



Intergenerational Employability Enhancement through multi-stakeholder CSR initiatives

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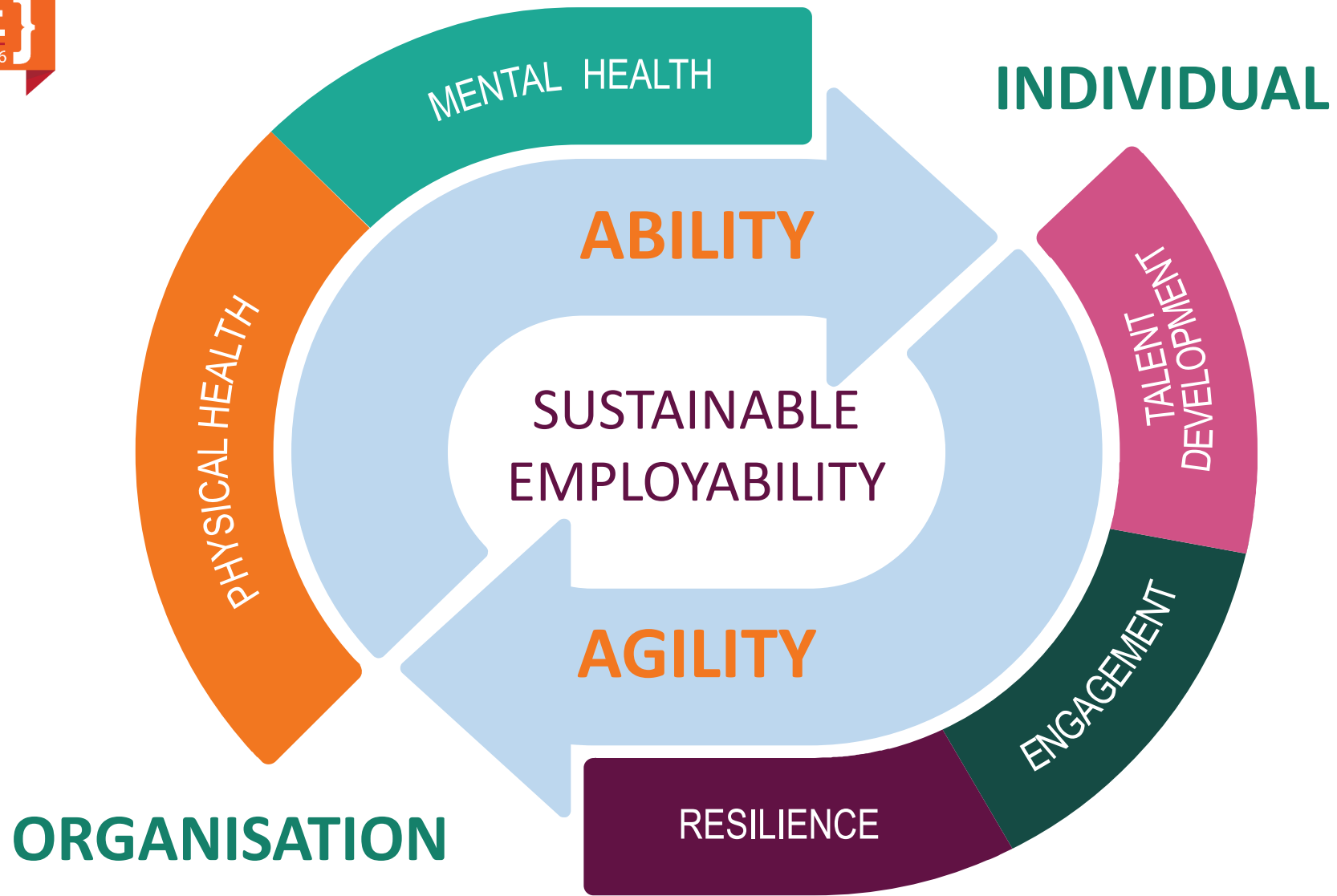
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Content overview

1. ENGIE Group and main challenges
2. (Intergenerational) Employability
3. Multi-stakeholder Approach
4. Concrete examples and outcomes





ENGIE Group and main challenges





ENGIE Group and main challenges

- **World leader in Energy Transition**
- 152,900 employees worldwide in 72 countries
- 74,7 billion € revenues
- 7 billion € investment
- 900 researchers
- ...more than 35% older than 50



ENGIE Group and main challenges

- Decentralisation
 - Decarbonation
 - Diversity
 - Decreasing Demand
 - Digitalisation
- New Business Model based on Energy Transition & Change Agility



Employability

- Life-long HR Management Scheme
- Changing Markets >> New Skills Development
- Change Agility : flexibility, adaptability, inter-changeability, open-mindedness, cross-fertilisation, ...
- From co-operation to collaboration, and finally co-elaboration
- Core Business Concentration >> other stakeholders



Intergenerational Employability

- 4 generations co-habiting within the same company
- Differences in culture, mood, motivation, abilities, ...
- Awareness raising within the company
- Commitment of Top Management
- Redefining employees' roles and the ways of working (NWOW)
- Co-elaboration via « binomes »



Multi-stakeholder Approach

- Specificities of ENGIE (fields of activity, expertise, ...)
- CR Department : roles, missions & assignments
- Stakeholder Mapping (regarding employment)
 - Internal Stakeholders : Operational Managers, HR, Legal, Strategy, CEO, ...
 - External Stakeholders : Ministries (Education, Labour, ...), Educational System, Trade-Unions, NGOs, International Bodies, ...
 - Mixed Stakeholders : FAPE ENGIE Belgium, FACE, CSR Europe



Examples & Outcomes

- Group Agreement on Intergenerational Work
- Mentoring & Reverse Mentoring
- Internship & Traineeship
- « Pairs of Peers »
- Covenant with Education Ministries
- Mid-career Interviews and re-orientation
- Secondment Opportunities (*)
- « Sandwich Training »
- ...



Thank you for your attention

Any questions, remarks, comments :

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