strong evidence that safety continues to feature as a top priority for ENGIE and in 2020 the organisation achieved both its employee and subcontractor lost time injury frequency rate (LTIFR) targets and prevention rate target. In addition, the number of reportable incidents also declined 2020.</p> <p><b>Response to COVID</b></p> <p>The Board received a detailed update on the action taken to protect the health and wellbeing of employees and continuation of the provision of vital services. A collaborative approach across the business supported home working, furloughing of staff and continuation of service delivery where it was safe to do so. In response to the pandemic, ENGIE developed “Protecting our Workforce” management system to control the risk of COVID. The business took a further step of employing 3rd party assessment of these measures to provide further assurance. Positive feedback has been received from the independent auditor, alongside regular HSE visits.</p> <p>The pressures from COVID have further increased the necessity to support the wellbeing of employees. During 2020 a number of key interventions have enhanced</p> <p>this support including launch of a Health and Wellbeing Strategy focussed on the four key elements of physical, mental, community and financial wellbeing. The strategy is supported by the Health and Wellbeing Committee and a number of initiatives including:</p> <ul style="list-style-type: none"> <li>• The accreditation and delivery of ENGIE Mind (mental health) training</li> <li>• Promotion of the Employee Assistance Programme (EAP)</li> <li>• Health and wellbeing session as part of the internal Six Weeks of Summer employee engagement programme</li> <li>• Mental health awareness week</li> <li>• Winter Wellbeing campaign – communicated hard copy to all ENGIE employees</li> <li>• Executive Board wellbeing video messages</li> </ul> <p>There has been increased monitoring of absence rates and surveying of employees to better understand their “wellbeing”. Five hundred employees have completed to this date and this is expected to rise and will continue to be monitored. The insight gathered will inform further wellbeing initiatives and communications.</p> |   |
| ENGIE Action and further steps  |   |
| <ul style="list-style-type: none"> <li>• The Board recognised the commitment and investment made by ENGIE in safety and wellbeing during the COVID response, particularly the ongoing work to support employee mental health and wellbeing</li> <li>• The Board requested an update on the impact of the employee wellbeing activity taking place.</li> <li>• Recognising the good safety performance across the business, the Board encourages continued investment and focus during 2021 ‘non-COVID’.</li> </ul>  |   |

## Charter Commitment: Employee Voice and Trade Union Relationships

| KPI 12  | Trend/progress indicator  |
|---|---|
| Active and fully attended Employee Forums (3 x annually in all areas of the business)<br>Full UKBU NEF and UK attended EWC 3 x annually<br>Employee survey results – item on employee engagement/two-way engagement<br>3 x business/strategy dialogues for Senior TU officials<br>Investors in People Accreditation   | <div> <b>PROGRESS IN 2018/2019</b>  </div> <div> <b>PROGRESS IN 2019/2020</b>  </div> <div> <b>DIRECTION OF TRAVEL</b>  </div> |
| Board Review  |   |
| <p>The Board supported the decision taken by ENGIE early in the pandemic response, to protect the incomes of the workforce. All furlough pay arrangements were implemented following full consultation with the National Employee Forum (NEF) and representative Trade Unions. Positive feedback was received from staff regarding this approach.</p> <p>There is a strong view that the relationship between employee representatives and the company has been strengthened by the experience of working together during the pandemic. As the company reviews its workforce requirements, this is being carried out following full consultation.</p> <p>Due to COVID, employee forums were held virtually and the frequency of meetings increases to cover topics such a furlough consultation and pandemic impacts.</p> <p>The NEF and Trade Unions were supportive of the furlough arrangements and for each month employees were furloughed the business issued a joint statement with employee representatives indicating support for these arrangements.</p> <p>Despite the challenges of COVID, the business received very positive employee engagement feedback with an overall “sustainable engagement” score of 84% positive (an increase from 81% in 2019).</p> <p>In parallel with the NEF the company has continued to engage with Trade Union representatives across our contracts where recognition contracts are in place.</p> <p>Investors in People accreditation was impacted by COVID and the business is reviewing ongoing external assessments.</p> |   |
| ENGIE Action and further steps  |   |
| <ul style="list-style-type: none"> <li>• The Board supported the work undertaken to engage with the Employee Forum and Trade Unions during the pandemic response, and recommended maintaining positive engagement going forward.</li> </ul>   |   |



