

# *Getting to know* **ENGIE** *communities*

We are all Imaginative Builders



The ENGIE logo consists of a blue curved line above the word "ENGIE" in a bold, blue, sans-serif font.

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***“My ambition for our transformation plan is to build an organisation that is open to the outside world. In which everyone feels responsible for spotting the trends and blips on the radar that are reinventing our future. ENGIE communities are the forces behind the exchange and creation that are driving our Group’s transformation. Generating new ideas by connecting the exceptionally diverse and dynamic people at ENGIE with our external stakeholders is more vital than ever before.”***

**Isabelle Kocher, CEO of ENGIE**



## WHY COMMUNITIES?

**The community spirit has existed for centuries.** The journeyman form of apprenticeship was in itself an extraordinary community of practice. Twenty years ago, organisations realised that after working in a highly compartmentalised and vertical manner, it was now vital they adopt a cross-sector, horizontal approach. Communities, most often created spontaneously, provided a solution that was at first tolerated and then encouraged by organisations, which saw in these communities a source of efficiency and motivation for their employees.

**With the arrival of social media, communities have taken on an increasingly important role in people's lives** and digital tools have made it easier for individuals to get together through their shared interests, passions or goals. This social reality has naturally found its way into the business world and into ENGIE, where our thriving number of internal communities (over 170 on Yammer) represent a lively, shape-shifting reality.

**Communities offer many benefits,** especially as companies are facing an unprecedented need for transformation and must rapidly develop new capabilities, and attract and retain the talent they need to achieve this. From this perspective, communities tick every box by fostering discussion, sharing knowledge and experience worldwide, encouraging collaboration to boost performance and innovation, developing talent and collective intelligence, as well as achieving the priceless outcome that is greater satisfaction and commitment among employees.

# EXPERT OPINION

FOR OVER 20 YEARS BENEDIKT HAS BEEN TAKING AN AVID INTEREST IN COMMUNITIES, NETWORKING AND THE MULTIPLE WAYS PEOPLE COLLABORATE, IN THE TRUE SENSE OF THE WORD, AS IN “WORK TOGETHER”. HERE HE SHARES HIS EXPERIENCE.

## 3 questions for Benedikt Benenati

Interview with  
Émilie Trichereau,  
Communications Manager

In 2016, after several years working in internal communications, cultural transformation and leadership development in large French and multinational groups, Benedikt Benenati founded his own transformation agency called “Only The Braves”. His mantra has always been “connecting people”.



In what way are communities important for business?

This need to build communities is simply a response to the incompatibility of vertical structures with our digital world which is, by its very nature, horizontal and community-based. Companies are adapting. Their new-found awareness tends to vary according to their circumstances.



Should a community be structured, with methods and tools?

That's a hollow debate. It all depends on what is at stake. If it is highly strategic then employees will sort themselves out so that it works. Because they will want to and will see it makes sense. Why should we stay together? If the benefit is neither valuable nor visible, then persisting in creating collaborative tools is a waste of time.



Are there any other drivers for success?

The community manager is a key figure. They are the facilitator, the person driving connections. To lead the community, they must be able to combine digital tools and physical rituals. They also play a coaching role. It is a proper job that should be recognised and encouraged by the company and that should be considered a key step in the leadership development of high achievers. In the collaborative world, the challenge lies in influence.



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# REVEALING THE POWER OF OUR COMMUNITIES

**The aim of this brochure is to promote one of our Group's incredible assets, its communities. ENGIE is lucky to be innately community-oriented. Our two best-known networks, WIN (women) and YPn (young professionals) started up some ten years ago. And no fewer than 170 communities have been launched on Yammer.**

To begin, we have chosen to showcase 14 of these communities. Some unusual ones that, with an eye to innovation, transformation and open-mindedness, deserve to be better known, listened to and encouraged.

Because they can be a powerful driver of ideas and business, as well as a talent spotter and motivator. Extremely

diverse in their origins, vocations and ways of working, these communities, made up of constructive, ingenious and well-connected people, are hotbeds of energy that contribute to ENGIE's vitality and influence.

