



Workforce Disclosure Initiative

WDI Survey

Centrica

COMPANY DETAILS

Reporting period

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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	Start date		Mandatory Public		0
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01 January 2021

	End date		Mandatory Public		0
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31 December 2021

1 GOVERNANCE

Governance structure and management

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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1.1	Which workforce-related topics are subject to Board level oversight (Board members and committees), if any? Select all that apply.	F	Mandatory Public	Rule 1 (1 point)	Yes/No
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All of the following items will be selected via the online submission.

- Attracting and retaining workers - selected
- Diversity and Inclusion – selected
- Forced labour, modern slavery and Human trafficking – selected
- Gender pay equity – selected
- Grievance and whistle blowing processes - selected
- Human Resources - selected
- Human rights – selected
- Mental health in the workplace - selected
- Occupational health and safety – selected
- Responsible sourcing – selected
- Training and development – selected
- Wage levels / living wages – selected
- Worker engagement – selected
- Other

1.2	Identify the Board members and committees and/or executive management positions with governance responsibility for workforce matters in the company's direct operations and supply chains. State their remit of responsibility.	F	Mandatory Public	Rule 1 (1 point)	150 word limit
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The Board ultimately has responsibility for all workforce matters. The Board is supported in this duty by a number of Committees and forums including the Safety, Environment and Sustainability Committee (SESC) and the Centrica Leadership Team (CLT), which reviews the majority of issues set out in Q1.1 such as attracting and retaining workers, human resources, diversity and inclusion, gender pay equity, training and development, wage levels/living wages, worker engagement, forced labour/trafficking/modern slavery, human rights, mental health, occupational health and safety, responsible sourcing, grievance and whistle blowing, with the latter two also going to the Audit and Risk

Committee. Meanwhile, the Nominations Committee also reviews attracting and retaining workers in senior roles to ensure strong succession planning, whilst the Remuneration Committee predominantly covers gender pay equity and wage levels/living wages.

1.3	Describe how information on workforce matters is integrated into governance processes, and how this informs company strategic planning.	F	Mandatory Public	Rule 1 (1 point)	250 word limit
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The Board has overall responsibility for and regularly reviews workforce matters. Members sit on people-focused Committees to optimise collaboration with business leaders and inform strategic decisions. In 2021, workforce strategy and performance were primarily managed through SESC which meets three times a year, alongside the CLT which meets 11 times a year. This included progress against our People & Planet Plan goals as well as operational plans to achieve them. At least annually, the SESC and CLT reviews and approves the forward business schedule for the year which comprises of key priority areas and standing items like engagement, health and safety, training, diversity and responsible sourcing, proposed by leaders from Responsible Business, Responsible Sourcing, Talent, Resourcing, Learning and Colleague Experience amongst others, with the Group Chief People Officer and Group General Counsel and Company Secretary overseeing. The SESC receives reports from Internal Audit and Risk on the adequacy of systems to identify and manage people-related risks and opportunities, whilst tabling key areas of focus like human rights and skills with any pertinent issues including action against modern slavery, being recommended for Board consideration. The Board additionally receives minutes, actions and updates from wider Committee Chairs which assists the Board in overseeing key issues like diversity alongside remuneration and incentive plans. The Nominations Committee further assists the Board with succession planning. Through good governance like this, we ensure we've the right strategic planning to add value to our business model which exists to 'help our customers live sustainably, simply and affordably'.

Performance incentives

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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1.4	How does the company assess and incentivise the performance of those with governance responsibility (identified at Q1.2) for workforce matters, such as those identified at Q1.1? Include relevant KPIs and weighting in compensation or remuneration schemes.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Our governance structure enables the effective evaluation of performance which is reflected in remuneration arrangements. The Board and its Committees regularly review KPIs and targets across issues like diversity (e.g. diversity dimensions for senior leaders and all company), engagement, health and safety (e.g. process safety and fatalities), Our Code compliance and incidence of modern slavery. Performance is embedded in leadership objectives, with associated compensation arrangements. Moreover, at least annually, the Committees review their performance over associated KPIs alongside their constitution and ToR, to ensure they're operating effectively and report how they've discharged responsibilities to the Board together with recommended changes annually. A Board Evaluation Review is furthermore conducted every year with an independent assessment occurring every three years. Feedback on individual Directors is generally flowed into the annual review process. The 2021 independent assessment concluded that the Board Committees continued to operate effectively with a strong culture of performance evaluation and governance, alongside a strong determination to add value for stakeholders. As an improvement area, the 2022 Board action plan is focused on continually enhancing talent development, particularly among Board and senior management. The long-term incentive plan (LTIP) for Executive Directors in 2021 was additionally tied to three workforce KPIs accounting for 22% of the scheme, spanning process safety incident frequency rate, total recordable injury frequency rate and employee engagement. Our long-term aspirational goals for LTIP is generally aligned with upper quartile market performance to drive progress and accountability.

Delegating authority

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
1.5	How does the company organise the day-to-day management of workforce matters, including within supply chains, to delegate responsibility for managing risks to workers' rights to the relevant business functions and senior managers, and beyond?	F	PUBLIC	Rule 1 (1 point)	250 word limit

Responsibility for actioning strategic decisions relating to social impact is largely agreed by the SESC, CLT, Audit and Risk Committee, Nominations Committee, Remuneration Committee and Board. The associated people-focused Leadership teams are consulted and briefed on major changes of approach and key messages due for cascading Group-wide, which may involve the Group Head of Colleague Experience, the Group Responsible Business Director and VP for Business Ethics, HSES and Financial Risk. Further cascading occurs from leaders to respective senior managers alongside the wider team, for efficient implementation. This includes teams working across HR, Talent, Reward, Diversity and Inclusion, Learning,

Development and Resourcing, Internal Communications, Procurement, Health and Safety, Responsible Business and Ethics & Compliance, who are well-positioned to deliver change that helps our colleagues, business and supply chain to flourish. Each manager has responsibility for their team delivery through day-to-day management and quarterly performance review processes. The respective function lead will also flag and monitor associated risks and opportunities via engagement with the Enterprise Risk & Controls team. Information and activities applicable to our people are cascaded and embedded via a variety of methods depending on the audience – from communications from leaders on email, at team meetings and townhalls, to policy updates, internal news articles and online modular training.

Human rights policy commitment

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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1.6	Which public commitments on human rights has the company made? Select all that apply from the drop-down list.	F	Mandatory Public	Rule 3 (1 point for Yes)	Drop down list
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- **A commitment to respect all internationally recognised human rights that is approved at Board level – selected**
- **A commitment to prohibiting, identifying, and preventing forced labour, modern slavery and human trafficking in its operations and supply chains - selected**
- **A commitment to provide a remedy where it has caused or contributed to adverse human rights impacts affecting/linked to its business operations and relationships - selected**

1.6a	For each commitment, provide a link to or attach the relevant public documents.	F	Mandatory Public	Rule 3 (1 point for Yes)	URL/doc upload
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- Respecting human rights – [Our Code](#)
- Forced labour, modern slavery and human trafficking – [Modern Slavery Statement](#)
- Providing a remedy - [United Nations Global Compact – Communication on Progress](#)

2 RISK ASSESSMENT AND HUMAN RIGHTS DUE DILIGENCE

Human rights and due diligence

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
2.1	Does the company conduct ongoing human rights due diligence to identify, prevent, mitigate and account for human rights risks and adverse impacts?	F	Mandatory Public	Rule 3 (1 point for Yes)	Yes/No
	<input type="radio"/> Yes				
2.1a	If yes, please provide more information	F	Mandatory Public	Rule 3 (1 point for Yes)	250 word limit

We conduct ongoing human rights due diligence to identify, prevent, mitigate and account for human rights risks and impacts. Processes are aligned to internationally agreed standards like the International Labour Organisation core conventions, the UN Global Compact and the UN Guiding Principles on Business and Human Rights, spanning direct and indirect operations across the markets where we operate. In direct operations, we've a low level of risk with robust policies, processes and practices in place including various HR processes to ensure the right to work alongside the right working conditions, together with training and awareness campaigns. We focus effort on our supply chain where human rights risk is greatest and use third party sustainability platforms, alongside country and commodity risk rating tools, to undertake due diligence in line with our Responsible Sourcing Policy during onboarding and subsequent evaluations/monitoring. If a supplier is flagged as higher risk, we'll examine further by undertaking a site inspection or remote worker surveys, to ensure we've a better understanding. As necessary, due diligence findings are always shared with relevant personnel to determine appropriate action - whether that's working with suppliers to create action plans to raise standards or terminating our relationship and reporting the abuse. Depending on the findings, Procurement may also flag higher risks with relevant risk teams and commercial leaders including up to the Board. We work with trade unions and industry specific organisations like Solar Energy UK, to share and develop best practice due diligence. See more in our [Modern Slavery Statement](#).

Risks and Opportunities

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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2.2	Describe the company's process for identifying and assessing workforce risks and opportunities in its direct operations. Include how the company's human rights due diligence activities inform the process.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Identification and assessment of risks and opportunities (R&O) are captured in risk registers and managed through the Enterprise Risk Management Framework which addresses 0-3-year risks, with longer term risks assessed via board strategic planning. Risks are assessed at business unit (BU) level with subject matter experts who incorporate stakeholder feedback (e.g. trade unions) to determine impact, likelihood and mitigating controls. Risks include human rights like modern slavery. Day-to-day ownership sits with business management, with BU R&O discussed quarterly at Group Risk and Controls Reviews chaired by the Director of Risk and Internal Audit. Bi-annually, the Group Principal Risks are reviewed and challenged by the CLT, who have delegated authority from the Board. The Group Risk profile then undergoes a deep dive by the Audit & Risk Committee. The Board reviews risk in its strategy review and assesses the Company's Principal and Emerging risks whilst approving the Principal Risk and Uncertainties disclosure (centrica.com/ar21, p38-43). Annually we evaluate our System of Risk Management and Internal Control, which is supported by an annual certification of controls and adherence to Group policies by senior management. We continually evolve our people strategy to seize strategic opportunities. As part of this, the Board approved and introduced our People & Planet Plan to create a more inclusive culture with the skills needed for net zero. This involved Responsible Business, alongside business leaders, undertaking a materiality assessment based on internal and external feedback via interviews and research, to target areas we can make the greatest difference.

2.3	Describe the company's process for identifying and assessing workforce risks and opportunities in its supply chain, if different from 2.2. Include how the company's human rights due diligence activities inform the process.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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The same process set out in Q2.2 applies for the supply chain to identify and assess workforce R&O, funnelling identified R&O into the Group's Enterprise Risk Management process. However, certain processes to identify and reduce risk whilst maximising opportunities across our supply chain are additionally pertinent to share. For example, we continuously risk rate suppliers using a country and sector risk segmentation tool that considers the product or service being offered alongside any risks such as human rights. Suppliers identified as potentially high risk are subject to a further, enhanced, risk assessment which considers their sustainability standards, including labour and worker rights. Suppliers that continue to be categorised as high risk are flagged to receive a site visit from a third-party auditor to review their human rights, labour, and health and safety practices. During this process, workers in our supply chain are observed and any contacts made via the anonymous third-party worker helpline, provided by an independent audit firm or via our separate remote worker surveys, are considered in our assessment. If the supplier fails to meet our standards, we may terminate our relationship or seize the opportunity to work together and raise standards. The Director of Global Business Services, Risk and Control, has responsibility for ensuring a responsible supply chain and embedding this commitment via Procurement Managers. Procurement Managers are trained to identify R&O and additionally work to spot these in their ongoing supplier engagements.

2.4	Identify three workforce opportunities for the business relating to the company's direct operations and/or supply chain.	F	Mandatory Public	Rule 4 (max 3 points)	Table (150 word limit)
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Business opportunities	Description
Opportunity 1	Diversity & inclusion - To build a more sustainable future, we need the best team - one with a diverse mix of people, skills and perspectives, where everyone feels welcome and able to succeed. Building a diverse workforce for the future and advancing our culture of inclusion to ensure we reflect the full diversity of the communities we serve, will help us attract and retain a talented team who feel motivated, engaged and are able to achieve their full potential. It'll also strengthen our ability to build inclusive products and provide services and solutions that meet the diverse needs of our customers.
Opportunity 2	Building skills - Skills development is critical to helping communities recover from the economic difficulties created by COVID-19, and for leading the green recovery. That's why we're increasing development opportunities for colleagues and helping under-represented groups to grow their skills. By developing their skills, colleagues will not only feel motivated and able to thrive in their careers, but they can use their green skills to grow a more sustainable future and ultimately achieve our purpose of helping our customers live sustainably, simply and affordably.
Opportunity 3	Employee engagement and wellbeing - Strong employee engagement drives increased productivity while reducing unplanned employee turnover, attrition, and absence. In doing so we can attract and retain a happy and healthy workforce to deliver for our customers.

