



Workforce Disclosure Initiative

WDI Survey 2023

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 2022

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| | End date | | Mandatory Public | | 0 |
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31 December 2022

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 | | 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

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| 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 | | 150 word limit |
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The Board comprises of two Executive Directors (CEO and CFO) alongside eight Non-Executive and Independent Directors. The Board ultimately has responsibility for agreeing strategy proposed by HR/others on workforce matters and holding them to account. They’re supported by a number of Committees and forums, principally the Safety, Environment and Sustainability Committee (SESC) and Centrica Leadership Team (CLT). They review attraction and retention of workers, human resources, diversity and inclusion, gender pay equity, training and development, wage levels, worker engagement, forced labour/trafficking/modern slavery, human rights, mental health, occupational health and safety,

responsible sourcing, grievances and whistle blowing. The latter two also go to the Audit and Risk Committee who additionally review compliance and risk. Meanwhile, the Nominations Committee reviews senior attraction and retention for succession planning. The Remuneration Committee predominantly covers wage levels.

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| 1.3 | Describe how information on workforce matters is integrated into governance processes, and how this informs company strategic planning. | F | Mandatory Public | | 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 leaders and inform strategic decisions. Workforce strategy and performance are primarily managed via triannual SESC meetings and around eight CLT meetings a year. Progress against our People & Planet Plan together with plans to achieve them are reviewed. At least annually, SESC and CLT reviews and approves the forward business schedule for the year, comprising of priority areas and standing items like engagement, Health, Safety & Environment (HSE), training, diversity and responsible sourcing, proposed by leaders from Responsible Business, Responsible Sourcing, Talent, Resourcing, Reward, Learning and Employee Experience amongst others, with the Group Chief People Officer and Group General Counsel and Company Secretary overseeing. SESC also receives reports from Internal Audit and Risk on 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 recommended for Board consideration. The Board additionally receives minutes, actions and updates from wider Committee Chairs to assist overseeing key issues like diversity, remuneration and incentives. The Nominations Committee further assists the Board with succession planning. Through good governance like this, we've the right strategic planning in place to add value to our business model which ensures we can 'help our customers live sustainably, simply and affordably'.

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| 1.4 | How does the company ensure those with governance responsibility (identified at Q1.2), possess, or have access to, sufficient expertise on workforce matters, such as those identified at Q1.1? Provide one example of how the company has ensured sufficient expertise for those with governance responsibilities. | F | PUBLIC | | 250 word limit |
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It's essential that the Board has workforce expertise to enable them to understand and champion the needs of colleagues, who are the beating heart of our business. Workforce engagement is a shared responsibility across the Board, so expertise is assessed during recruitment and includes reviewing past employment history as well as consulting on knowledge/establishing gaps. Training and an annual engagement plan is then established. During 2022, Board members travelled to sites like our British Gas Energy contact centre in Leicester and Bord Gáis Energy headquarters in Dublin, to better understand colleague working environments and areas of concern. Board members and business leaders, also host regular listening sessions with colleagues on key issues like diversity and inclusion and receive insight via quarterly engagement surveys. They're additionally supported by our Shadow Board of diverse colleagues who regularly meet with the Board to share views and deliver colleague-centric outcomes. And we've a Joint Council comprised of union leaders and our leaders, to ensure key concerns or developments are discussed collaboratively. To safeguard Board effectiveness on colleague engagement amongst other issues, in line with the UK Code, we run an annual Board Evaluation Review which is facilitated by an independent third party every three years. As a result, we've made the induction and site visit programme more robust, which has enabled leaders to get closer to colleagues. Our engagement survey includes KPIs to track how colleagues feel about leadership and whether they feel their voices are heard and acted upon.

Performance incentives

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
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| 1.5 | 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 | | 250 word limit |
|-----|--|---|--------|--|----------------|

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 key issues like diversity (e.g. gender parity goal for all company and senior leaders by 2030), engagement, HSE (e.g. process safety and fatalities), Our Code compliance and incidence of modern slavery. Where relevant, performance is embedded in leadership objectives with associated compensation arrangements to drive accountability. Moreover, at least annually, the Committees review their performance over associated KPIs alongside their constitution and ToR, to check 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 2022 independent assessment concluded that the Board Committees operates effectively. Actions were agreed to deliver continuous improvement, such as strengthening succession planning to drive a more diverse latent pipeline alongside maintaining focus on training to ensure appropriate understanding of new and emerging issues. The remuneration plan for Directors is tied to the long-term incentive plan (LTIP) for Executive Directors in 2022 which are linked to strategic objectives. LTIP includes three workforce KPIs accounting for 22% of the scheme, spanning process safety incident frequency rate, total recordable injury frequency rate and colleague engagement. Our long-term aspirational goals for LTIP is generally aligned with upper quartile market performance, driving progress and accountability.

Delegating authority

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
|-----------------|--|---------------|---------------------------|---------------------|-----------------|
| 1.6 | 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 | | 250 word limit |

The Board and Group Chief Executive Officer has overall responsibility for business strategy which encapsulates workforce matters. To discharge duties effectively, delegated authority is given to relevant Committees - primarily the SESC but also the CLT, Audit and Risk, Nominations and Remuneration Committees. The SESC reviews and recommends the Group sustainability strategy, key initiatives, new commitments and policies for approval. SESC additionally monitors progress relating to areas like our People & Planet Plan goals or modern slavery prevention. Our Group Chief People Officer is key in overseeing the management of workforce issues, including setting policies and procedures. She consults and briefs her People Leadership Team, who in turn have responsibility for embedding policies and procedures as well as advancing action on projects to better support colleagues. Involved teams cover a spectrum of specialism needed to advance progress – from Reward, Procurement and Learning & Development, to Internal Communications and Diversity and Inclusion. Collaboration is also sought beyond the People function as needed, including with the VP for Business Ethics, HSES and Financial Risk. Leaders receive training to support their teams deliver effectively, overseeing their day-to-day management alongside conducting quarterly performance reviews. Leaders also flag and monitor associated risks and

opportunities via the Enterprise Risk & Controls team. Information and activities applicable to colleagues is cascaded via a variety of methods depending on nature and audience, spanning communications from leaders on email, at team meetings and townhalls, or via policy updates, internal news articles and online modular training.