It is up to us to spot them, listen to them and, where relevant, bring them together.

Moreover, it is up to us to get the most out of them. Not to create a new organisational system but to balance out the vertical with the horizontal, just as fabric exists only through the interplay of warp and weft. Collective intelligence cannot be measured; it is, by its very nature, fragile because it is made up of connections between willing people. But we must nurture it more than ever before because ENGIE's future depends on it.

Valérie Gaudart,

Director of Culture, Communities and Ecosystems  
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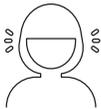
Anne Rochon,

Communications, Culture and Communities Manager  
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**14 COMMUNITIES  
THAT ARE TRANSFORMING  
ENGIE**

A WIDE COMMUNITY IS DEVELOPING AND GROWING WITHIN AND AROUND ENGIE - THE IMAGINATIVE BUILDERS. THIS OPEN, DECOMPARTMENTALISED ECOSYSTEM WITH NO BORDERS FOSTERS POSITIVE INTERACTION AND ENABLES INDIVIDUALS TO LEARN FROM EACH OTHER. IMAGINATIVE BUILDERS RECOGNISE EACH OTHER BY THEIR BEHAVIOUR AND BECAUSE THEY SHARE DESIRE TO MAKE A POSITIVE IMPACT AND PRIDE WHEN THEY ACHIEVE IT. THIS MINDSET RUNNING THROUGH THE GROUP FEEDS ON A SIMPLE BELIEF: IT IS BY OPENING UP TO EACH OTHER THAT WE CREATE VALUE.



### **WIN-Women in Networking**

Making women's voices heard within the organisation



### **The YPn**

Connecting young people and developing their collective intelligence



### **Digital Crews**

Bringing together IT and business for everyone's benefit



### **Data@ENGIE**

Helping all entities achieve data transformation



### **CSR Community**

Communicating CSR innovations to make harmonious progress a reality



### **Managers 3.0 Crew**

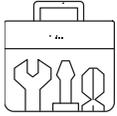
Inventing a new model for organisational structure that is more horizontal and collaborative



#### **Ana Busto**

Executive  
Vice-President in  
charge of Brand  
and Communications

*“Communities unite committed, passionate and creative employees. They offer a great opportunity for communicating our messages more broadly and in a different way”*



### Technician Ambassadors

Sharing passion, pride and experience



### The Club of newcomers

Integrating ENGIE's new companies



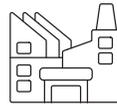
### ENGIE Innovators

Communicating the innovation culture at every level of the Group



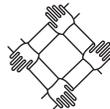
### Key Experts

Sharing and promoting the Group's expertise



### Industrial Projects CoP Contract Management CoP

Promoting the project management culture



### Fortissimo Groups

Fostering commercial cooperation



### The Change leaders

Bringing together ENGIE transformation "doers"



### Ambassadors of the program "I teach energy"

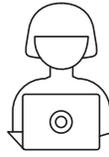
Helping teachers raise energy awareness among young people



**Pierre Deheunynck**  
Executive  
Vice-President  
in charge of  
Human Resources

*"ENGIE communities are a talent pool and exceptional resource that boosts our collective performance and supports the Group in its transformation."*

# Ambassadors of the program “I teach energy”



## What is the aim of the program?

It is a project we launched in 2013 to help primary and secondary teachers in France raise awareness of young people to energy issues, from the basics to methods of energy production, consumption and protection. It also aims to help young people understand and choose their future professions. Over 100 teaching resources including fact sheets, videos, graphics and competitions are provided via a special website for education professionals.

## And the role of its ambassadors?

The community runs the program by creating teaching resources based on its energy sector expertise and by supporting teachers in schools. It is called on to go into classes, take part in professional forums and guide groups around industrial plants. Another way of being an ambassador is to liaise with schools and education authorities to promote the program in French regions and adapt it to local needs.