2.5	What action has the company taken, or intends to take, to ensure these opportunities add value to the company? If none, please explain why not and any plans to do so in the future.	F	PUBLIC	Rule 4 (max 3 points)	Table (250 word limit)
Business opportunities		Action taken to capitalise on identified opportunities			
Opportunity 1	<p>Diversity & inclusion (D&I) - We want to build a more inclusive team by supporting every colleague to be themselves and better serve our customers. We support the recommendations of the FTSE Women Leaders' Review and Parker Review targets in relation to gender and ethnic diversity and towards this, we're advancing action with our People & Planet Plan. Through the Plan, we'll accelerate diversity at all levels to ensure we reflect the full diversity of our communities by 2030, which means aiming to be 47% women, 14% ethnic diversity, 15% disability, 3% LGBTQ+ and 3% ex-service in line with Census data. These goals are ambitious but aiming high is the right approach to deliver change and to support this, we've dedicated Action Plans in place for each business area to regularly monitor progress against targets with leader accountability. As part of this, we're strengthening action to attract, promote and retain more diverse talent. This includes making access to opportunities fairer by challenging recruiters to draw up gender balanced shortlists and interview panels as well as providing mentoring/talent development. And we'll focus on creating a culture that values difference with our Shadow Board of diverse colleagues to meet with leaders and drive colleague-centric decisions, run leader-led listening sessions and engage our employee diversity networks to continually improve our approach, whilst rolling out mandated unconscious bias training for all including new joiners and evolving policy positions to support a more inclusive culture. We want to echo this focus in our supply chain.</p>				

<p>Opportunity 2</p>	<p>Building skills – Having the right blend of skills is essential for providing an excellent service that helps our customers live sustainably, simply and affordably both today and tomorrow. And with a fundamental shift in skills and training needed to get to net zero, we’re well placed to build on our current position and grow thousands of green collar jobs via our world-class training academies as well as cross-skilling colleagues. For example, our engineers possess a myriad of skills that can be utilised in the energy transition, and we’re already starting to cross-skill them to fit electric vehicle charge points and heat pumps. We’re also tapping into under-represented groups to grow a more diverse mix of talent needed for a fairer and more sustainable future. This can be demonstrated by our commitment to recruit 3,500 apprentices by 2030, with the ambition for 50% to be women. Having targeted women seeking a career change during COVID-19, we’re so far on track with this goal. We’re additionally working with over 650 schools via TechWeCan to develop essential STEM (Science, Technology, Engineering and Maths) skills to grow our talent pipeline among under-represented groups and volunteer to help young people achieve their career ambitions and inspire the engineers of future. Meanwhile, we’re continuing to provide a broad range of mentoring and development offerings to all colleagues via our Career Development Hub and Workday training.</p>
<p>Opportunity 3</p>	<p>Employee engagement – Whilst engagement has naturally been impacted by issues like business reorganisation and COVID-19, engagement levels have improved over the last two years through focused action. At the heart of this, is our desire for all colleagues to feel happy, healthy and motivated. In turn, this boosts productivity and retention whilst reducing absence. We’re listening to colleagues and taking action on key issues they’re concerned about such as feeling connected to our strategy and leaders, alongside broader issues of importance like D&I and flexible working. In addition to our annual engagement survey, we run pulse surveys and focus groups to enable a continuous dialogue which ensures we can adjust plans and adapt to colleague needs. For example, our dedicated D&I focus groups led to the co-creation of an enhanced D&I strategy. We also held sessions on flexible working and subsequently bought in Flexible First which enables colleagues to better balance work with personal lives by choosing when they want to work from home or come into the office to connect and collaborate. And in recognition of the challenges colleagues face, we’ve strengthened employee recognition and reward schemes, as well as our wellbeing support which encourages preventative action including via our 100-strong network of Mental Health First Aiders and the ‘Unmind’ app. We’ve also implemented improvements including running monthly townhalls led by leaders to talk about who they are and to bring our strategy to life, whilst inviting colleagues to ask questions or share concerns and ideas.</p>

2.6	What are the company's salient human rights issues relating to workers' rights in the company's value chain?	F	Mandatory Public	Rule 4 (max 3 points)	Table
Salient human rights issues		Description (250 words)			Location
Issue 1		<p>Health and safety – At Centrica, we have controls and procedures to help our people to manage the risk of personal injury at work - from engineers working at one of our energy assets or travelling on the road to help customers' homes and businesses run smoothly, to colleagues working in the office. We are committed to having a strong safety culture as keeping our people safe is a core foundation of how we do business. Significant HSE events could have regulatory, financial and reputational repercussions that would adversely affect some, or all, of our brands and businesses. In our supply chain, the risk of not protecting the health and safety of workers is greatest in operations where machinery is involved, such as factories, and in higher risk countries, which typically include Bangladesh, Cambodia, China and Pakistan.</p>			<ul style="list-style-type: none"> - Direct operations - First tier supplier
Issue 2		<p>Forced labour - Centrica has a zero-tolerance approach to modern slavery but, as with most companies, there's always a risk of forced labour in our supply chain and operations. Based on their associated jurisdictional and industry risk, the following areas are most at risk and include suppliers that provide technology and solar products, or those that manufacture garments and provide us with facilities management services onsite. The risk covers workers in higher risk countries like Bangladesh and China. Given the rising risk of modern slavery over the last decade, all companies are required to publish an annual statement on whether they've identified any modern slavery issues, and the steps they are taking to mitigate risk.</p>			<ul style="list-style-type: none"> - Direct operations - First tier supplier

Issue 3	<p>Discrimination and harassment – It's essential that our people and partners respect diversity and provide an inclusive workplace that's free from harassment and discrimination. Whilst we pride ourselves on being an inclusive place to work, we know there's always more we can do to reduce risk, which is why we need to maintain a continued focus on ending all forms of discrimination: racism, sexism, ageism or any other factor that may hinder a person's ability to be themselves and be treated fairly, irrespective of whether discrimination is conscious or unconscious. Within our supply chain, there's also the risk that workers may be discriminated against on the basis of their gender, sex, race or religion amongst other factors. Workers most at risk include those who may appear more vulnerable, such as women, young people and migrants.</p>	<ul style="list-style-type: none"> - Direct operations - First tier supplier
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Note: Tier 2 analysis has been run on garment manufacturing only, so we have not selected 'Second tier and below supplier' options across 2.6.

2.7	<p>How did consultations with workers and/or worker representative bodies, including trade unions, help the company identify these salient human rights issues? State the stakeholders consulted.</p>	F	Mandatory Public	Rule 4 (max 3 points)	Table
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Salient human rights issues	Consultations with workers and other stakeholders (250 word limit)
Issue 1	<p>Health and safety - Within our business, we've a HSE management system that includes policies, standards and procedures to protect colleagues and third parties, invest in training, and engage regularly with agencies like the Oil and Gas Authority and UK HSE, to ensure we understand and comply with legislative/regulatory requirements. We regularly engage with lead UK trade unions colleagues are members of, such as GMB, Unite, Prospect and Unison, who are integral to creating and updating HSE policies and procedures, supporting incident investigation, conducting inspections and providing input to address risk areas or tools needed. Union representatives receive HSE reports to assist them. Moreover, colleagues are engaged directly in face-to-face forums and via an online portal to capture feedback, including our 'Involve Me' forum that enables input on safety workwear and practices. In our supply chain, we work with external sustainability supply chain platforms and analysts, to review risk of new and strategic suppliers to identify potential problems that require attention. If needed, we use an independent auditor for a site visit to provide a clearer picture of the risk and resultant action, as well as seek feedback from workers via remote surveys and independent helpline. If risk is identified, this may result in a plan to raise standards or ending our relationship and reporting the abuse. Meanwhile, ethical and trade organisations like the Responsible Sourcing Council, enable us to stay abreast of insight and evolve best practice to continually inform identification and mitigation of HSE risk.</p>

Issue 2	<p>Forced labour - Internal and external stakeholder views are essential in aiding our identification of forced labour as a risk area. For example, our external supply chain experts review and rate the risk of forced labour for all new and strategic suppliers which enables us to identify whether further action is needed. If required, we may then use an independent auditor to conduct a site inspection, whose views are vital in providing a clearer picture of the potential or actual risk level. Workers are interviewed as part of this process and we also seek their views via an independent modern slavery helpline and targeted remote worker surveys whilst providing our own confidential Speak Up helpline available to colleagues and third parties. All of these channels, help us determine appropriate action – from working with the supplier to establish an action plan to raise standards or ending our relationship and reporting the abuse. Meanwhile, we partner with ethical and trade organisations such as the Responsible Sourcing Council, the Slave Free Alliance Utilities Against Slavery working group, and Solar Energy UK to stay abreast of wider insight to continually inform our approach to both identifying and mitigating the risk of forced labour in direct and indirect operations.</p>
Issue 3	<p>Discrimination and harassment - We consult internal and external stakeholders to identify discrimination and harassment risk. We listen to external stakeholders highlighting the need to eradicate discrimination and harassment as demonstrated by the UN Sustainable Development Goals as well as 'Me Too' and 'Black Lives Matter' movements amongst others. We also encouraged colleagues to speak up via their line manager, HR, employee representative, trade union or our anonymous Speak Up helpline, to help us better understand the risk and take action. Employee feedback from focus groups, engagement surveys and our employee-led diversity Networks, further enables us to understand issues that affect colleagues so that we can respond. Trade unions and worker representatives like Unison and Unite, remain a key part of the process to ensure we resolve issues and evolve best practice. We've similar processes as HSE and forced labour to identify discrimination and harassment in our supply chain. External supply chain experts review and risk rate new and strategic suppliers for discrimination and harassment, in addition to our D&I onboarding questions. We use an independent auditor to provide site inspections for higher risk suppliers, whose views provide clarity and helps determine appropriate action – from establishing an action plan, to terminating our relationship and reporting the abuse. Views of supply chain workers are also considered via the independent helpline and remote worker surveys. Meanwhile, we partner with ethical or trade organisations such as the Responsible Sourcing Council, to stay abreast of insight and ensure we maintain and evolve robust practices.</p>

2.8	What action has the company taken, or intends to take, to prevent and mitigate salient human rights issues identified?	I	PUBLIC	Rule 4 (max 3 points)	Table
Salient human rights issues		Action taken by the company (250 word count limit)			
Issue 1		<p>Health and safety - Within our business, our HSE management system includes policies, standards and procedures to help protect colleagues and third parties by setting out safe ways of working. These are available to colleagues and as needed, rolled into targeted training modules, awareness campaigns and leadership communications. Colleagues also undertake the annual Our Code training which includes the commitment to a safe and healthy workplace. Colleagues are encouraged to speak up about concerns to their line manager or via the Speak Up helpline, so that suspected issues are investigated, and appropriate action taken. We also engage the Oil and Gas Authority, UK HSE and Enhesa, to ensure we understand and comply with legislative/regulatory requirements while incorporating insight so that our approach remains robust. Due diligence is additionally undertaken over suppliers to reduce risk. This includes risk rating all new and strategic suppliers to determine level of risk and if needed, conducting a site inspection or remote worker survey by an independent auditor to gain a clearer picture. Further action may be taken to reduce risk – whether that’s working with the supplier to implement an action plan, or terminating our relationship and reporting the abuse. All suppliers are required to uphold clauses in supplier contracts to ensure the health and safety of workers, while our labour toolkit encourages adoption of strong practices. All Procurement Managers and relevant staff receive specific training to prevent and drive down incidents. The SESC reviews safety performance quarterly which may result in additional action.</p>			

Issue 2	<p>Forced labour - A number of steps are in place to mitigate forced labour risk. We undertake due diligence of suppliers to reduce risk which includes risk rating all new and strategic suppliers to determine risk and if needed, conducting a site inspection and remote worker surveys by an independent auditor, to better understand the risk and resultant action needed– whether that’s working with the supplier to create an action plan, or terminating our relationship and reporting the abuse. While we couldn’t run audits in 2021 due to COVID-19, we deployed remote surveys to 7,000 workers. All suppliers are required to uphold clauses in supplier contracts to ensure a zero-tolerance approach to modern slavery whilst toolkits are provided to help their adoption of strong labour practices. Training is a vital part of mitigating risk and so all Procurement Managers receive specific training to spot and report signs of modern slavery in supplier networks. Within our wider business, we aim to educate and raise awareness of modern slavery by requiring all colleagues to undertake the annual Our Code training which includes a commitment to uphold human rights, run awareness campaigns and encourage colleagues to raise concerns via our independent Speak Up helpline so issues can be investigated, and remedial action taken. Meanwhile, we partner with organisations like the Slave Free Alliance Utilities Against Modern Slavery working group and Solar Energy UK, to share best practice and collaborate to end modern slavery together. The Board reviews sufficiency of action at least annually.</p>
Issue 3	<p>Discrimination and harassment - Our Code sets out the requirement for colleagues to support a diverse and inclusive culture that’s free from discrimination and harassment. We require all colleagues to complete training and declare they’ll uphold this commitment annually, while encouraging them to raise concerns to line managers or via the anonymous Speak Up helpline. Enhanced awareness raising is a vital part of mitigating risk so we run initiatives such as unconscious bias training, developing a discrimination module, discussing issues at townhalls and holding focus groups to better understand and end discrimination. We’ve also set People & Planet Plan goals to build a more inclusive workplace with targets to drive greater representation as well as create a culture that prioritises fairness and tackles discrimination and harassment. The SESC reviews performance and action plans three times a year. In our supply chain, we undertake due diligence to reduce risk which includes risk rating all new and strategic suppliers to determine risk and if needed, conducting independent site inspection and remote worker surveys to gain a clearer picture of the risk and any mitigating actions – whether that’s working together on an action plan, or terminating our relationship and reporting the abuse. In 2021, remote worker surveys were deployed to nearly 7,000 workers. All suppliers are also required to uphold clauses in supplier contracts to respect diversity and inclusion. Collaboration with organisations such as the Responsible Sourcing Council and trade unions are engaged as needed, to further these causes through open dialogue.</p>

Remediation and effectiveness of actions in the direct operations

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
2.9	Provide an example of how the company has monitored the effectiveness of actions taken to address negative impacts on the human rights of workers in the reporting period, including by consulting with impacted workers and any lessons learned.	I	PUBLIC	Rule 1 (1 point)	250 word limit

Around the world, the solar supply chain has been identified as higher risk. This is because solar panels are reliant on polysilicon production which is predominantly made in China, where there’s potential links to forced labour in the Xinjiang region. We therefore take our responsibility very seriously to improve transparency and reduce risk. Towards this, we’ve undertaken a deep dive risk assessment to establish inherent risks within the manufacturing process. We also undertake supplier risk assessments using a third-party expert tool which assesses human rights amongst other issues. These activities were highly beneficial in growing a deeper dialogue with our suppliers and resulted in no instance of modern slavery being identified. We know, however, that we need to pay close attention and gain greater transparency. To overcome this challenge and ensure we continue to develop and align with best practice, it’s essential that the sector works together given this is an issue faced by everyone. In 2021, we therefore joined the Solar Energy UK Responsible Sourcing Policy Group and engaged Solar Power Europe. We also co-sponsored an industry-wide initiative with Solar Energy UK in partnership with Solar Power Europe, to improve transparency, material traceability and accountability that aims to reduce risk and raise standards. The programme is looking to establish a Code of Conduct, Audit Guidance and Toolset, that’ll enable a chain of custody solution to be adopted throughout the manufacturing of solar PV.

2.10	What action has the company taken to identify and eliminate child labour across its value chain?	I		PUBLIC	Rule 1 (1 point)	250 word limit
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As part of our continued focus on respecting human rights as set out in Our Code, we prohibit child labour across our operations and supply chain. This also forms a core part of our United Nations Global Compact commitment. We'll never knowingly use or work with anyone who uses child labour. This is embedded via the annual Our Code training for colleagues as well as in online and face-to-face training for Procurement colleagues. We further ensure the rights of children are protected via responsible procurement clauses in supplier contracts alongside conditions set out in our Responsible Sourcing Policy. Moreover, we undertake onboarding due diligence on child labour risk and any site visits or remote worker surveys undertaken by an independent third-party, will always review labour practices and ensure no child labour is being used through the use of age verification measures amongst other methods. And by partnering with organisations like the Responsible Sourcing Council and the Slave Free Alliance Utilities Against Modern Slavery working group, this enables us to share our approach with peers as well as continuously stay abreast and embed best practice in our approach to prohibiting child labour. From our due diligence checks and engagement with others, we believe our approach to identify and prohibit child labour is robust. We've not uncovered any instances of child labour across our value chain but we remain vigilant.