Charter Commitment:  
Promoting the Real Living Wage

| KPI 13   | Trend/progress indicator   |   |  |
|--|--|---|--|
| <p>Provide 100% of customers with the option to adopt the Real Living Wage</p> <p>Living Wage Employer (head office staff)</p>   |  <p>PROGRESS IN 2018/2019</p> |  <p>PROGRESS IN 2019/2020</p> |  <p>DIRECTION OF TRAVEL</p> |
| Board Review   |  |   |  |
| <p>The Board recognised the continued commitment from ENGIE to apply the Real Living Wage within the business. All ENGIE employees (head office) are paid the living wage.</p> <p>It was reported that the majority of ENGIE employees are paid above this level due to the technical and professional nature of their roles. The business has continued to target sectors where payment levels are typically beneath the Real Living Wage. The Board was pleased to note that there has been a positive shift in approach from these prospective customers with approximately 70% of opportunities being priced at living wage or above.</p> <p>The Board considered the potential impact of COVID on costs as customers often look for the lowest cost option and how this may impact on Living Wage take-up. They encouraged ENGIE to continue to promote cross-sector support to raise living standards through a take-up of the Real Living Wage.</p> |  |   |  |
| ENGIE Action and further steps   |  |   |  |
| <ul style="list-style-type: none"><li>• The Board welcomed the action being taken by ENGIE and will continue to monitor the steps being taken to embed this practice in all its operations and those of its suppliers</li><li>• ENGIE will continue to engage with industry associations including CBI, accreditation bodies and the Institute for Workplace and Facilities management (IWFM) to influence wider adoption of the Living Wage</li><li>• The Board encouraged ENGIE to build upon existing analysis on an annual basis to revisit contracts within our business to further ensure that Living Wage levels are being implemented and review the implementation of the Living Wage within our supply chain.</li></ul>  |  |   |  |



Volunteers at The Queen Elizabeth Olympic Park, Stratford






# Principle 4

## Supporting our Communities & Environment

14. Commitment to Invest in our Communities

15. Making Zero Carbon Happen

### Charter Commitment: Commitment to Invest in our Communities

| KPI 14   | Trend/progress indicator  |   |   |
|--|---|---|---|
| <p>Explicit social value commitments within contracts</p> <p>Annual targets for community investment</p> <p>External assurance of social value reporting</p> <p>More than 95% of our contracts will report on Social Value Metrics</p> <p>Implement Social Impact Strategy</p> |  <p><b>PROGRESS IN 2018/2019</b></p> |  <p><b>PROGRESS IN 2019/2020</b></p> |  <p><b>DIRECTION OF TRAVEL</b></p> |

#### Board Review

The Board recognised the positive work undertaken as part of the C-19 Business Pledge supporting employees, clients, supply chain and communities in response to COVID.

It welcomed the work on virtual fund-raising guides and promoting volunteering (with risk assessments) and virtual skills-based volunteering opportunities. Further actions of note include ENGIE's participation on the Youth Employment Working Group including work with The Prince's Trust on how to engage young people in quality employment post lockdown, engagement with BITC's Business Response Network, matched funding support for ENGIE Chosen Charities, and ENGIE's commitment to the Employers Domestic Abuse Covenant. The also Board recognised the impact that COVID restrictions have had on both volunteering and fundraising which in turn affected the community investment targets. In 2021 the business will base its measure of community investment upon wider social value metrics.

ENGIE demonstrated its ongoing commitment to investing in communities through employability skills, apprenticeships, work experience, volunteering, fundraising, charitable donations and support for social enterprises, SMEs and local suppliers.