## What does the community involve?

We have had up to 450 ambassadors in France, though this number has fallen recently. We have just launched a new campaign to raise awareness among Group employees and new retirees. This is especially important because the work we are doing is appreciated – in 2016 we signed an agreement with the French Department for Education which should be extended this year. The figures speak for themselves – 15,000 education professionals use the website, 90% of education authorities list it and we make 150 school visits a year, reaching a total of more than 5,000 pupils.

## What are your plans?

We are redesigning the website to improve both the style and content of its resources. For example, we plan to work with YouTubers and create escape games.

WITH



**Cécile Barbier**

Head of the “I teach energy” program

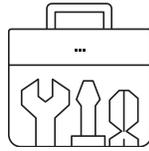
✉ [cecile.barbier@engie.com](mailto:cecile.barbier@engie.com)



\*I teach energy

**Our group of ambassadors is completely in step with the direction the Group has taken for the coming decades (#Harmony Project), taking action on several fronts within its educational scope: helping pass on knowledge, raising awareness among young people, teaching them how to use energy better and inspiring them to invent tomorrow's technology.”**

# Technician Ambassadors



## How did the community start?

It began with the realisation that technicians were the Group's most important community. We decided to work with about twenty technicians to find a way to promote their role. This task force came up with the idea of creating a network of ambassadors, which we set up in April 2018. For purposes of efficiency we decided to limit the network's scope to France for the time being.

## What does being an ENGIE Technician Ambassador mean?

Sharing your passion, your pride and your experience to help others gain a better understanding of technical roles and to foster vocations both within the Group and externally. Every ambassador receives a letter of appointment signed by the Group Executive VP and the CEO of their BU. They sign a charter and have a day's training in the ambassador role.

## What does the network involve?

Today we have about a hundred technicians from many different backgrounds, all of them highly motivated to fly their profession's flag at business forums, debates (Imagine 2030), exhibitions etc. held by the Group. They were either co-opted by their managers or signed up of their own accord via a platform; applications are validated by their HR officer and their manager.

## How does it contribute to ENGIE's transformation?

In September 2018, we went one step beyond raising awareness of the technician role and launched the Vision 2030 workshop, in which 12 members of the community debated social trends and the impact on their work.

 Launched as a French community, it will gradually be rolled out all over Europe.

WITH



**Philippe Lesoil**

Managing partner in charge of strategy and institutional relations at ENGIE Grenn and network co-manager alongside Véronique Huchet

 philippe.lesoil@engie.com



***This community addresses a vital need to ensure our technicians remain committed, by providing recognition and by making it easier for them to progress within the Group. Our aim is also for a diverse community, in line with ENGIE's diversity. Seven female technicians have just joined the network. One of the assignments of our Technician Ambassadors is to help achieve the Group-wide objective of bringing more women into technical roles."***

# The Change leaders



## The Change leaders network was launched at the end of 2018. What was its aim?

The aim of this community is to bring together all transformation “doers” – people running concrete projects – so they can get to know each other and share their experiences in a positive and well-meaning atmosphere. It also serves to promote and boost all those who have the courage to launch such initiatives.

## Who are these Change leaders?

To date, we have 125 members all from different backgrounds because we are convinced that inspiration can come from anywhere. Obviously, this number is by no means exhaustive and the community hopes to grow quickly and without limits. We have also identified other ENGIE communities that are actively helping the company’s transformation and we have asked their representatives to join us and to talk about us within their own networks. Why Change Leaders? Because they were the first and they will encourage others to follow them.

## How are you planning to make the network grow?

A year ago we set up an informal community on Yammer to start sharing experiences and work together to formulate our ideas on transformation. We want to carry on involving the network’s members in our most important decisions by getting together in person at least twice a year.

 Today, two-thirds of the community is French or Belgian while the remaining third comes from other countries like the United Kingdom, Spain, Romania, the United States, Brazil, Chile, Peru, China and Singapore. Our aim is to represent all Group entities.

WITH



**Nadège Lefeuvre**

Transformation Project Manager in the Group Transformation Department

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## Why Change Leaders?