Find out more in [Our Code](#), our [United Nations Global Compact Communication on Progress](#) and our [Responsible Sourcing Policy](#).

2.11	Is prison labour used in the company's value chain?	I	PUBLIC	Not scored	Yes/no
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Yes

2.11aa	If Yes, provide more details	I	PUBLIC	Not scored	250 word limit
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Our Coventry National Distribution Centre has a contract with waste and recycling company Recycling Lives, who uses prison labour from HMP Buckley Hall near Rochdale, to breakdown some of our old smart meters and scan associated data. They've a contract with the Ministry of Justice (MoJ) to use voluntary prison labour to ultimately enable the prisoners to change their lives and avoid reoffending when released by arming them with new skills and self-confidence. The academy programme is run to high UK labour and safety standards, with work hours limited to around 5-6 hours maximum Monday-Friday. Prisoners sign a Memorandum of Understanding that shares what's expected of them, and what they can expect in return on issues like remuneration, training and support as well as their ability to withdraw their labour at any time. Recycling Lives is popular among prisoners. The MoJ pays their wages according to regional and skill level which tends to be much higher than what prisoners could earn from normal prison jobs, and a good proportion of their wage is consequently put into a savings account to support their

eventual reintegration into society. The wider wraparound package of support from the specialist team is also key in helping them get ready for the outside world – from ensuring they’ve correct ID and working documents, to setting up accommodation and employment through connections with a variety of employers. Less than 5% of those on the programme reoffend and return to prison, which compares incredibly favourably against the national average.

2.12	Describe any workforce surveillance measures used to monitor workers, and how the company ensures this does not have a disproportionate impact on workers’ right to privacy. If the company does not conduct any form of workforce surveillance, state this.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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We respect people’s right to privacy and only use surveillance when it’s needed to protect colleagues and customers amongst others, as well as uphold regulatory requirements. For example, surveillance helps ensure great customer service - from monitoring calls to support coaching and performance management alongside compliance with regulatory obligations, to tracking our vehicles to provide estimated engineer arrival times as well as supporting safe driving standards and preserving evidence if needed in legal proceedings. We further protect and advance colleague wellbeing with monitoring of site access which also limits access to restricted areas and guarantees evidence if needed in legal proceedings, alongside monitoring of health and safety records in line with regulation. We additionally monitor computer and phone use to counter loss of sensitive internal and external data through unintentional or malicious intent by internal or external parties, or unlawful and inappropriate use of systems. To safeguard privacy, monitoring is focused on wide workforce populations rather than individuals, and we’re fully transparent with colleagues about surveillance and why it’s needed via tailored communications. In line with regulatory obligations, we’ll only store the information for as long as needed whilst ensuring robust safeguards to only allow specific access for personnel managing the issue – whether that’s Group Security, Health and Safety, or others. When introducing or enhancing surveillance, the respective business team and Data Privacy Team carefully reviews the requirement and safeguards. We’ll also engage colleagues and trade unions to seek views and shape the implementation plan as needed.

Response to Covid-19

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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2.13	Describe your approach to ensuring workforce, supply chain and business resilience in the event of COVID-19, including how workforce issues are being considered in recovery plans post-COVID-19?	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Robust processes have enabled resilient performance whilst protecting workers and keeping customers and communities warm, safe and supplied with energy and services. Pre-existing pandemic plans helped us act quickly, with implementation and refinement via our cross-business Crisis Management Framework that has a Chair with delegated authority from the Group Chief Executive, to enable timely decisions and regular updates shared with the Board.

With trade unions and colleagues, we collaborated to develop risk assessments and operating protocols as well as temporary changes to policies such as holiday carryover. At the start of COVID-19, all non-essential activity like heating installation and servicing were halted but have largely restarted with safeguards like PPE. We also safeguarded job concerns including ensuring access to homeworking, flexibility to adjust working hours to accommodate caring responsibilities, amended policies to ensure COVID-related absence didn't impact pay, and maintained employee pay regardless of returns from the job retention scheme. To protect our supplier workforce, we made part-payments to select PPE suppliers to ensure appropriate cash-flow to pay their workforce and completed online questionnaires alongside worker phone interviews.

We've subsequently introduced our People & Planet Plan to create a fairer and more sustainable future by advancing net zero and building the diverse and inclusive team that'll help us get there. We also introduced a Flexible First approach that lets colleagues combine the flexibility of home working alongside collaboration time in the office. Additionally, we're working more closely with suppliers to tackle social and environmental issues.

3 WORKFORCE COMPOSITION

Structure and location of direct operations

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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3.1	Provide the total number of employees in the company's direct operations.	F	Mandatory Public	Rule 1 (1 point)	0
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21,193 comprising of 19,051 employees, 188 fixed term employees and 1,954 second party contingent workers.

Note: We cannot 100% match the 2021 reported headcount in the Annual Report due to live HR system. We therefore have to use data that is currently in the HR system for all calculations for 2021.

Provide the percentage (%) of total employees in the company's direct operations in each of the company's significant operating locations.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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3.2	Please enter the details in the following table	F	Mandatory Public		Table
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Significant operating location	Percentage (%) of total employees in the direct operations
Group/Global	100
UK	95
Europe	99
United States of America	1

3.2a	Please define what a “significant operating location” is for your company.	F	Mandatory Public	Not scored	150 word limit
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We define a ‘significant operating location’ as a country or region where we have the strongest presence in terms of brands, colleagues and revenue. For example, British Gas and Hive are based in the UK, Bord Gais Energy in Ireland and Centrica Business Solutions spans both of these locations as well as having a presence in the United States of America, Europe and other countries further afield. Our Europe operations include Ireland, Netherlands, Germany, Belgium, Denmark, Norway and Sweden. The majority of our colleagues are located in the UK, Ireland and Denmark. Group/Global has been provided to easily share aggregated performance as we believe it’s really important to transparently share our overall company performance alongside the wider breakdowns.

3.2b	How many operating locations does your company have in total in your direct operations?	F	Mandatory Public	Not scored	50 word limit
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We’ve direct operations in 11 countries which includes the UK, Ireland, Netherlands, Germany, Belgium, Denmark, Norway, Sweden, United States of America, India and Singapore. Across these countries, we have nearly 50 specific sites, the vast majority of which are based in the UK.

3.3	Provide the number and/or percentage (%) of the company's employees on each contract type as a proportion of the total direct operations workforce.	F	Mandatory Public	Rule 8 (max 3 points)	Table
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Contract type	Total number of employees on each contract type	Percentage (%) of all direct operations employees on each contract type
Indefinite/permanent employees	n/a	90
Fixed-term/temporary employees	n/a	1
Full-time employees	n/a	88
Part-time employees	n/a	12
Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)	n/a	0

3.4	Provide the gender balance (as a percentage (%)) for each contract type in Q3,3, as well as the overall gender breakdown of your direct operations workforce.	F	Mandatory Public	Rule 9 (max 4 points)	Table
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Contract type	Female (%) of employees on each contract type	Male (%) of employees on each contract type	Non-binary (%) of employees on each contract type
Indefinite/permanent employees	28	72	0
Fixed-term/temporary employees	54	46	
Full-time employees	22	78	0
Part-time employees	69	31	
Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)	0	0	0
Total direct operations workforce	28	72	0

3.5	Provide the total number and/or percentage (%) of the company's other direct operations workers as a proportion of the total direct operations workforce.	F	Mandatory Public	Rule 8 (max 2 points)	Table
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Contract type	Total number of employees on each contract type	Percentage (%) of all direct operations employees on each contract type
Contractors (independent, self-employed)	587	3
Agency workers (e.g. labour agency, recruitment agency workers)	1,367	6
Franchisee workers	0	0
Other workers (e.g. subcontracted service workers, third-party workers)	0	0

3.6	Provide the gender balance (as a percentage ((%) of the figures presented at 3.5) for each contract types.	I	PUBLIC	Rule 9 (max 2 points)	Table
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Contract type	Female (%) for each contract type	Male (%) for each contract type	Non-binary (%) for each contract type
Contractors (independent, self-employed)	n/a	n/a	n/a
Agency workers (e.g. labour agency, recruitment agency workers)	n/a	n/a	n/a
Franchisee workers	n/a	n/a	n/a
Other workers (e.g. subcontracted service workers, third-party workers)	n/a	n/a	n/a

Note: We do not hold diversity data for contractors and have therefore not completed the table.

3.7	Scope of disclosure (relates to 3.5-3.7)	Mandatory Public	Not scored	Dropdown
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- domestic operations/HQ only
- all significant operating locations
- ≤25% of direct operations workforce – selected**
- 26%-50% of direct operations workforce
- 51%-75% of direct operations workforce
- ≥76% of direct operations workforce
- All direct operations workforce – selected

3.8	Has the proportion of workers on contingent contracts (i.e. fixed-term/temporary employees, contractors, agency workers and/or other workers) increased or decreased substantively over the last reporting period?	I	PUBLIC	Not scored	Yes/No
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No

3.8b	If no, state if there is likely to be a change in the use of contingent workers in the future.	I	PUBLIC	Not scored	150 words
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The proportion of second party contract workers remained fairly steady at 9.2% compared to 7.7% at the end of 2021. We have no plans to change use of contingent workers in the future and therefore believe these numbers will remain relatively stable.

4 DIVERSITY AND INCLUSION

Monitoring diversity and inclusion

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
4.1	What action has the company taken, or intends to take, to improve diversity and inclusion? State any time-bound diversity and inclusion targets and/or KPIs set and progress achieved, as applicable. Attach or upload documents or policies as relevant.		PUBLIC		250 word limit

To build a more sustainable future, we need a diverse mix of people and skills, where everyone feels welcome and able to succeed. That's why we co-created an enhanced action plan with colleagues to attract, promote and retain more diverse talent. We broadened inclusion goals, made access to opportunities fairer and promoted a culture that values difference. Goals include creating a team that reflects Census data with 47% women, 14% ethnic diversity, 15% disability, 3% LGBTQ+ and 3% ex-service by 2030 (2022 milestones: 30%, 13%, 4%, 3%, 3% respectively). We're also getting more women into engineering by recruiting 3,500 apprentices by 2030 (2022 milestone: 1,000), with the ambition for 50% women. While we're on track to meet 2030 goals, momentum is taking time given these goals are ambitious. In particular, our representation of women is challenging due to our sector. Steps to build a more inclusive team further include diverse shortlists and unconscious bias training, expanding reverse mentoring and talent programmes while establishing a 'Shadow Board' of diverse colleagues to drive colleague-centric decisions. We're seeing signs of success, such as our Board achieving gender parity, being awarded The Times Top 50 Employers for Women, having 80% of colleagues feeling they're respected for who they are at Centrica (external benchmark: 78%), and our world-class carers leave allowance having estimated financial benefits of ~£1.8m annually through avoided unplanned absence, presenteeism and recruitment costs. We share performance with colleagues quarterly and seek feedback through focus groups, listening sessions and surveys.

Uploads: [Diversity, Respect and Inclusion Policy \(full document\)](#) and [People & Planet Plan Update 2021 \(pages 6-11, 25-26, 33, 35\)](#)

4.2	Provide the percentage (%) of the company's total direct operations workforce within each age category.	F	Mandatory Public	Rule 4 (max 2 points)	Table
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Age group	Percentage (%) of total direct operations workforce
<30 years old	15
30-50 years old	66
>50 years old	19

Note: This is percentage of all employees as we do not hold D&I data for contingent workers.

Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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4.3	Please enter the details in the following table	C	PUBLIC	2 points	Table
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Race or ethnicity category	Percentage (%) of total direct operations workforce
Ethnic diversity	12

Note: We only collect ethnicity data for colleagues in the UK, Ireland and US.

4.4	Provide the percentage (%) of the company's total direct operations workforce in leadership positions by gender.	F	Mandatory Public	Rule 10 (max 4 points)	Table
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Seniority level	Percentage (%) of total direct operations workforce	Female (%) at each seniority level	Male (%) at each seniority level	Non-binary (%) at each seniority level
Board	0.04	50	50	0
Executive committee (senior executives, C-Suite)	0.07	29	71	0
Senior management (any position/individual who directly reports to the Executive committee)	0.45	37	63	0

Provide the percentage (%) of the company's total direct operations workforce in leadership positions by race or ethnicity.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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4.5	Please enter the details in the following table	PUBLIC		Table
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Race or ethnicity category	Board (%)	Executive committee (senior executives, C-Suite) (%)	Senior management (any position/individual who directly reports to the Executive committee) (%)
Ethnic diversity	13	14	7

4.6	What action has the company taken, or intends to take, to increase diversity in leadership positions? Include details on senior leadership training and mentoring opportunities provided and uptake among under-represented demographic groups, as applicable.	C	PUBLIC	Rule 1 (1 point)	250 word limit
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Our diversity strategy is focused on attracting, promoting and retaining more diverse talent to create the diverse company we all want and need to succeed. To reflect the diversity of our communities, we set goals for all levels including senior leaders in line with Census data, aiming for 47% women, 14% ethnic diversity, 15% disability, 3% LGBTQ+ and 3% ex-service by 2030. Business units have tailored positive action plans in place to achieve these goals which are reviewed quarterly by the Group Chief People Officer and Senior HR Managers together with business unit leaders. The CLT, SESC and Board are also updated on progress at least twice a year. Progress is challenged and plans adjusted if falls short of expectations. To drive progress, we've implemented initiatives like diverse shortlists by recruiters and targeted in-house training alongside secondments. For example, we run bespoke talent development programmes to support around 120 women as well as wider under-represented groups to advance their careers. Meanwhile mentoring and reverse mentoring is empowering over 100 colleagues to amplify personal and professional development. Programme effectiveness is monitored and measured via survey feedback and assessing the subsequent progress of participants, with adjustments made if they don't perform as expected. Additionally, our flexible working practices and carer-friendly policies, are enabling many senior leaders to progress careers whilst balancing personal commitments, as well as enabling high potential colleagues to more easily take up development opportunities that otherwise wouldn't have been possible.