ENGIE adopts a recognised methodology for measuring social value and external assurance on reporting was completed by Social Value Portal, supporting recommendations which will be taken forward in 2021. Training has been provided to the workforce to increase understanding and application of social value principles.

Explicit social value commitments have been captured across new contracts mobilised in 2020 and the Social Impact Strategy is now finalised following consultation with the ENGIE UK Social Value Working Group. The percentage of contracts reporting on social value metrics fell beneath target of 95%.

#### ENGIE Action and further steps

- The Board supported the action taken by ENGIE during the pandemic to continue to support community investment and maintain a focus on social value.
- It advised that further work may be needed to assess the potential longer-term impact on social value and on areas such as volunteering and fundraising.
- It welcomed the inclusion of ongoing training in the Social Impact Strategy to support a broader organisational understanding of social value to ensure effective reporting company-wide.
- The Board requested progress reports on the work to broaden the metrics around community investment to capture all social value measures.



Charter Commitment:  
Making Zero Carbon Happen – Environmental Leadership

| KPI 15  | Evidence Reviewed   |
|---|---|
| <ul style="list-style-type: none"><li>• Reduction in Scope 1 &amp; 2 carbon intensity (tCO<sub>2</sub>e/£M)</li><li>• Reduction in Scope 3 carbon intensity (tCO<sub>2</sub>e/£M)</li><li>• Client Carbon Savings (tCO<sub>2</sub>e)</li><li>• Reduction in asset scope 1 &amp; 2 carbon intensity (tCO<sub>2</sub>e/MWh)</li><li>• Increase renewable energy as proportion of portfolio capacity</li><li>• Increase Electric Vehicles within the fleet</li><li>• Reduction in total waste generated (t/£M)</li><li>• Proportion of total waste reused or recycled (%)</li><li>• Reduction in water use (offices &amp; sites)</li><li>• Reduction in water use for energy generation</li><li>• Contracts with a Biodiversity Action Plan</li></ul>  | <div><div>PROGRESS IN 2018/2019</div><div><div></div></div></div> <div><div>PROGRESS IN 2019/2020</div><div><div></div></div></div> <div><div>DIRECTION OF TRAVEL</div><div><div></div></div></div> |
| Board Review  |   |
| <p>The Board recognised that global action taken to limit the spread of COVID has provided a glimpse of a greener future, with lower energy consumption and carbon emissions significantly reducing pollution levels, improving air quality, and improving air quality during the first lockdown period. They supported the steps taken by ENGIE to endorse a CBI letter to the Prime Minister regarding Sustainable and Resilient Recovery post COVID supporting business action on green revolution.</p> <p>ENGIE provides full visibility of their environmental performance including defined corporate level targets, covering carbon, energy, water, waste, biodiversity and renewables, these targets are disclosed annually at Group and UK level. ENGIE extended its externally verified Carbon Trust Standard to include carbon, waste and water in 2020.</p> <p>Extensive work was carried out in 2020 to develop the ENGIE Zero Carbon Roadmap to support the delivery of their purpose Making Zero Carbon Happen.</p> <p>COVID affected environmental indicators with the most apparent reductions within building and fleet emissions, air and rail, along with an increase use of private vehicles “grey fleet” as people have avoided the use of public transport.</p> <p>The majority of environmental targets were achieved in 2020 including carbon reduction from energy generation, offices, sites and travel, waste generated and biodiversity plans. Full disclosure is to be provided in the ENGIE UK Responsible Business report.</p> <p>A number of live contracts were impacted by COVID which resulted in changes to the status of building occupancy which meant some energy saving services could not be performed, this in turn reduced the customer carbon emissions saved over the year.</p> |   |
| ENGIE Action and further steps  |   |
| <ul style="list-style-type: none"><li>• The Board welcomed the progress made during a challenging year and the focus in 2021 on carbon reduction and resource efficiency, development and capture of customer carbon savings and continued electrification of the ENGIE fleet.</li><li>• The Board advised on priority being given to areas of improvement from the Carbon Trust assessment and the inclusion of commuting and supply chain emissions.</li></ul>  |   |



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