**Because they were the first and they will encourage others to follow them.**

**This community aims to promote and boost all those who have the courage to launch such initiatives.”**

# The Club of newcomers



## What is the Club of Newcomers?

The Club of Newcomers is made up of the CEOs of companies acquired by ENGIE since 2015.

## What is the purpose of this new community?

Its aim is to strengthen the newcomers' sense of belonging to improve their integration in the Group. Mostly, these companies join the Group through a particular field and are integrated in a BU. They do not know each other. The idea is to make it easier for them to share their experiences in integrating the Group and then involve them in strategic planning.

## What was on the agenda for the first meeting?

We would like the community to get together in person at least once a year. An initial discussion forum was held at the beginning of 2019 to decide on the club's direction and forum topics. Subjects covered included integration issues, general Group strategy, Vision for 2030, as well as other topics chosen by the club.

## How does it contribute to ENGIE's transformation?

The aim is for this Club of Newcomers to act as a sounding board by exchanging ideas and offering innovative propositions for ENGIE or suggestions for co-working topics focusing on these companies' areas of interest. We also had the idea of combining these get-togethers with innovation forums outside the Group to create new business opportunities.

 11 nationalities represented with very different cultures and approaches to business.

WITH



**Anamélia Medeiros**

Project Director in the Group Integration Office and club co-manager

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***Our informal community brings together experts in the integration process to encourage the exchange of best practices. Some fifteen such experts, from different BUs, offer their expertise in this area. They will be the focus of a centre of expertise we are launching, with its own methodology, tools, resources and opportunities for discussion.***



## COLLECTIVE INTELLIGENCE IN ACTION



As both an ecosystem and think tank, our ENGIE People's Lab fosters social innovation, business watch, ideas and energy to help ENGIE's transformation.

Several times a year, our Lab brings together motivated people from ENGIE communities and change makers, partners, influencers and experts from outside the Group.

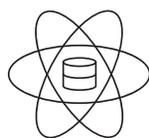


If you would like to get involved, please contact Valérie Gaudart.



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# Data@ENGIE



## Data@ENGIE launched in 2018. What was its aim?

The aim is to make data a new asset for the Group, like its plants and its customers. Which, in concrete terms, means knowing what data we have access to, without exception, whether this is management data or operational data, of which connected objects give us more and more. It also means knowing where our data is stored, being able to collect it, share and exploit it, enrich it and finally, of course, being able to create new products and services based on data.

## Why create a community?

Many people must help make data a new asset for the Group: management to define strategy and use; data and IT specialists to implement it. The community is where we come together, to share and enrich our work. We based it on the Data Scientists community which was set up two years ago.

## How does it work?

The Data@ENGIE programme provides the Group with a number of shared resources, particularly the common data hub, which enables us to share Group and external data, and an AGORA portal to share usage examples and algorithms. Data@ENGIE also offers BU transformation support by providing advice and expertise in data science.

## Any other concrete achievements?

We regularly hold challenges, open to all data scientists, to find solutions to a case proposed by a BU, which agrees to share the problem it is facing and its data. It gives the whole community a chance to gain experience and expertise. We also make webcasts to present technical solutions and achievements.

 Members of this community come from all Group entities and regions.

WITH



**Gérard Guinamad**

Group Chief Data Officer

 [gerard.guinamad@engie.com](mailto:gerard.guinamad@engie.com)



**Data@ENGIE community facilitators have a particular expertise and content is provided by all members. One participant can fulfil all roles. Participants start by taking inspiration from and watching what is done, before taking part in an event, but must quickly see the point of creating content for the community."**

# Key Experts



## How did the community start?

It is made up of 400 Key Experts and the Group's fifteen or so Top Experts in a range of specialities. This label is an official recognition of specialist knowledge in a particular field. The Experts sector is set to expand but as our aim is for every individual's skills to serve others, we set up cross-sector communities of practice, such as a community on renewable energy. In research, the specialist Labs pursue the same objectives.