4.7	Provide the rate of internal hires (as percentage (%) of total internal hires) by gender.	I	PUBLIC	Rule 4 (max 3 points)	Table
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Gender	Internal hire rate (%)
Female	40
Male	60
Non-binary	0

Provide the rate of internal hires (as percentage (%) of total internal hires) by race or ethnicity.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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4.8	Please enter the details in the following table	C	PUBLIC		Table
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Race or ethnicity category	Internal hire rate (%)
Ethnic diversity	14

4.9	Scope of disclosure (relates to Q4.2-4.8): - what part(s) of the business does this data cover? - if providing ethnicity data, state the source of the ethnicity categories used in Q4.4 or provide more information on how the categories are defined if using an internal classification system - If the company is restricted from collecting data on employees' age, race or ethnicity, state which jurisdictions this restriction applies to.	PUBLIC	Not scored	250 word limit
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Data relating to gender and age spans all workers across the business. Meanwhile, ethnicity data encapsulates information from colleagues on a voluntary basis for those based in the UK, Ireland and US, which is where the majority of our workforce was based in 2021. We do not collect diversity data for contingent workers.

4.10	Does the company collect any other categories of diversity data, if any? Select all that apply from the drop down list. - Sexual orientation - Gender identity - Disability - Religion and belief - Other	PUBLIC	Rule 1 (1 point)	Drop down
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- Sexual orientation
- Gender identity
- Disability
- Other

4.10a	For each category selected, provide evidence that this data has been collected.	PUBLIC	Rule 1 (1 point)	250 word limit
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Tracking is mainly conducted via our HR management system, Workday. When tracking gender representation, we provide the option for people to assign their gender. Towards our 2022 People & Planet Plan milestone of 30% women as we journey to gender parity by 2030, we were at 28% by the end of 2021 with 0.01% of people choosing not to declare their gender. In 2021, disability representation was 1% against our 2022 milestone of 4% and our 2030 goal of 15%. LGBTQ+ was 2% against our 3% 2022 milestone and 2030 goal. Ex-service personnel is tracked via our employee Network and in 2021, 2% of colleagues were ex-service against our 3% 2022 milestone and 2030 ambition. Identification of carers is managed via the carers register by HR and in 2021, over 1,500 carers were registered.

Refer to our [People & Planet Plan report](#).

4.10b	For any categories not selected in Q4.10, state why this data is not collected and any plans to do so in the future. If all categories were selected in Q4.10, put 'n/a'.	PUBLIC	Rule 1 (1 point)	250 word limit
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Given the multicultural society we live in and serve, we celebrate and recognise all faiths. To help people openly express their religion and beliefs, we provide support such as multi-faith prayer rooms across our sites and help raise awareness of religious events that are taking place. Through our proactive focus on reflecting the full diversity of the communities we serve in line with Census data for working populations as outlined in Q4.10, having a religiously diverse team should be a natural outcome of our targets.

Parental leave

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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4.11	Does the company have a shared parental leave policy that exceeds the statutory minimum requirements?	F	PUBLIC	Not scored (150 word count limit)	Yes/No
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No

4.11a	If no, state why not, including if this is due to the fact that the statutory minimum is considered generous enough or if it's not due to that, any plans to implement such a policy in the future.	F	PUBLIC	Not scored (150 word count limit)	Yes/No
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We've set out what colleagues are entitled to in our Group-wide Parents and Family Leave Policy, which is supported by toolkits created by HR and the employee-led Working Parents Network, to help managers and colleagues easily understand entitlements, key stages and ensure opportunities for continued development as well flexible working. The policy spans maternity leave, adoption, shared parental leave and more. Our shared parental leave policy meets the statutory legal requirements which is considered sufficiently generous, although we always review key policies like this on an at least annual basis to ensure our position meets the changing needs of colleagues, customers and our business. So our position could change in the future. In 2021, we saw 28 men take 123 parental leave days while 46 women took 701 parental leave days.

Discrimination and harassment

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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4.12	Does the company have a public policy on discrimination and harassment, or similar?	F	Mandatory Public	Rule 3 (1 point for Yes)	Yes/No
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Yes

4.12a	Does the company have a public policy on discrimination and harassment, or similar?	F	Mandatory Public	Rule 3 (1 point for Yes)	URL/doc link
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[Diversity, Respect and Inclusion Policy](#)

4.13	Provide the number of discrimination and harassment incidents reported and resolved in the reporting period.	C	PUBLIC		Table
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Discrimination and harassment incidents reported	Discrimination and harassment incidents resolved
152	150

5 WORKFORCE WAGE LEVELS AND PAY GAPS

Pay gaps and pay ratios

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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5.1	Provide the CEO to median worker pay ratio.	F	PUBLIC	Rule 5 (max 1 points) (150 word count limit)	Table
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CEO-median worker pay ratio	Explanation [not scored, 150 words]
24:1	<p>Our median pay ratio was 24:1 in 2021 (2020:15:1, 2019: 29:1, 2018: 59:1). Overall, our pay ratio is on an improving trend with Chris O’Shea’s base salary and pension contributions being less than the previous Chief Executive who left the business in 2020, while the total remuneration for the identified colleagues at each percentile level has increased. We believe our pay ratio in 2021 was generally lower than similar organisations in the FTSE100. The Company has used its gender pay gap data (Option B in the Directors’ Reporting Regulations) to determine the employees with remuneration packages that sit at the lower, median and upper quartile positions across the UK workforce. This is deemed the most appropriate methodology for us as a business given the different pension and benefit arrangements across the diverse UK workforce.</p>

5.2	Provide the company's median gender pay gap for the company's domestic operations.	I	PUBLIC	Rule 5 (max 1 points) (150 word count limit)	Table
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Gender pay gap (%)	Explanation
30%	Our UK gender pay gap in 2021 was 30% median, up from 35% the previous year and is based on the mandated methodology to calculate in the UK. Like many companies with roles rooted in STEM, our gap is primarily driven by a greater number of men in higher paid roles like gas and electrical engineering which make up a significant proportion of our workforce, coupled with more women working in roles such as customer service and administration which are essential to our business but are less specialist and lower paid. We are working to reduce the gap but believe it will take time for the positive impact of our diversity and inclusion action plan to transform our business, sector and society. We do not have an equal pay issue, demonstrated by our negligible 0.7% median equal pay gap.

5.3	Provide the company's median ethnicity pay gap for the company's domestic operations.	C	PUBLIC	Rule 5 (max 1 points) (150 word count limit)	Table
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Ethnicity pay gap (%)	Explanation
13%	We voluntarily published our UK ethnicity pay gap in 2020 using the gender pay gap methodology. In 2021, our gap improved 1% to 13% median. The gap is driven by an under-representation of ethnic diversity in higher paid roles like engineering, with an over-representation in lower paid jobs like customer service and junior Information Systems roles. Reporting is based on 65% disclosing their ethnicity which is statistically viable but limits accuracy and our ability to fully understand and tailor action to close the gap. That's why we run self-identification campaigns like #ThisIsMe to encourage more colleagues to share their ethnicity. And as part of our partnership with Change the Race Ratio, we want more companies to publish their pay gaps and action plans to drive transparency and collective insight. We pay ethnic diverse colleagues fairly, demonstrated by our negligible median equal pay gap of -0.6%.

5.4	What action has the company taken, or intends to take, to reduce pay ratios and gaps? State any KPIs and progress towards these, as applicable.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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We're striving to reduce pay ratios and gaps by attracting, developing and retaining more diverse talent. We're focused on: 1) advancing our culture of inclusion with things like building leadership competencies, running awareness campaigns and supporting forums for change with our employee-led diversity networks and diverse Shadow Board whilst implementing inclusive policies like Flexible First which enables colleagues to find the right balance for them between home working and time in the office, as well as our carers leave policy which allows up to 6-weeks paid leave when matched with annual leave. We're also 2) building a diverse workforce for the future with goals to ensure we reflect the diversity of our communities with 47% women, 14% ethnic diversity, 15% disability, 3% LGBTQ+ and 3% ex-service by 2030 in line with Census data as well as getting more women into engineering by recruiting 3,500 apprentices by 2030 with the ambition for 50% to be women, together with talent programmes and mentoring whilst strengthening recruitment processes, and 3) enhancing innovation and business performance by partnering with organisations like TechWeCan and POWERful Women to drive change across the sector. We're continuing to use Hay Job Evaluation Methodology to underpin our pay structures to ensure fairness in these processes. We've seen some progress against goals but it'll take time to transform our business, sector and society. In particular, we've made good progress with 30% of engineering apprentices being women in 2021 which was substantially up from previous years following targeted recruitment campaigns.

Wage levels

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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5.5	Provide the percentage (%) of female and male employees in the bottom, lower middle, upper middle, and upper pay quartiles.	F	PUBLIC	Rule 4 (max 4 points)	Table
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Pay quartile	% Female	% Male
Upper	17	83
Upper-middle	17	83
Lower-middle	19	81
Bottom	52	48

5.6	What is the percentage (%) of male and female employees, as a total of the direct operations workforce, whose basic salary is equal to or up to 10 per cent higher than the legal minimum wage?	C	PUBLIC	Rule 4 (max 2 points)	Table
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Female (%)	Male (%)
1.5	1.5

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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5.7	To what extent does the company pay its employees a living wage or above? Select one option from the drop-down list as applicable.	I	PUBLIC	Rule 1 (1 point)	Dropdown
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- Not in any direct operations
- 1 location only – selected**
- More than 1 location
- All global operations

5.8	Provide more detail, including the company's methodology used for determining whether at least a living wage is paid.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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In 2015, we signed up to be a Living Wage Employer which commits us to pay at least the Living Wage, which is a value set by the UK's Living Wage Foundation, to over 20,000 people in the UK and is where the vast majority of our workforce is based. To ensure we deliver this commitment, this pay principle is enshrined in Our Code and related HR policies. From a practical perspective, it's also embedded in our HR pay systems and processes to prevent colleagues being paid below the Living Wage. This includes having checks undertaken by HR Operations alongside rules/alerts in our HR management system, Workday. More broadly, we use the Hay Job Evaluation Methodology to standardise our approach to job grading and reward when benchmarked against peers, to ensure fair pay across our global operations. We also consult with colleagues individually and via collective consultation through negotiation with trade unions and/or employee representatives, so that everyone has the opportunity to share feedback and provide alternative proposals. All of these processes are reviewed at least annually by HR centrally, to ensure we pay our people fairly and uphold the Living Wage in the UK.

5.9	How is the company working to improve wage levels for its contractors and other workers, if not already paying at least a living wage? Include details on the methodology used to assess wage levels.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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We operate fair and transparent reward and recognition processes that are supportive of employment rights, development and fair wages. In countries that do not operate a formal living wage, we pay at least the minimum wage or a fair representation of the prevailing sector wage, and will comply with the laws on fair wages in the countries in which we operate. We engage various organisations such as third-party expert resource at resource agencies, civil society organisations and trade unions as needed. As a signatory to the Living Wage, we also ask that suppliers uphold this commitment to safeguard workers through a Living Wage clause embedded in our Responsible Sourcing Policy and in new service and works contracts in the UK. From 2022, we've reinforced our ability to uphold the Living Wage with refresher training for colleagues in Procurement and enhanced awareness when managing contracts.

6 STABILITY

Employee turnover rates

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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6.1	Provide the total, involuntary and voluntary employee turnover rates (as a percentage (%)) during the reporting period and for female and male employees.	F	Mandatory Public	Rule 10 (max 4 points)	Table
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Turnover category	Total turnover rate (%) of all direct operations	Turnover rate (%) for female workers	Turnover rate (%) for male workers
Involuntary	4	3	4
Voluntary	14	9	13

6.2	Provide the number and rate (as a percentage (%)) of employee turnover by contract type (if no employees on any one of the contract types, state "n/a").	I	PUBLIC	Rule 4 (max 2 points)	Table
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Contract type	Total turnover rate (%)
Indefinite/permanent employees	63
Fixed-term/temporary contract employees	110

Changes to employee turnover rates

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
6.3	Describe how the company's turnover rate has changed significantly since the last reporting period and explain any increase or decrease for any particular category of workers. If turnover has remained stable, state this.	I	PUBLIC	Rule 1 (1 point)	150 word limit

2021-22 was a period of relative stability for Centrica employees following previous large-scale business restructuring. The increase in turnover rates can be explained by our strategy to simplify our business and processes, which included a drive for second party contract worker relationships to be revisited and either converted into become a permanent employee or ended. Around 2,100 contract workers were hired. The changes were felt across our business but mainly focused in the UK where the majority of our workforce is located.

7 TRAINING AND DEVELOPMENT

Training and development strategy

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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7.1	Describe the company's strategy for developing the skills and capabilities of employees. State the KPIs as applicable.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Effective learning and development (L&D) is key to build the right capabilities for colleagues to be their best and deliver for customers. To do this and to ensure we meet compliance with regulation, all colleagues are offered voluntary and mandatory training delivered through multiple formats to enhance specific or general skills. For example, we offer modular learning online via our L&D Hub on topics like digital skills and leadership, bitesize mandatory training via our HR Workday system for areas like customer service or HSE, alongside longer-term on-the-job through the British Gas Training Academies and Centrica graduate programme to ensure we can plug key skills to meet customer needs and achieve a greener future. We offer a range of apprenticeships funded by the apprenticeship levy, and provide investment to support colleagues working towards professional qualifications to develop skills we need to run and grow our business. We also fund event or course attendance to expand capability as needed. Internal and external mentoring and reverse mentoring schemes alongside high-potential talent programmes are targeted and form a core part of our L&D ecosystem and succession plans. Timing of training vary with some offerings being available on-demand via online modules which enables everyone to progress their personal development plan when and how they want, whilst others will have an annual controlled intake such as our British Gas engineering apprenticeships. Efficacy of training is evaluated according to the type of training – from NPS and other satisfaction measures, to return on investment, retention and career progression.

7.2	How does the company identify and address skills gaps and training need on an ongoing basis? Provide details on how consulting with workers and/or worker representative bodies informs the process, as applicable.	F	Mandatory Public	Rule 1 (1 point)	250 word limit
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Identifying skills to deliver now and in the future is essential. Skills gaps and training are identified through colleague and line manager quarterly performance conversations, with development materials accessed via methods in Q7.1. Teams can also raise requests through a request form that's discussed at weekly HR triage meetings to see patterns, track deployment and develop solutions. Embedded HR partners additionally work with business unit leaders on an ongoing basis to identify material skill gaps or business issues, and develop training and development interventions. As part of this, we may seek external benchmarking and industry data to help identify wider shifts in skills and standards, which enables us to stay abreast of industry developments and continually strengthen our business. Experts in training and development alongside other relevant subject matter experts, then complete a diagnosis, propose the appropriate intervention(s) and implement chosen solutions. To achieve the best outcomes, we seek feedback from colleagues, trade unions and associations as needed, which allows us to focus action as well as ensure all views are considered when developing or altering offerings. The transition to net zero for instance, requires a fundamental shift in skills and training. So we've committed to do everything we can to cross-skill colleagues and address skills gaps internally, whilst maintaining an

open dialogue with colleagues and relevant trade unions including via our Joint Council - a body for Centrica and union leaders to collaborate - and are excited for the opportunities this will bring for the 'Engineer of the Future'.

Tracking training and development

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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7.3	Provide the average number of hours of training provided to employees (on an FTE basis) by gender (female and male only).	I	PUBLIC	Rule 4 (max 2 points)	Table
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Female average FTE training hours	Male average FTE training hours
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Note: The data available to us means that we are unable to complete this field but we will look to do so in future years.

7.4	Describe two example trainings provided to employees to develop or upgrade their skills in line with their existing or a new role.	I	PUBLIC	Rule 6 (max 2 points)	Table
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Job function/role	Example of training programme provided (150 words)
Engineer	To get to net zero by 2050, we've a number of goals to ramp up sustainable technologies such as installing 100,000 electric vehicle charge points a year, delivering up to 20,000 heat pumps a year, and doubling the number of Hive heating customers to 2.5 million by 2025. To do this, we need to expand capability and so we've started to cross-train service and repair engineers to install electric vehicles and heat pumps amongst other things. During 2020-21, we've so far cross-trained 140 more of our 7,500 engineers in the UK. We may one day need all of our engineers to have this capability so we'll continue to ramp up cross-training opportunities given its success in helping engineers expand their skill set whilst giving customers services and solutions that help them live sustainably, simply and affordably.
Reverse mentoring	It can be hard to develop soft skills which includes gaining an understanding of those with different experiences and skills. So we've rolled out reverse mentoring which pairs senior leaders with junior colleagues, to share their experiences and skills, and learn from one another. We now have over 100 colleagues participating in the scheme which includes members of our Centrica Leadership Team and Group Chief Executive. The initiative has been used to support the development of under-represented groups including ethnically diverse colleagues and women. Success is measured via quantitative and qualitative feedback which has been overwhelmingly positive in helping develop core skills to excel in their job and progress their careers. Over 70% of colleagues have said it's surpassed their expectations. Following its success, we're rolling out the scheme to even more colleagues.

7.5	Provide the average number of hours of training provided to employees (on an FTE basis) by contract type (if no employees on any one of the contract types, state "n/a").	F	PUBLIC	Rule 4 (max 2 points)	Table
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Contract type	Average number of FTE training hours
Indefinite/permanent employees	7
Fixed-term/temporary contract employees	5

7.6	Describe any differences in access to training and development opportunities between the company's indefinite/permanent employees and its fixed-term/temporary employees, contractors and other direct operations workers.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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Colleagues of all types alongside contractors and other direct operations workers, typically have access to the same training and development opportunities from the very outset of their employment. For example, all colleagues including fixed term/temporary workers and contractors, have access to our HR management system, Workday, to undertake all sorts of training including inductions and refresher training alongside new skills content. Induction modules can be specific to the area of the business or type of role, but all colleagues will need to undertake the relevant induction training for their area of the business to ensure they can do their job well. One of the key differences for contractors in how they are treated, is in instances where a learning request to upskill involves enrolment onto a course that requires a financial contribution. This is because contractors are typically enlisted on the underlying assumption that they should already have the skills they need to do the job, and so requests are dealt with on a case-by-case basis to ensure we fully understand the requirement and can be confident of a return on investment. Another difference is that in some front-line areas like customer service or engineering, learning time is often scheduled in to enable easier completion of mandatory elements. However, all colleagues are generally encouraged to dip in and out of learning content over and above scheduled periods set aside for mandatory learning requirements.

7.7	How does the company measure the impact of its training programmes on business productivity and worker satisfaction?	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Ensuring training does what it's intended to do is essential. Core offerings are therefore assessed for their impact on business productivity and colleague satisfaction, alongside engagement, internal promotion rates and customer NPS. Quantitative and qualitative measures are employed to track impact and varies according to the training delivered. For example, digital learning modules in our HR management system involve a

test at the end which we use to judge success, because we know that if they pass, key learnings have been understood. Modules are also star-rated by colleagues in real-time, enabling us to understand what's working well and what can be improved. Star-ratings are reviewed at least annually, and insights used to enhance training the following year. Alternately, our 'Be Brilliant' contact centre training is assessed by team leaders who monitor their team's success in delivering an excellent service day-to-day post training, and provide course feedback to ensure continued improvement. For classroom-based learning, we use the standard Kirkpatrick Model of learning evaluation which includes post course evaluation undertaken by colleagues. Meanwhile apprentices are fully assessed to ensure they attain the required national, Government standards and we monitor compliance in real-time. Apprentices also provide interview feedback at key stages of development and following feedback from women on the course, we're now exploring how learning could be done more flexibly so that they don't have to spend lots of time away from family which is one of the barriers faced when looking to get more women into the engineering.

8 HEALTH, SAFETY AND WELLBEING

Occupational health and safety

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
8.1	Describe the company's strategy for identifying and managing health and safety risks and hazards in the workplace, including through audits, training and the provision of personal protective equipment. State the KPIs as applicable.	F	Mandatory Public	Rule 1 (1 point)	250 word limit

We want everyone to stay safe. Health and safety (H&S) risks are therefore managed via Group-wide policies, standards, operating procedures, risk assessments and controls aligned to legal and regulatory requirements across jurisdictions, and in appropriate languages and accessible formats. Systems of work and controls prescribe safe ways to work including permits, pre-task checks and PPE, the latter of which usage increased since COVID-19. Workers receive a HSE induction and job-specific training whilst field workers are trained to conduct onsite risk assessments. Managers perform periodic inspections, track refresher training, conduct 'Toolbox Talks' and discuss issues with teams to maintain

high standards. Workplace allowances are made for injured or ill workers such as modified duties, phased return or specific treatment. Each business has a H&S management system, risk register and dedicated H&S professionals to support operations as well as perform first line of defence. Observations, incidents and actions are recorded in a central system with incidents investigated and corrective actions agreed/tracked. For significant incidents, lessons learned are shared Group-wide to mitigate recurrence. A dedicated H&S assurance team run audits to independently assess compliance with regulations, internal standards and management systems. Business divisions and the Board review monthly KPIs like total recordable injury frequency rate and customer injury rate to ensure good governance. The policy, standards and management systems are periodically reviewed and updated according to regulatory changes, risks, audit findings and performance. Business unit changes or new activities require early engagement with H&S teams to ensure new hazards are identified and controlled.

8.2	Does the company consult with workers and/or worker representative bodies when developing and evaluating health and safety policies and practices?	F	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

8.2a	If yes, provide more details	F	PUBLIC	Rule 3 (1 point for Yes)	250 word limit
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We regularly engage leading UK trade unions that colleagues are members of which include GMB, Unite, Prospect and Unison. They're an integral part of how we create and update HSE policies and procedures, as well as help investigate incidents, conduct inspections and provide input to address risk areas or tools needed. Examples of engagement include working with UK Trade Union Safety Representatives who receive HSE reports as well as review and observe incident investigation so that they can input into procedural changes. We also conduct worker consultations when updating policies and practices, and collaborate together to run trials and feedback loops for business division specific initiatives that address specific areas of concerns - from improving field worker posture, to helping to prevent future musculoskeletal injuries or in the design of racking systems for field-worker vans. Moreover, workers are encouraged to raise H&S observations in real-time so that preventative action can be taken to stop incidents re-occurring. Dedicated H&S professionals within each business division also maintain their management system, risk assessments, controls and procedures, with input from their operating colleagues to ensure they remain robust and

effective. Our open-door policy and two-way communication, supported by regular meetings, enables us to collaborate with unions in an effective way that ensures the safety of colleagues.

Provide the total number and/or rate of work-related injuries or ill health (excluding fatalities), as well as the change in the number of incidents since the last reporting period, for employees for each of the company's significant operating locations.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
8.3	Please enter the details in the following table	F	Mandatory Public		Table

Significant operating location	Number of work-related injuries or ill health (excluding fatalities)	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated
Global/Group	738	-213	3.49	No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
UK	728	-171	3.61	No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
Europe	8	0	1.51	No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
United States of America	2	-42	0.63	No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)

Provide the total number and/or rate of fatalities as a result of work-related injury, as well as the change in the number of incidents since the last reporting period, for employees for each of the company's significant operating locations.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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8.4	Please enter the details in the following table	F	Mandatory Public	Table
Significant operating location	Number of fatalities as a result of work-related injury	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated
Global/Group	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
UK	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
Europe	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
United States of America	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)

Provide the total number and/or rate of work-related injuries or ill health (excluding fatalities), as well as the change in the number of incidents since the last reporting period, for other direct operations workers for each of the company's significant operating locations.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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8.5	Please enter the details in the following table	F	PUBLIC		Table
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Significant operating location	Number of work-related injuries or ill health (excluding fatalities) for other direct operations workers	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated
Global/Group	156	42	3.29	=No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
UK	149	39	3.38	=No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
Europe	6	2	2.07	=No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)
United States of America	1	1	16.74	=No of Injuries + No of Ill Healths (MAT)*200000/Hrs Worked (MAT)

Provide the of total number and/or rate of fatalities as a result of work-related injury, as well as the change in the number of incidents since the last reporting period, for other direct operations workers for each of the company's significant operating locations (if none, state).

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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8.6	Please enter the details in the following table	F	PUBLIC		Table
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	Number of fatalities as a result of work-related injury for other direct operations workers	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated
Global	00	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
UK	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
Europe	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)
United States of America	0	0	0.00	No of Fatalities (MAT) * 200000 /Hrs Worked (MAT)

8.7	Scope of disclosure (relates to Q8.6-8.8)	PUBLIC	Not scored	Dropdown
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- Contractors (e.g. independent, self-employed) – selected
- Agency workers (e.g. labour agency, recruitment agency workers) – selected
- Franchisee workers – selected
- Other workers (e.g. subcontracted service workers, third-party contract workers)

Mental health risks and safeguarding

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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8.8	Does the company monitor and report on employee mental health and well-being, such as sick days due to mental health?	F	PUBLIC	Not scored	Yes/No
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Yes

8.8a	If yes, provide more details	F	PUBLIC	Rule 2 (1 point)	250 words
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Looking after colleague mental health is a key focus and encapsulates a persons' psychological, emotional and social wellbeing. We encourage colleagues to speak up if they need help and advise them to take time out if they're struggling. Absence is recorded in our Workday HR management system which enables colleagues to trigger further support via our various health support services available via our occupational health service, referred to by colleagues as MyHealth. Mental health absence is closely monitored by leaders, real-time through Workday. A detailed MyHealth report with key insights, trends and actions are shared quarterly with all Business Leaders, HR Partners, safety teams and trade union working groups. KPIs are comprehensive and include number of incidences, types of wellbeing incidences reported, improvement in colleague conditions, return to work rates, NPS across specific support channels and ROI. Using this data we structure our risk-based wellbeing programme to target support in the areas colleagues most need, such as emotional wellbeing, sleep, nutrition and financial wellbeing. Together,

this enables us to identify trends and predictions, as well as help target relevant action required such as improved signposting of support available via our comprehensive suite of mental health support services or running targeted topical campaigns.

8.9	Does the company integrate mental health safeguarding into job design and workplace conditions?	C	PUBLIC	Not scored	Yes/No
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Yes

8.9a	Does the company integrate mental health safeguarding into job design and workplace conditions?	C	PUBLIC	Rule 2 (1 point)	250 words
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We consider physical and mental health when designing roles and adopt 'good work' principles. At the outset of designing a job or if it changes, we ensure fair hours and work patterns as well as access to flexible and meaningful work. As part of the selection process, we'll ensure the individual has the right expertise and accountabilities. We'll also ensure they've the support to flourish – whether that's pursuing continued development and having the right policies and practices to support diverse needs like caring responsibilities, or accessing equipment and flexibility to do their job well which includes ergonomic and disability assessments so that we can make all reasonable adjustments. We additionally aim to provide the best working environment including ergonomic design, cleanliness, natural light, greenery, healthy food options and fitness incentives amongst others. If we look to change working practices, we seek input from key stakeholders like colleagues and trade unions. Through engagement, we're able to fully consider potential impacts and use feedback to further shape and strengthen proposals. For example, following consultation during 2020-21, we launched Flexible First which lets colleagues combine the flexibility and convenience of working at home with time in the office to connect and collaborate. This led to 92% of colleagues saying it's improved their work-life balance. Any changes to working practices are closely monitored to ensure they work in practice. In these instances, we seek direct feedback and evaluate wider metrics such as engagement, productivity and retention.

8.10	Identify the company's operating locations, business lines and workforce demographics where physical and/or mental health and safety risks and injuries are reported to be higher, and any processes in place to address problem areas.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Incidence of mental health is spread relatively evenly across jurisdictions but is slightly higher in the UK. This is likely due to our Group-wide campaigns to raise awareness of the importance of being open about mental health and proactively seeking help, with role-modelling from the

Group Chief Executive. It's also likely due to our global population being affected by the pandemic as well as business reorganisation in equal measure. During 2021, we saw mental health incidence increase by 6% because of these factors. Regarding the slightly higher reports in the UK, we believe this is largely because of a more mature culture of people feeling able to raise issues and take time out if needed. While our data shows no meaningful trends with particular roles, we see a slightly higher incidence among younger people and particularly younger women. To reduce incidence and care for colleague's, we've strengthened our ecosystem of support including access to a 24/7 My Care support line, the 'Unmind' app, our 100-strong network of Mental Health First Aiders, and the introduction of a Healthcare Plan for all which enables more expedient action should the NHS waiting time have an impact on colleague health and their ability to work. We also run campaigns to educate colleagues that everyone is on a spectrum of mental health, encourage them to talk openly about mental health, and signpost extra support.