## What are these objectives?

Within the Group, the role of Experts is to reply to any specific question in a particular field, whether this is about solar panels or the latest generation of wind turbines. Communities of practice and Yammer groups help us respond very quickly and an isolated, non-specialist colleague can get an answer very quickly. Outside the company, their role is to represent the Group through public speaking, publications and active participation in scientific conferences. We also play an expert role in other entities than ENGIE, particularly for certifications, in French competitiveness clusters and on European projects.

## A concrete example of an achievement?

In terms of our interaction with academia, we set up a scientific committee of experts from outside the Group, which meets every six months. We submit two topics to eight world-renowned experts. The latest topics covered were biomimetics and citizens' acceptance of new technology. A summary of this work was presented at an event for the Key Experts community and the Group's Top 50 and was followed by an opportunity for informal discussion.

WITH



**Jan Mertens**

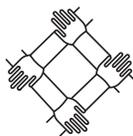
Group Scientific Director and community co-manager alongside Renata Spada, Group HRD

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**“Within the Group, the role of Experts is to reply to any specific question in a particular field, whether this is about solar panels or the latest generation of wind turbines. Outside the company, their role is to represent the Group.”**

# Fortissimo Groups



## What is Fortissimo?

Fortissimo is the name of a commercial coordination program focusing on specialist groups of business developers and salespersons from all ENGIE entities. The community has about 400 members divided into 13 groups. Every year, a steering committee reviews the groups, some are abolished and new ones are formed.

## How do these groups work?

The groups are commercially oriented with topics focusing on market segments, such as airports, the health sector or the port industry, and a customer-focused approach.

## What are their objectives?

1. To make it easier to share information to improve our customer knowledge and our understanding of the positioning of ENGIE entities in each segment.
2. To encourage cooperation between salespersons to optimise bids for tender by favouring a consortium mode or, at the minimum, coordinated bids.
3. To pool operational marketing resources to strengthen visibility in the market (brochures, participation in exhibitions and sector-specific events).

## How does it work?

We are focused on remaining practical so that we are useful to salespersons. Every group is chaired by a representative of an operational entity, who is mandated to talk about the sector both within the organisation and externally, and has one or two group facilitators. Community members are part of a network and meet up every three months. Any salesperson, whether a community member or not, can request operational support from a group.

 Originally focused on France, Fortissimo groups are now open to all BUs and ENGIE entities worldwide.

WITH



**Frédéric de Goyon**

Deputy Director of Fortissimo programs

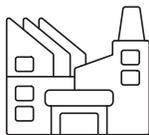
 frederic.de-goyon@engie.com



**Community members provide added value to salespersons by helping them focus on their customers and therefore get better results."**

# Industrial Projects CoP\*

## Contract Management CoP



### What do these two communities do?

The two communities have different backgrounds and different targets. The Industrial Projects sector has been run as a community of practice for over ten years. Today it has 1,900 members and has expanded to include not just project managers but also their colleagues in charge of quality, cost, project lead times etc. The Contract Management CoP was set up seven years ago. With the joint backing of the Group General Counsel and the POD, it has almost 200 members who are Contract Managers in the company, and legal and procurement managers from all entities.

### What is their aim?

To promote project management and contract culture at ENGIE, to professionalise sectors by sharing best practices, tools and experience, and to make project staffing easier by improving visibility and fostering mobility within the Group, in conjunction with the POD's Talent team. The existence of these communities gives rise to peer reviews – a project manager in one country or entity is called on to help another project on a different continent. Both recipient and donor really appreciate this system.

### How does it work?

Two members\*\* of the POD are in charge of running the communities using a number of tools and methods. To do this, they work closely with correspondents in each BU and business activity, and in some support functions. The Industrial Projects CoP platform is used to share Group policies, guidelines and best practices from the different BUs, including those concerning Contract Management. An annual event brings some 200 project managers together to discuss projects and topics proposed by the community. The Contract Management CoP holds quarterly meetings for some fifty participants during which two speakers, one from outside the Group and one from ENGIE, talk on the same subject.