Worker wellbeing

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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8.11	Does the company offer a health and well-being programme?	I	Mandatory Public	Not scored	Yes/No
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Yes

8.11a	If yes, provide an example of how the company has improved workers' wellbeing and how the company can evidence this.	I	Mandatory Public	Rule 2 (1 point)	150 words
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In 2021, we continued to strengthen health and wellbeing advice via MyHealth. This particular service supports colleagues to access a team of professional healthcare specialists across a range of areas like mental health, musculoskeletal, nutrition, sleep and exercise. MyHealth also includes a 24/7 MyCare phonenumber for psychological support, an advice line for managers, as well as proactive support in cases where colleagues may need time off to ensure they're getting the help they need. MyHealth is performing strongly in giving colleagues the right support at the right time, as demonstrated with 40% of users rating it with an NPS of +72. Due to the proactive and effective support provided, overall our

mental health incidence rate was 286 per 100,000 workers which is below the national average while over 60% of colleagues who needed time away from work were able to return to work sooner than medical condition averages.

Response to Covid-19

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
8.12	What measures does the company have in place to ensure that workers who are unwell take sick leave, and other necessary leave, and are protected economically if they need to do so?	F	Mandatory Public	Rule 1 (1 point)	500 word limit

If colleagues are unwell, we provide sick leave and other necessary leave, to ensure they're financially protected in their time of need and won't be penalised for taking absence that goes beyond local government requirements. Our sick pay relates to absence of more than one day if a colleague is unwell and specifically includes generous protections such as enhanced Company Sick Pay and Group Income Protection Schemes. By logging sick leave in our Workday HR management system, we can formalise the process and ensure colleagues receive the relevant help they may need. For example, sickness absences are passed to our MyHealth Case Management team to triage within 24/48 hours, and depending upon the nature of sickness, will drive further interventions via our MyHealth suite of support to ensure appropriate treatment or action is provided with underlying issues identified and addressed wherever possible. It's in everyone's interest for the employee to get better so the line manager will also have guided conversations with them at key stages of absence, to see how they're doing and monitor when and how they're best to come back to work. This may include a phased return so that they don't take on too much too soon. Other appropriate absences that may be relevant in these instances and can also be taken at the relevant time, include bereavement leave and carers leave, whereby we provide world-class support of up to six weeks paid leave when matched with annual leave to help better balance work with caring responsibilities. For the duration of the pandemic, we've also temporarily amended our policies to ensure that any COVID-related absence doesn't have a detrimental impact on colleagues' pay and includes ensuring that those who need to self-isolate are not financially impacted.

8.13	Which workers are covered? Select all that apply from the drop-down list.	F	Mandatory Public	Rule 1 (1 point)	Dropdown
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- Indefinite/Permanent employees – selected
- Fixed-term/temporary employees – selected
- Non-guaranteed hours employees (e.g. casual workers, on-call employees, zero-hours contracts/on-call employees)
- Contractors (e.g. independent, self-employed) – selected
- Agency workers (e.g. labour agency, recruitment agency workers)
- Franchisee workers – selected
- Other workers (e.g. subcontracted service workers, third-party contract workers)

8.14	What steps, if any, is the company taking to protect the physical and mental health of its workforce during the COVID-19 crisis, including their safe return to the workplace? Where new health and safety policies have been introduced in response to COVID-19, state whether these will remain in place beyond the current pandemic period.	I	PUBLIC	Rule 1 (1 point)	500	word limit
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We have a culture of health and wellbeing (mental, physical, emotional and financial) which provides the right support at the right time. During the pandemic, we strengthened this process by 1) launching a new mobile-friendly one-stop-shop site for colleagues to access the latest information and guidance about our support suite as well as COVID-19, 2) diversified our 100-strong Mental Health First Aiders' network to support colleagues remotely; 3) worked to build a more open culture to raise awareness and encourage colleagues to speak up and access support via communications from senior leaders including our Group Chief Executive, diversity network leaders and more; 4) better signposted support available through channels like our virtual townhalls, leader newsletters and webinars to boost take-up of support such as the 'Unmind' wellbeing app and healthcare plans, 5) encouraged people to stay active with virtual gym sessions, gym membership incentives as well as active fundraising challenges in aid of our charity partners, 6) partnered with the Trussell Trust to provide an avenue for colleagues to contribute to their communities by helping those most in need receive vital support from food banks, with 95% of British Gas engineers saying they felt good about making a difference, and 7) rolled-out a Flexible First approach to working when restrictions fully lifted in 2021, enabling colleagues to choose how they want to work by creating their own balance between office and home working.

We also aimed to safeguard colleague concerns about their job which can affect mental health. For example, we 1) gave employees who didn't already have homeworking facilities the ability to work from home and the flexibility to adjust working hours/days to accommodate caring responsibilities, 2) supported those who wanted to take part in the Emergency Volunteer Programme or military deployment, 3) temporarily amended policies to ensure that any COVID-related absence didn't have a detrimental impact on colleagues' pay, 4) offered colleagues flexible working if they were required to self-isolate following a foreign holiday to reduce any impact on employees and their pay, and 5) maintained employee pay at 100% regardless of what came back from the job retention scheme.

Physical health was additionally protected. We did this by 1) transitioning to remote working for site-based colleagues at the start of the pandemic and made sure everyone had the tools they needed, 2) ensured sites adhered to government's safety guidelines for colleagues who had to work onsite, 3) all field workers serving customers' homes and businesses were/are supplied with PPE and operate in a way that aligns to the guidance alongside risk assessments devised in collaboration with colleagues and trade unions, to keep themselves and our customers safe, and 4) undertook individual health assessments for each engineer to ensure appropriate protocols are in place and for engineers categorised as vulnerable, we additionally modify their work so that they can work from home and support colleagues remotely.

9 WORKER VOICE AND REPRESENTATION

Freedom of association and collective bargaining

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
9.1	Describe the company's process for consulting with workers, their representative bodies and trade unions, as applicable, and other steps to secure workers' rights to freedom of association and collective bargaining.	F	PUBLIC	Rule 1 (1 point)	250 word limit

Working in partnership with trade unions is essential to achieve business objectives that benefit colleagues, customers and wider society. During 2021, we continued to uphold the right for all colleagues to be trade union members. We worked with trade unions and supported employed trade union representatives with facilities time and time off, to maintain an open and transparent dialogue. In-person and virtual meetings were

held, alongside accessible consultations and negotiations on statutory and voluntary issues at a local and national basis. For example, we have six collective bargaining units in the UK with their own collective arrangements/recognition agreements. Under those agreements, we hold national and local councils which meet regularly to engage and consult on matters. In January 2021, we established the Centrica Joint Council, a strategic forum which meets bi-annually and brings together our Chief Executive, members of our senior leadership teams and National Energy Officers from recognised trade unions. Engagement via these methods cover a range of matters across the business including ways of working, proposed large-scale organisational and contractual changes, mitigation of redundancies and achieving fair award agreements in pay negotiations. Engagement enables us to shape and implement outcomes to these issues, with the aim of creating a fairer future for everyone in the business whilst giving customers the service they want and need. Outcomes from consultations, meetings and engagement sessions are shared with colleagues in numerous ways, including via trade union representatives, National Energy Officers, townhalls hosted by leadership, meetings with line managers and intranet sites.

9.2	Provide the percentage (%) of employees covered by collective bargaining agreements for all locations in the direct operations	F	Mandatory Public	Rule 1 (1 point)	0
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85%

9.3	Scope of disclosure (relates to Q9.2)		Mandatory Public	Not scored	Dropdown
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- Domestic operations/HQ only
- All significant operating locations
- ≤25% of direct operations workforce
- 26%-50% of direct operations workforce
- 51%-75% of direct operations workforce
- ≥76% of direct operations workforce – selected**
- All direct operations workforce - selected

Provide the percentage (%) of employees covered by collective bargaining agreements by each of the company's significant operating locations.

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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9.4	Please enter the details in the following table	I	PUBLIC		Table
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Significant operating location	Percentage (%) of employees in each location covered by collective bargaining agreements
Global/Group	85
UK	90
Europe	97
United States of America	-

Note: We no longer source USA data following divestment of Direct Energy in January 2021 due to low colleague population now in this location. Europe calculation is based on collective bargaining in Ireland only.

9.5	How does the company secure the rights of other direct operations workers to collective bargaining?	F	PUBLIC	Rule 1 (1 point)	250 word limit
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We support all workers to further their employment interests and voice by having the freedom of association and collective bargaining, or alternative means to facilitate this. This commitment is enshrined in Our Code and backed-up by our membership of the United Nations Global Compact as well as our commitment to the ILO Core Conventions and UN Guiding Principles on Business and Human Rights. Third party workers are enabled to experience these same rights as our own employees through collective rights' clauses in supplier contracts which is set out in our Responsible Sourcing Policy. Those who uphold this right and are committed to cascading them within their own supply chains, are incentivised to do so with the potential award or renewal of a contract given this is one of the key principles for being able to do business with us. Compliance is monitored via our risk processes for supplier onboarding which includes running a detailed analysis of labour practice and is managed by Procurement Managers. If categorised as higher risk, we undertake further review

processes such as conducting a site inspection and/or remote worker surveys, with relevant questions that test the right to collective bargaining is in place. Any breach of our Policy, may result in termination of our contractual relationship with the supplier. Further information is available in [Our Code](#), [UNGC Communication and Progress](#) and [Responsible Sourcing Policy](#).

9.6	Has the company identified any risks or restrictions to employees' right to freedom of association or collective bargaining in any of its direct operations?	I	PUBLIC	Not scored	Yes/No
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No

9.6b	If no, provide an example of action taken to prevent risks or restrictions, including through engagement with workers and/or worker representative bodies, as applicable	I	PUBLIC	Rule 2 (1 point)	250 word count
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We believe our processes are sufficient in protecting the right to freedom of association and collective bargaining across our direct operations. For example, Our Code sets out our commitment to uphold collective bargaining which we do through our joint working framework with trade unions, and enables us to strive towards productive engagements to achieve positive outcomes that work for all. Through our active participation in this process, we role model our support and raise awareness of the opportunities for colleagues to get involved and have their voice heard via a range of channels such as townhalls, leadership updates, working parties, consultations and more. Colleagues are additionally made aware of this right via Our Code annual refresher training which all colleagues are required to complete, embrace and uphold. Should anyone within the company or beyond have concerns that these rights aren't being honoured, we provide an anonymous 24/7 Speak Up helpline. This enables us to investigate and take action. Freedom of association and collective bargaining is also rigorously protected in our supply chain. This stipulation forms a core part of the tender and onboarding due diligence, so any supplier who doesn't uphold these rights, can't progress through our tender process. If any concerns come to light that collective bargaining and freedom of association isn't being upheld or if we engage suppliers in higher risk jurisdictions, we'll conduct further audits to gain a better understanding. Any contravention found, may result in collaboration to raise standards or ending our contract.

Worker voice

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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9.7	Describe the mechanism(s) for enabling workers' participation in corporate decision making, such as worker representation on the Board, having a Non-Executive Director with responsibility for employee engagement, town hall meetings etc.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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Having an engaged workforce is vital to delivering our strategy. So we engage, listen and respond to employee feedback, to improve how we do business. Following engagement surveys that told us that employees wanted to feel more connected to our strategy, purpose and leaders, we introduced improvements. This included our Group Chief Executive hosting frequent virtual townhalls and enlisting senior managers to share update on interesting projects, to heighten visible and bring our strategy and purpose to life. The townhalls enable colleagues to ask questions, share views, and have been a big hit. Following the impact of the COVID-19 and the Black Lives Matter movement, we also introduced quarterly leader listening sessions and hosted forums with employee diversity networks to listen to colleague experiences and co-created a plan to achieve a more diverse and inclusive team which we reviewed and enhanced in 2021 as part of an annual review. In Q4 2021, we also set up a Shadow Board of diverse colleagues meet with the Chief Executive and CLT to influence decisions, positively disrupt assumptions and challenge executive thinking to support colleague-centric decision-making. The Shadow Board roughly meets monthly and reviews effectiveness quarterly to ensure improvements can be made. We felt the Shadow Board better represented the views of colleagues, following the trial of a Non-Executive Director representing their views at the Board. In 2021, we additionally increased frequency of our engagement surveys by running quarterly pulse surveys, allowing us to take action from employee feedback in real-time.

9.8	How does the company obtain worker feedback? Provide the percentage (%) of employees who participated in the company's most recent engagement survey and the level of satisfaction indicated	F	Mandatory Public	Rule 1 (1 point)	250 word limit
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Colleagues have been through significant change in recent years with business reorganisations, COVID-19 and now the cost of living crisis. So we're working hard to understand what we're doing well and how we can better support colleagues. This is mainly achieved via the Group-wide quarterly engagement survey. In 2021, our year-end engagement score improved by 13% to 55% favourable verses 2020. This was

based on 62% of colleagues participating, up from 42% in 2020 where business reorganisation had impacted participation. We've a big opportunity to build on this and are aiming to achieve a 70% engagement score by the end of 2023 through continued action. Using employee feedback, we set an annual engagement plan which we review quarterly to adjust action if its needed. Some main these we've been focusing on is to improve colleague experience by connecting them with our purpose and leaders, whilst creating a more inclusive and supportive place to work. Engagement feedback is split by business, department and team, and shared with leaders to discuss with their team and create more tailored action plans. At a Group-level, employee feedback has been the key driver in running frequent townhalls hosted by the Group Chief Executive to provide a greater understanding of our purpose, how the company is doing, discuss key issues and enable a deeper relationship. Feedback is additionally sought via ad hoc focus groups on issues like skills or inclusion via employee networks and the Shadow Board, alongside quarterly listening sessions hosted by leaders.

9.9	Provide one example of how workers have influenced decision making on an issue of substance in the reporting period.	C	PUBLIC	Rule 1 (1 point)	250 word limit
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COVID-19 changed the way we all had to work by increasing the need to work from home and providing flexibility. When restrictions started to lift, we had a big decision about how we all wanted work together going forwards. So we consulted colleagues on what they wanted. This led to the launch of our Flexible First policy to working, which empowers colleagues to choose when they want to work from home or come into the office to connect and collaborate. This has enabled colleagues to better balance work alongside personal commitments, with 92% of colleagues saying it's had a positive impact on their work-life balance. It's also provided colleagues with the opportunity to pursue career development and secondments that otherwise wouldn't have been possible as demonstrated by Marie McCann, Customer Service Adviser, who said: "Flexible First has transformed my ability to balance work and caring. I'm now able to work without the stress of being away from home too much and can really focus on work as well as access development opportunities that would've been extremely difficult before." We've also found there's generally a more flexible attitude around the need to fix meetings around things like doing the school run, which our Working Parents Network have said has been key to helping them thrive and removing the stigma some felt around being a working parent. To help maximise how colleagues work, we've introduced guidelines to share what types of activities work well remotely or in-person.

10 GRIEVANCE MECHANISMS

Grievance mechanisms

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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10.1	Provide details of the channel(s)/mechanism(s) through which employees can raise complaints or concerns, including how these operate and how workers were consulted on the design of the mechanism(s).	F	Mandatory Public	Rule 1 (1 point)	250 word limit
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Our Group Grievance Policy encourages colleagues to report grievances. At first, we'll aim to resolve grievances informally with a line manager, HR Consultant or Confidential Adviser. If it can't be resolved informally, a formal process is followed. This involves writing a formal letter and being invited by their line manager (or another manager) to a grievance meeting with representation if required, to discuss and seek resolution. The employee has the right to appeal if unhappy with the outcome, and a record of the grievance and outcome is kept on their file. The process draws on best practice HR protocols and is shaped via trade union and colleague input. The HR team manages the process and monitors the number of contacts made as a lead KPI. Colleagues are also encouraged to report any concerns regarding malpractice, human rights abuse or discrimination to their line manager, HR manager or via our Speak Up helpline. To remove barriers to reporting incidents, the Speak Up helpline is an independent service and enables concerns to be reported anonymously. The process is managed by the Ethics and Compliance team who also track and report on the number of reports made per 100 employees. The process has been devised according to best practice protocols and employee engagement. All grievances are investigated, appropriate action taken, and any learning incorporated into business strategy to prevent issues re-occurring – this may involve the HR or Ethics and Compliance team engaging business division or department leaders, to improve work practices.

10.2	Is the channel(s)/mechanism(s) identified in 10.1 accessible to the company's contractors, agency and other workers (e.g. subcontracted service workers, third-party contract workers)?	I	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

10.2a	If yes, provide more details (see guidance for what details to include)	I	PUBLIC	Rule 3 (1 point for Yes)	250 words
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It's vital that we acts fairly and with integrity, so we ensure that anyone can report an issue they're concerned about. Our 24/7 Speak Up helpline is therefore available to direct employees, contractors, agency workers, third party workers, business partners, customers and members of the public. Throughout the year, we ensure that access to the channel works in practice by monitoring the number of contacts made, testing the channels and continuously embedding strong signposting on relevant platforms and channels to ensure good awareness. Meanwhile our grievance policy and procedure, is only available to Centrica employees given it's more focused scope so it isn't relevant to wider populations.

10.3	Does the company assess the effectiveness of its grievance mechanism(s) against the criteria in Principle 31 of the UN Guiding Principles on Business and Human Rights (that is, whether the mechanism(s) is legitimate, accessible, predictable, equitable, transparent, and compatible with human rights)?	F	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

10.3a	If yes, provide more details (see guidance for what details to include)	F	PUBLIC	Rule 3 (1 point for Yes)	(250 words)
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Grievance mechanism effectiveness is assessed against the criteria in Principle 31 of the UN Guiding Principles on Business and Human Rights, in that it's legitimate, accessible, predictable, equitable, transparent and compatible with human rights. Through feedback and usage rates, we know colleagues are aware of, have access to and trust the process. If levels drop or colleague queries increase, we respond. In the past for example, we've noticed a decline in reports so we raised awareness by enhancing Our Code annual training and running a campaign

on the importance of speaking up whilst improving signposting. This helped ensure a strong system to support colleagues whilst upholding human rights. We run annual Our Code refresher training to remind colleagues of their responsibilities and how to raise a grievance. Stakeholders like trade unions and NGOs are engaged to review performance, particularly for significant issues or if colleagues want union representation. Trade unions and NGOs have also helped us develop and raise awareness of grievance mechanisms. Learning from remedial processes are applied. For instance, in 2021, we worked with trade unions to streamline three grievance policies for different business units into one, ensuring consistency, improving clarity around timelines as well as roles and responsibilities, which has helped cases run more smoothly and efficiently. Our Employee Relations team were also upskilled on in-house remediation following our identification of trends around conflict and relationship breakdowns across the process, which has enabled us to cut grievance volumes through stronger mediation resolution.

10.4	Provide the number of grievances relating to human rights and/or workers' rights reported and resolved in the reporting period.	I	PUBLIC	Rule 5 (max 2 points)	Table
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Number of grievances reported	Number of grievances resolved
216	201

Note: We cannot split the data by human rights specific category, so we have gone with wider workers' rights.

10.5	Provide an example of how the company has provided or contributed to providing a remedy for a human rights/workers' rights grievance raised in the reporting period, including by consulting with impacted workers and any lessons learned.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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In 2021, the solar supply chain was highlighted as higher risk for human rights. This is because solar panels are reliant on polysilicon production which is predominantly made in China, where there's potential links to forced labour in the Xinjiang region. Whilst we've robust supplier selection processes and conduct due diligence, it's very difficult to gain complete transparency across the solar supply chain. With China being a world leader in solar production and limited viable alternatives, we take our responsibility seriously to improve transparency and reduce risk. This is an issue all companies in the sector face, so raising standards requires a joined-up approach. In 2021, we co-sponsored

the Solar Energy UK Responsible Sourcing Policy Group and engaged Solar Power Europe as well as Solar Energy Industry Association, to improve transparency, material traceability and accountability. In 2021, Solar Energy UK in partnership with Solar Power Europe, kick-started a collaborative supply chain investigation to identify gaps in transparency and create a more robust monitoring programme with the ultimate aim of establishing a Code of Conduct, Audit Guidance and Toolset, that'll enable a chain of custody solution to be adopted throughout the manufacturing of solar PV. We expect roll-out of the assurance scheme by end of 2023. We additionally undertook a deep dive into our solar supply chain and commenced more meaningful conversations with suppliers on transparency. We've used the Policy Group to assess effectiveness of our current approach to manage risk and have found it aligned to current best practice.

10.6	What policies and procedures does the company have to protect workers from retaliation and reprisal for speaking up or lodging a grievance relating to their rights as workers and working conditions?	F	PUBLIC	Rule 1 (1 point)	250 word limit
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We've a strict anti-retaliation policy because we actively encourage colleagues and others to speak up about grievances or concerns to improve how we do business. That's why we have a zero-tolerance approach to any form of retaliation against anyone who reports possible or actual breaches of Our Code in good faith, or any wider form of grievance. We consider retaliation as gross misconduct. If retaliation is identified, this should be raised with line management, HR or via the Speak Up helpline. Through communication campaigns, our annual online Our Code refresher training and employee inductions, we aim to foster a culture where colleagues feel able to speak up without fear. For instance, in our communications and training, we specifically raise awareness of the protections we have in place to ensure non-retaliation and additionally highlight that colleagues can raise concerns anonymously via our 24/7 Speak Up online and phone-based helpline. We've seen increases in use of the helpline following a campaign and/or training activity, which shows that these methods are effective at delivering cut-through and gives us confidence that they feel satisfied with the protections we provide. In terms of the investigation, personal details are always kept highly confidential. No information is disclosed outside of the immediate team dealing with the grievance, and should it be necessary for anyone in the investigating team to know the identity of individuals involved, it will first be discussed with the complainant or complainant's representative first. !

11 SUPPLY CHAIN TRANSPARENCY

Supply chain structure and location

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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11.1	Provide a description of the company's supply chain and explain its role in the company's business model.	F	Mandatory Public	Rule 1 (1 point)	250 word limit
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We supply energy services and solutions to millions of customers mainly in the UK and Ireland through strong brands such as British Gas in the UK, Bord Gais Energy in Ireland and Centrica Business Solutions globally. To help our customers live sustainably, simply and affordably, we directly source from around 3,000 Tier 1 suppliers across around 25 countries. These include some high-risk jurisdictions such as Bangladesh, Cambodia, China and Pakistan, although the majority (98%) of our spend is with suppliers based in lower risk countries like the UK, Ireland and North America. The types of suppliers we work with can vary significantly - from providing parts for boilers in customers' homes, to chairs for colleagues in the office. We've identified four areas of our supply chain that warrant specific focus based on their associated jurisdictional and industry risk including: 1) technology products, 2) garment manufacturers, 3) facilities management services, and 4) solar. In 2021, we continued to review risk relating to electric vehicle charging, assessing its end-to-end lifecycle and associated labour but no evidence of modern slavery was found and in 2022, we'll expand assessment of associated technologies like battery systems and cells. We don't have full visibility over Tier 2 suppliers and are therefore unable to state how many suppliers make up this category. Since 2016, we've reduced the number of suppliers we work with from over 35,000 and most activity is now centralised and managed by Procurement, to reduce risk. See our Modern Slavery Statement for more: centrica.com/modernslavery.

11.2	Provide details on the company's efforts to map its supply chain, including beyond the first tier. State the percentage of the company's supply chain mapped to date.	F	PUBLIC	Rule 1 (1 point)	250 word limit
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We map our supply chain on a project-by-project basis and in accordance with whether sections of the supply chain are based in high-risk jurisdictions such as Bangladesh, Cambodia, China and Pakistan. Based on this criteria for example, garment manufacturing is a higher risk area, so we've worked with our clothing provider to map beyond Tier 1 which has given us greater visibility over all related Tier 2. This has enabled us to better evaluate the risk and target action to where it's needed most, to safeguard workers by ensuring high standards of working conditions and benefits are provided across tiers. We've additionally mapped our facilities services across Tier 1 and 2, which next to garment manufacturing, is our next biggest area of risk. Our third-party sustainability risk platform has assisted us in this process by

highlighting areas for improvement, supported with country and commodity risk indices, alongside engagement with wider internal stakeholders including Risk Management Teams and managed by Responsible Sourcing. DNV, Solar Energy UK and Solar Power Europe are currently helping solar buyers evolve supply chain mapping. Given the breadth of our supply chain and challenges around gaining transparency across it, we recognise we've gaps in knowledge for parts of our supply chain which typically include suppliers in Tier 2. To ensure our efforts are best spent, we'll continue to maintain our current approach of mapping to focus attention and action on higher risk areas, but look to extend mapping in the near future as appropriate.

11.3	Does the company publicly disclose the results of its supply chain mapping?	I	Mandatory Public	Rule 3 (1 point for Yes)	Yes/No
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No

11.3b	If no, how is the company improving transparency of its supply chain? Include examples and state the total number of first tier suppliers.	I	Mandatory Public	Rule 3 (1 point for Yes)	(150 words)
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We've around 8,200 Tier 1 suppliers and don't currently disclose our supply chain mapping. As we deepen mapping across our supply chain, our interim focus is on improving transparency across wider annual reporting tailored to stakeholder needs, which includes demonstrating continuous improvement in processes and performance related to modern slavery via our annual Statement. We believe that at present, this focus meets the needs of key internal and external stakeholders, and is the most material issue in our supply chain that we're required to report on. In the future, we hope to publish supply chain mapping once work has completed. We're working to continuously improve supply chain transparency through continued deep dives, audits, remote worker surveys and use of third party platforms to identify risk and raise standards. In 2021, we expanded remote worker surveys to reach nearly 7,000 workers and all suppliers who underwent an audit made improvements.

Supply chain numbers

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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Provide the number of first tier suppliers in each of the company's top ten sourcing locations (determined by percentage of overall procurement/spend).

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
11.4	Please enter the details in the following table	I	PUBLIC		Table

Top ten sourcing locations by percentage of overall procurement/spend	Number of first tier supplier organisations
United Kingdom	2,457
Ireland	286
United States of America	82
Netherlands	29
China	17
France	12
Italy	10
Hong Kong	4
Luxembourg	4
India	1

11.5	Provide the estimated number of workers in the company's first tier supply chain. Companies can indicate what percentage of their supply chain this covers in 11.6.	C	PUBLIC	Rule 1 (1 point)	0 (150 words)
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57.1 million

Note: Our response is a rudimentary estimate. Our primary third-party sustainability tool used to engage suppliers does not have functionality that enables us to report on the number of workers in Tier 1 of our supply chain. To complete a response to this question, we have based our calculation on the 27 companies we have undertaken/lined up to undertake remote worker surveys with, averaged this number, and then times it by the number of suppliers we currently have.

11.6	Scope of disclosure (relates to Q11.5)	PUBLIC	Not scored	Dropdown
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- ≤50% of first tier – selected**
- 51%-75% of first tier
- ≥76% of first tier
- All of first tier

11.7	Does the company collect data on the gender composition of its supply chain workforce?	C	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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No

11.7 b	If no, state why not and any plans to do so in the future.	C	PUBLIC	Rule 3 (1 point for Yes)	(150 words)
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Our primary third party supply chain tool during 2021 didn't have functionality that enabled us to access and analyse gender composition data across our supply chain. We have, however, now moved to a new supplier and should have greater access to this level of information as we continue to grow our suppliers rolling onto the system in 2022 and beyond. We're also exploring other ways to capture this information such as via our direct worker reporting programme which captures the gender composition of those answering the surveys and will enable us to also identify if a particular gender is experiencing issues in the supply chain.

High risk supply chain areas

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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11.8	Provide details on any specific products, services and raw materials, wherever these feature in the supply chain, identified to be of particular risk of forced labour, modern slavery and human trafficking.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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We've conducted a risk assessment across our supply chain and identified four focus areas that warrant continued attention based on their associated industry and jurisdictional risk, according to the Global Slavery Index. These are 1) smart technology products which include branded and unbranded products like our Hive home solutions, 2) solar products as part of our low carbon energy offering for business customers, 3) garment manufacturers who create our engineer uniforms and PPE, alongside 4) facilities management services responsible for activities such as cleaning and security services. The first two are largely critical to our customer offering to help them live sustainably, simple and affordably, whereas the latter two are essential to our everyday operations and are the higher risk areas for forced labour and human rights out of those listed. We work with our suppliers and industry bodies like Solar Energy UK and Solar Power Europe, to establish ways to raise standards collectively as well as ensure we adopt best practice as it evolves. We're aiming to conduct a deep dive into electric vehicle batteries in 2023.