WITH



**Valérie Gibert**

Director of the Project Management Office,  
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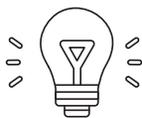


**“During discussions, people offer to help each other, over and above the original goal. In a community, the idea is to share practices and good or more negative experiences. Confidence grows and makes everyone want to talk about their own experience. Informal, one-to-many questions help people enrich their own position and vision. People are also proud to have the opportunity to talk about their project to their peers.”**

\* CoP = community of practice

\*\* [azzurra.ferrari@engie.com](mailto:azzurra.ferrari@engie.com) (Industrial Projects CoP);  
[peggy.houdart@engie.com](mailto:peggy.houdart@engie.com) (Contract Management CoP)

# ENGIE Innovators



## Who does this community include?

If such a “community” exists, it is made up of ENGIE’s Imaginative Builders. Its members change every year because, between December and June, it invites all employees to come and share their innovative projects at the “Trophées de l’Innovation” awards. Including all the candidates and their teams, plus managers, assessors and event organisers the world over, there are between 2,000 and 3,000 people involved in each cycle.

## What is its mission?

Its mission is to promote innovation culture at ENGIE by providing employees with the opportunity to spot, share and present their innovations at the highest level of the Group, and by getting management on board. Since 2015, our strategy has been more focused on new businesses.

## How does it work?

It is fuelled by a competition of ideas with a very well-organised selection process. About 500 applications each year are studied by a team of 200 assessors from different backgrounds within the Group. About 50 projects are selected to be presented to a jury of ENGIE directors and outside figures. The Trophées de l’Innovation awards are presented by Isabelle Kocher at a closing ceremony.

## What connections does it have, both internally and externally?

This showcase of Group innovations puts the spotlight on projects so they can be widely shared and, for the 100 best innovations each year, not only within the Group but also externally. This abundance sparks interest, especially as the assessors and jury members are the Group’s decision-makers. Throughout the year, outside the selection process period, all competition entries received since 2009 are available for consultation, which fosters networking. We also boost the external visibility of each cycle’s shortlisted projects via social media, business events and incubation, for example.

WITH



**Florence Cariou**

Innovation Projects Director

[florence.cariou@engie.com](mailto:florence.cariou@engie.com)



*This community is an almost magical manifestation of the Group’s commitment, vitality and diversity.*

*The Trophées de l’Innovation awards require few resources and generate a great sense of collective pride. But it remains a fragile state. The community’s vitality lies in a human alchemy built on the good will and excellence of its managers.”*

# Receive our newsletter

AND JOIN OUR  
TREND-WATCHING COMMUNITY

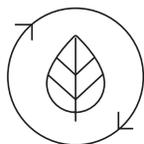


Our monthly, **TRENDS SHAKER X PEOPLE** newsletter covers all the latest trends in technology, economy, health, ecology, diversity, education etc. In fact, we are interested in every topic that impacts our society. Available in both French and English, **this newsletter designed for and by our communities is aimed at all Group employees to feed their curiosity and boost our collective performance.**

We need you to trend spot! Share your discoveries and join our trend-watching community by emailing us at [anne.rochon@engie.com](mailto:anne.rochon@engie.com)



# CSR Community



## What does ENGIE's CSR community involve?

It was set up three years ago and is expanding every year. There are some 800 of us, from all sales, business development, marketing, communication and legal backgrounds and from all Group countries. We wanted this community to be very business-oriented, because sustainable development is not a nice to have but rather a competitive tool with which to win markets.

## What is its *raison d'être*?

The same as the Group's *raison d'être*: contributing to more harmonious progress. The aim of the community is to make it easier to exchange good ideas; to create networking opportunities to replicate best CSR practices from one entity to another and from one country to another. Also, to simplify information sharing between the network of CSR officers and employees in contact with customers.

## How does it work?

We arrange get-togethers, seminars and Green sessions, and a 15-minute call every Thursday. The aim is to review news items, particularly the Group's latest CSR innovations, with a report sent out to everyone to initiate contacts. More widely speaking, the community is fuelled by external benchmarks and push mails on sector-specific initiatives.