12 RESPONSIBLE SOURCING

Sourcing strategy

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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12.1	What measures are in place to incentivise those responsible for the company's day-to-day sourcing	I	PUBLIC	Rule 1 (1 point)	250 word limit
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	decisions effectively ensure the company meets responsible sourcing and workers' rights commitments (beyond adherence to the company's Employee/Business Code of Conduct/Ethics Code etc)?				
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We've a number of incentives to support and drive effective decision-making for those responsible for day-to-day sourcing, to ensure the company meets its commitments on responsible sourcing and workers' rights. Our Responsible Sourcing Champions who typically include Responsible Procurement Managers and sit across all key procurement areas to make sure responsible sourcing is understood and embedded across the organisation, are incentivised via our global 'Recognition' platform. The platform is available to all employees and operates on the basis of colleagues nominating each other in recognition of a key achievement – in this case embedding and maintaining high standards relating to sourcing and workers' rights – with the reward of feedback for their quarterly review process linked to remuneration as well as points that can be turned into monetary vouchers and redeemed at key retailers. Incentives are also in place for roles that are accountable for ensuring the right strategic decisions are made to uphold responsible sourcing and workers' rights as well as the identification of any issues in relation to these focus areas. For instance, the Director, GBS Governance, Risk & Compliance, is incentivised through standard performance evaluation processes linked to remuneration based on their ability to reduce risk and strengthen resilience across the supply chain. All of the incentives set out in this answer go beyond the requirement for colleagues to uphold Our Code's commitment on human rights. We continually monitor efficacy of incentives which are ultimately measured by how effective our programme is at protecting rights.

12.2	Does the company assess supplier performance against its own human rights commitments, as applicable, as part of the process for selecting new suppliers?	F	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

12.2a	If yes, what percentage of new suppliers (in the last reporting period) were assessed in this way and how is performance on workers' rights weighted or balanced against other selection criteria?	F	PUBLIC	Rule 3 (1 point for Yes)	250 words
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100% of new suppliers were assessed on their human rights commitments. This forms a central part of the onboarding and risk assessment process whereby suppliers are required to uphold high standards to protect human rights as set out in our Responsible Sourcing Policy, which is aligned to the United Nations Charter and the ILO Core Conventions. The Policy also includes other criteria such as health and safety, bribery and corruption, and environmental performance, which are weighted and reviewed in equal measure. In addition to this, 0.0044% of our total suppliers have been identified as potentially higher risk strategic suppliers, and were required to undergo further risk assessment via the independent supply chain sustainability risk platform to ensure we fully understand any human rights risks and can address them should they arise. In total, seven remote worker surveys were run in 2021 and in 2022, we've additionally resumed our site audit programme in addition to remote worker surveys now that COVID-19 conditions enable this. If a potential supplier is not willing to work with us to match our high standards on human rights, we'll not enter into a relationship.

12.3	Does the company require suppliers to respect a minimum set of labour standards of workers' rights in a supplier code of conduct, or similar?	F	Mandatory Public	Rule 3 (1 point for Yes)	Yes/No
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Yes

12.3a	If yes, provide a link to or attach the relevant public document or describe the terms included in contractual arrangements?	F	Mandatory Public	Rule 3 (1 point for Yes)	150 words
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Every supplier we partner with is required to sign up to and uphold our Responsible Sourcing Policy and Our Code. The policy includes all key sustainability objectives spanning the Living Wage, equal pay and other responsible payment practices, human rights, health and safety, diversity and inclusion, collective bargaining and more. Our policy was established more than a decade ago and is in line with leading international standards such as the UN Global Compact and the Universal Declaration on Human Rights, as well as the ILO Convention 155 and Recommendation 164 on occupational health and safety. Further detail is available in our [Responsible Sourcing Policy](#).

Monitoring suppliers

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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12.4	Describe the process for monitoring or auditing supplier performance against the document disclosed at 12.2, including beyond the first tier, the standards used for the monitoring process, and whether the results are made public. State the percentage of suppliers independently audited.	I	PUBLIC	Rule 1 (1 point)	250 word limit
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All Tier 1 suppliers are monitored by the Procurement team through the standard onboarding and risk assessment process. Key Tier 1 suppliers undergo further monitoring and auditing through the independent sustainability supply chain risk platform. This assesses the minimum standards across ESG issues including in relation to the Employer Pays Principle, Dhaka Principles for Migration with Dignity and ISO 2600. If suppliers receive a higher-risk rating, they're considered for further due diligence which typically involves a site visit by an independent auditor who has experience in labour rights issues and/or rolling out remote worker surveys. The auditor undertakes a series of inspections including analysing the working environment, reviewing company documentation and undertaking interviews with workers to gain a deeper understanding of the risk. Should anyone feel unable to share their concerns, we also provide a modern slavery helpline for workers to get in touch confidentially. Whilst we've not identified any instances of modern slavery, we remain vigilant and share results of monitoring and auditing processes in our annual Modern Slavery Statement (centrica.com/modernslavery). In total, 100% of new suppliers went through the standard onboarding risk assessments. Higher risk suppliers went through enhanced checks and our sustainability score was 68 (low risk) verses industry average of 51 (medium risk), and we continue to monitor this to ensure our strategy remains low risk. From this, seven sites underwent remote worker surveys in 2021 and in 2022, we've resumed site audits in addition to remote worker surveys.

12.5	How does the company assess whether its sourcing and/or purchasing practices allow a supplier to meet its workers' rights commitments e.g. by requesting feedback on the business relationship from suppliers etc?	I	Mandatory Public	Rule 1 (1 point)	250 word limit
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We engage suppliers to understand if our purchasing practices allow the supplier to meet its workers' rights commitments. Procurement Managers maintain collaborative relationships with suppliers to help them maintain high standards as well as understand whether our practices may be having an adverse impact on areas like paying the living wage and ensuring strong health and safety standards. We also roll-out questionnaires to key suppliers to understand what we're doing well and where we can improve, which gives suppliers the opportunity to feedback on whether our practises are impacting them and how we might better work together. And we've rolled out

remote worker surveys to directly understand any impacts on workers, deploying to 7,000 workers in 2021. To date, we've received no feedback that our purchasing practices have had an adverse impact but remain vigilant and committed to uphold good practice. Throughout COVID-19 for example, we asked key suppliers about the impact the pandemic was having on them and whether they needed us to temporarily amend our purchasing practises to safeguard workers' rights and product availability. This resulted in us paying at least one supplier earlier than usual to ensure their Tier 2 suppliers had the cash-flow to pay workers for the uplift in manufacturing PPE. Following engagement with small suppliers in 2021, we also decided to cut in half our standard payment terms to 30 days, helping suppliers build back better and maintain their vital place in the UK economy.

12.6	Do the company's responsible sourcing policies and practices apply to third party labour providers (labour agencies, logistics, cleaning, security, etc.)?	F	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

12.6a	If yes, provide more details	F	PUBLIC	Rule 3 (1 point for Yes)	150 words
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All of our suppliers, including third party labour suppliers, must adhere to our Responsible Sourcing Policy which forms part of our contract with the supplier. Their adherence is monitored via a range of processes such as our standard onboarding risk assessment alongside further initiatives for key/higher risk suppliers, such as independent risk assessment via the sustainability risk assessment platform as well as third party independent auditors undertaking site inspections and remote worker surveys. Procurement Managers oversee this process and maintain an open dialogue with suppliers to carry out due diligence and performance reviews through the life of the contract. This ensures compliance and grows a culture of sustainability.

12.7	Describe the company's approach for incentivising supplier performance on workers' rights. State any KPIs or performance incentives used.	I	Mandatory Public	Rule 1 (1 point)	150 word limit
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We've increased the proportion of the tender process aligned with responsible sourcing principles to one-third which allows us to increasingly consider things like workers' rights and the environment. This drives up standards in our supply chain and ensures we're

rewarding sustainable suppliers. Additionally, suppliers who undergo a sustainability desktop assessment and site inspection are rated based on their human rights and labour issues alongside other corporate responsibility practices such as health and safety. If we conduct a site inspection and find a labour non-compliance, we implement an action plan and check improvements made. Whilst continued non-compliance may result in ending our relationship with the supplier, good labour practices can be rewarded with contract renewals or longer-term contracts. We see this as an effective way to encourage good performance which can be demonstrated by all of our suppliers who have undergone action plans, having improved their performance with our support.

13 SUPPLY CHAIN WORKING CONDITIONS

Workers' rights in the supply chain

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
13.1	What action has the company taken to build the capacity of its suppliers to mitigate and manage risks to workers' rights, including in their own supply chain (e.g. through supplier training)?	C	PUBLIC	Rule 1 (1 point)	250 word limit

As part of our commitment to raise standards in our supply chain, we share and strengthen best practice with suppliers to effectively manage and mitigate risks relating to workers' rights in their business and across their supply chain. We've run modern slavery training for Procurement staff to build capability for identifying modern slavery in the construction and service industries. In the past, we've also run an open session on modern slavery with the Supply Chain Sustainability School. Training focused on enhancing capability around 'spotting the signs' and what steps should be taken if a suspected case of modern slavery was uncovered. The training received positive feedback and exists as a blueprint for further training that we hope could be rolled out to others if the need or opportunity arises. In 2021, we additionally created a go-to Responsible Labour Practice Toolkit which supports supplier capability building on labour practices including modern slavery and is hosted on our supplier portal on centrica.com to ensure its accessible. The Toolkit does this by developing a shared understanding of our minimum expectations whilst providing best practice to suppliers who want to do more. We're also members of industry organisations that enable us to share and learn best practice to enhance our engagement and development of

capabilities with suppliers. Towards this, we're members of the Responsible Sourcing Council and the Slave Free Alliance Utilities Against Modern Slavery Working Group, and collaborate with trade bodies like Solar Energy UK and Solar Power Europe.

13.2	How is the company working to ensure that supply chain workers can exercise their rights to freedom of association, including the right to unionise, and collective bargaining?	I	PUBLIC	Rule 1 (1 point)	250 word limit
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We ensure our supply chain workers can exercise their rights to freedom of association, including the right to unionise and collective bargaining. This is enshrined in Our Code and our membership of the UNGC. From the outset of our relationship with suppliers, we state the need to uphold workers' rights through stipulations in our Responsible Sourcing Policy which suppliers agree to adhere to in supplier contracts. All suppliers are then assessed on freedom of association and collective bargaining via the onboarding risk process. Strategic suppliers are further evaluated through an external sustainability risk assessment platform and if they're considered medium or high-risk, we explore deeper due diligence which may involve an independent auditor undertaking a site inspection or rolling out remote worker surveys. During these audits, the right to freedom of association and collective bargaining is investigated, such as checking company policies, minutes, and asking workers if they've access to appropriate information to take-up their rights. If suppliers fall short of our standards, we'll consider appropriate action which may result in creating an action plan for improvement or ending our relationship. A challenge or constriction to this commitment is that in China, workers can only join legal unions rather than forming their own. In these instances, we endeavour to monitor rights carefully and utilise direct worker engagements through remote worker surveys, to ensure we've the right knowledge to manage the risk and safeguard rights. We'll also work directly with trade unions to resolve specific issues and grievances.

13.3	Does the company monitor whether supply chain workers have access to a grievance mechanism?	C	PUBLIC	Rule 3 (1 point for Yes)	Yes/No
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Yes

13.3a	If yes, provide more details	C	PUBLIC	Rule 3 (1 point for Yes)	(150 words)
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We monitor whether supply chain workers have access to a grievance mechanism. During the standard onboarding process, we assess whether grievance mechanisms are in place while our external supply chain experts review and rate all strategic suppliers. This enables us to identify the maturity of a supplier’s grievance mechanisms and whether whistle-blowers are safe from reprisals and/or given anonymity. If suppliers appear to fall short, further action is required such as an independent auditor conducting a site inspection or deployment of remote worker surveys. These steps are vital in giving us a clearer picture of the potential or actual level of risk and helps determine appropriate action – this may include working with the supplier to establish an action plan for improvement. We also provide an online and phone-based helpline to all suppliers which they can use to get in touch anonymously on issues of concern such as modern slavery.

Violations to supply chain workers’ rights

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
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13.4	Has the company identified any instances of forced labour, modern slavery and human trafficking in its supply chain in this reporting period?	I	PUBLIC	Not scored	Yes/No
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No

13.4b	If no, state why not and describes steps taken to conduct due diligence on forced labour, modern slavery and human trafficking risk.	I	PUBLIC	Not scored	(150 words)
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We’ve identified no instances of forced labour, modern slavery or human trafficking. During onboarding process, we assess modern slavery risk whilst an external supply chain expert rates all strategic suppliers to identify risk. If they receive a medium or high-risk rating, further action including a site inspection by an independent auditor may be undertaken to explore labour risks by inspecting the working environment, reviewing company documentation and talking with workers. We also roll-out remote worker surveys to enable further direct feedback. A modern slavery helpline is additionally enables concerns to be shared anonymously if they don’t feel able via other channels. Off the back of these initiatives, we continuously monitor effectiveness of controls, and tailor action to raise standards with specific suppliers

such as establishing an action plan for improvement or ending our relationship and reporting the abuse. Effectiveness is assessed via risk level which is relatively low.

Improving working conditions in the supply chain

Question Number	Question Text	Question Tier	Privacy setting of Answer	Scoring Information	Answer Criteria
13.5	Describe any steps or initiatives the company is taking to improve the working conditions of supply chain workers. State where the company has collaborated with others to support system-level improvements, as applicable.	I	PUBLIC	Rule 1 (1 point)	250 word limit

We've initiatives in place to improve supply chain working conditions. While we collaborate with independent sustainability supply chain risk experts and on-the-ground as well as remote audits via remote worker surveys. Together, this enables us to act on feedback and/or create action plans. No material issues were identified via the audits in 2021 but insight led to us working with a supplier to subsequently provide training to help workers improve their health and safety. Action plans are time-bound and overseen by the Director of GBS Governance, Risk and Compliance, with overall progress largely reviewed by the Board via the Modern Slavery Statement. Action plans have proved effective with 6 factories having so far made improvements to working practices. Partnering with ethical or trade organisations like the Responsible Sourcing Council, the Slave Free Alliance Utilities Against Modern Slavery working group and trade bodies like Solar Energy UK, enables us to harness learning and provides 'critical friend' review to continually ensure effectiveness. We strive to have strong relationships with suppliers and take steps to strengthen those where we need to increase oversight. This may involve incentives to reward good performance and transparency, or new contracts/contract renewals as well as collaborations to amplify sustainable capabilities. Towards this, we've created a Responsible Labour Practice Toolkit to grow a shared understanding of our minimum expectations whilst providing best practice to suppliers keen to improve. The Toolkit and wider assessments we undertake incorporates the 'Employer Pays Principle' for recruitment fees.