## Group contributions?

The CSR community was asked to design the environmental element of ENGIE's new headquarters in Bois-Colombes, due to open in 2022. We are intending to ask it to work on personal responsibility: what practices should we all be adopting, along the lines of the WAG app launched by the WWF.

WITH



**Romain Reboux**

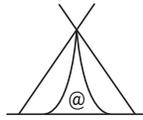
Sustainability Manager and manager of ENGIE's CSR

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***In an increasingly decentralised group like ENGIE, employees need meaningful subjects that spark commitment and that bring them together around common goals. Because they are also citizens."***

# Digital Crews



## How did the Digital Crews begin?

They were launched in April 2018 to meet a simple objective: to reuse what the Group does best in terms of digital technology. Beginning with the conviction that digital means IT and hand-in-hand business, we decided to create mixed crews of technical experts and business people. These four crews relate to existing areas of expertise at ENGIE Digital: chatbots, APIs\*, design and Inner source\*\*.

## How are they run?

They are flexible communities. If one doesn't take off, it just disappears. On the other hand, other subjects might see the light through our trend watch and feedback from teams that are in daily contact with BUs. A new crew can be created as long as there is the necessary expertise and BUs express a real need.

## Who can join?

There are nearly 800 employees involved in the four crews and we set no boundaries. There is no need to sign up. Everybody comes along to learn by taking part in events, watching videos, meeting experts. The driving force behind these communities is a group of less than ten people whose role is to manage them and create value. That is all you need to do to run a group. At the heart of the crews, ENGIE's digital platform, Digiplace, provides all the necessary ingredients for successful and efficient reuse including business use cases, design kits, source code and technical documents.

## A concrete example of an achievement?

Evangelism is not enough. The community helps concrete projects get off the ground. In the high business value field of APIs\*, two crew events organised in cooperation with employees at ENGIE Italia resulted in a project that produced digital solutions for the Group's BUs.

 The community is particularly active in France, Italy, the United Kingdom, North America, Asia and Australia.

\* Application Programming Interfaces

\*\* Open source culture applied to organisations

WITH



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Head of communities and digital communication, ENGIE Digital

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***As well as fostering dialogue and boosting the ability of teams to get started on projects quickly, the community is a source of pride for its members who realise the importance of getting a place on the digital spectrum of large companies. It is a huge advantage. Our aim is also to open doors and foster cooperation with partners such as Thalès Factory, Renault digital and Société Générale. We all share the same approach and can learn a lot from each other."***

# Managers 3.0 Crew



## How did the crew begin?

At the end of a SemaFor\* on management, the idea of setting up a community seemed like an obvious solution for those who wished to continue discussions. The Managers 3.0 crew was launched in 2017. It has 500 members on Yammer, mostly executives, senior executives and directors, from all entities and, for the time being, mainly French speakers. With 130 more active members and a core of about thirty people involved in concrete projects.

## What is its aim?

Our objective is to invent a new model for organisational structure that is more horizontal and collaborative. We have a very short manifesto built around five ambitions that have a real impact on management on a daily basis, and three simple ideas - implementing these ambitions in our immediate environment, sharing, and remaining humble, because nobody is all-knowing. This manifesto will evolve as the crew evolves.

## How does it work?

The crew is run with a rotating "catalyst" whose role is to forge ties. We also have regular meetings and, for the most involved, a weekly call. Our approach focuses on emergence - identifying topics that develop the cause of collective intelligence within the company. If one of the projects takes off, it becomes somebody's job.

## Some examples?

The idea of having a group-wide collective conversation, which led to the Imagine 2030 project, came from our crew. We also sparked a debate on the B Corp label which will give rise to a SemaFor. And we are considering another project - creating support groups to help managers oversee transformation.

\* Think tank on the future with talents chosen specifically for each topic.

WITH



**Didier Liautaud**

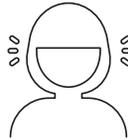
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and community manager

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***The crew's approach is totally in line with our collective intelligence mindset. Rather than go via the top, our choice is to let individuals decide for themselves that it makes sense and renders their work more interesting and dynamic. Our ambition is for everyone to join us, but we have not set a target figure. The crew is a way to develop ideas, not an end in itself.***

# Win-Women in Networking



## Who are the WIN members?

WIN is ENGIE's women's network. The community was launched in 2008, two weeks after the Suez-Gaz de France merger. The founding team was made up of eight women from different backgrounds. This core team was the driving force behind our integration. The network was ten years old in 2018 and has 2,000 women members from all ENGIE business activities.

## How is the community run?

With a domino effect. Any member can launch their own group in the space of a few months. We have a licence for the Canadian programme "Taking the Stage" which provides all the tools for running a group of 20 to 25 women.

## What is its raison d'être?

To enable women to get together to address all the issues they face in their professional and personal lives and to provide support, particularly during the crucial time when they have children. But also to encourage them to take the limelight. For the last four years, the WIN network has been working on innovation to promote women's contributions to the challenges facing the Group.

## A belief?

Women are a source of innovation and a driver for change at ENGIE.

## Concrete examples?

In 2015, the community was asked to take part in a huge project called Business for Tomorrow. It came up with over 150 suggestions with some great ideas and six groups presented their business cases to the Executive Committee. In 2018, we chose 250 women to represent the network in the "Imagine 2030" programme, with deliverables presented to General Management.

 Over twenty countries represented.

WITH



**Elisabeth Richard**

Chair of the Win network

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***Our community has created a bond of trust. The WIN network works for transformation, innovation and performance. The strong sense of belonging and intense loyalty of its members mean that the community is truly committed. We also organise get-togethers with women's networks in other large organisations and with local councillors. These opportunities all help us meet Group objectives."***

# YPn-Young Professionals network



## Who are the members of YPn?

The YPn is ENGIE's young people's network. It was set up in 2008 by young ENGIE employees on their own initiative. Today the network has 1,200 members from all Group entities. It is open to anyone under the age of 36.

## What is the role of the YPn network?

The network's primary role is to make it easier to network and share advice between colleagues, helping each other learn about the Group, understand how it operates and successfully integrate. It is also a tool to spark debate. Five years ago, Group management set us an assignment: to foster strategic thinking for the Executive Committee, Newcorp and BUs. This resulted in the Creative Lab.

## How is the network run?

Very informally via Yammer. There is no chairman or spokesperson. The network relies on the personal commitment of its members. And I think the system suits everyone because there is always someone to take up the torch. We hold regular after-work events but nothing is set in stone.

## Some concrete achievements?

The Creative Lab is YPn's key event. It is held every year with the aim of developing collective intelligence on concrete subjects. In 2018, YPn members worked on new high-value propositions, some of which have been taken up by the different business activities and BUs for rollout of 18 months maximum.

 The community is very active in France, the Netherlands and Italy, and is gaining popularity in the United Kingdom.

WITH



**Zuleyha Seker**

ENGIE internal consultant

 On Yammer:  
YPn – Young Professionals network  
Please address any questions to:  
ypn@engie.com



***The YPn is in a good position to contribute to the Group's strategic thinking and not just on paper. We are experiencing major changes and need to contribute to something useful and be heard. The role of this community is also to enable young people to feel part of a group and be connected to people from differing backgrounds who have a positive mindset."***



## BUSINESS ACTIVITY CoPS



**Jan  
Vanoudendycke**

Director  
of Group  
Knowledge  
Management



**Gilles Ricou**

Project Manager

“At ENGIE, and more specifically within the scope of Strategy and Innovation\*, there are communities of practice focusing particularly on our business activities and the Group’s “business” objectives. These communities bring together experts, managers and any groups that wish to come together around activities, skills and experiences for the collective interest. Today there are over 50 communities each with several dozen or several hundred members. They discuss the development of key innovations for the Group as well as more restricted processes that are just as important. They may cover Energy Distribution, BtoC Sales, Offshore Wind or Data Centres. They are very well-organised, each have a precise goal and are managed by a system of governance (sponsors and leaders).”

\* OSAE

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If you have any questions, please contact **Jan Vanoudendycke** ou **Gilles Ricou**.



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