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| 1.7 | Does the company have a public commitment to respect all internationally recognised human rights that is approved at Board level? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication. | F | Mandatory Public | | 150 words |
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- [Our Code](#)

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| 1.8 | Does the company have a public commitment to prohibiting, identifying, and preventing forced labour, modern slavery and human trafficking in its operations and value chain? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication. | F | Mandatory Public | | URL/doc upload 150 words |
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- Commitment to respect and uphold human rights – [Our Code](#)
- Further information on our approach to forced labour, modern slavery and human trafficking – [Modern Slavery Statement](#)

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| 1.9 | Does the company have a public commitment to provide a remedy where it has caused or contributed to adverse human rights impacts affecting/linked to its business operations and relationships? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication. | F | Mandatory Public | | 150 words |
|-----|---|---|------------------|--|-----------|

- Commitment to provide a remedy if caused or contributed to adverse human rights – [Our Code](#)
- Further information on our approach – [Modern Slavery Statement](#)

2 RISK ASSESSMENT AND HUMAN RIGHTS DUE DILIGENCE

Human rights and due diligence

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
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| 2.1 | Does the company conduct regular human rights due diligence to identify, prevent, mitigate and account for human rights risks and adverse impacts? | F | Mandatory Public | | Yes/No |
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Yes

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| 2.1a | If yes, provide more information (see guidance for what to include). | F | Mandatory Public | | 250 word limit |
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We conduct due diligence to identify, prevent, mitigate and account for human rights impacts, with processes aligned to ILO core conventions, UN Guiding Principles on Business and Human Rights and OECD Guidelines for Multinational Enterprises. Diligence spans direct operations, suppliers and business partners. Risks are aggregated at Group with analysis typically taking place at business unit (BU) and project level quarterly. In direct operations, we've a low level of risk with robust policies, processes and practices, including checks on the right to work. We focus effort on our supply chain where the risk is greater. We 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. If a supplier is flagged higher risk, we undertake a site inspection or remote worker survey. Findings are shared with relevant personnel to determine appropriate action, such as collaborating to create action plans or terminating our relationship and reporting the abuse. Procurement may also flag risks with relevant risk teams and commercial leaders, including the Board, who may request a deep dive session. To support the process, higher risk teams receive targeted human rights training whilst all colleagues undertake Our Code training which is reviewed annually. KPIs track effectiveness such as completion of training, number of grievances and audits. We see positive outcomes including 61 remedial actions from supplier audits in 2022, which raised standards across labour and HSE. See more: [Modern Slavery Statement](#).

Risks and Opportunities

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | 250 word limit |
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Identification and assessment of risks and opportunities (R&O) are captured via risk registers and managed through the Enterprise Risk Management Framework (ERM) which addresses 0-3-year risks, with longer term risks typically assessed via Board strategic planning. R&O are assessed at BU level with subject matter experts incorporating stakeholder feedback (e.g. trade unions, customers, colleagues) to determine impact, likelihood and mitigating controls. As we operate in accordance with human rights law, we identified some human rights risks including

modern slavery. Day-to-day ownership sits with business management, with BU R&O discussed quarterly at Group Risk and Controls Review chaired by the Head of 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/ar22, p28-36). 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 our People & Planet Plan to create a more inclusive and sustainable future. This involved Responsible Business and business leaders, undertaking a materiality assessment based on internal and external feedback via interviews and research, to target areas of greatest importance.

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| 2.3 | Describe the company's process for identifying and assessing workforce risks and opportunities in its value chain, if different from Q2.2. Include how the company's human rights due diligence activities inform the process | F | PUBLIC | | 250 word limit |
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The same process in Q2.2 applies for the supply chain in identifying and assessing workforce R&O, funnelling identified R&O into the Group's ERM process. However, certain processes to identify and reduce risk whilst maximising opportunities, are 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 like human rights. Suppliers identified as potentially medium or high risk undergo an enhanced risk assessment which considers their sustainability standards, including labour and workers' rights. Suppliers that continue to be categorised as high risk receive a site visit or remote worker survey from a third-party auditor, to review human rights, labour and HSE practices. During the process workers are observed, and any contacts made are considered in the assessment. If the supplier fails to meet our standards, we may collaborate to raise standards or terminate our relationship. Results are communicated via the auditor and tracked by Procurement Managers. Outcomes are also shared at least annually at SESC ahead of publication of our Modern Slavery Statement. We also utilise stakeholders like Solar Energy UK, to gain insight into potential human rights issues to strengthen processes. 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 receive targeted training to identify R&O in ongoing engagements.

| 2.4 | Identify three workforce opportunities for the business relating to the company's direct operations and/or supply chain. | F | Mandatory Public | |
|--|--|---|--|--|
| Business opportunities <i>(Please note row headings cannot be edited nor rows added)</i> | Category of opportunity (select one) | Description (25 words) | More details (150 words) | |
| Opportunity 1 | - Diversity & Inclusion | To build a more sustainable future, we need a diverse mix of people and skills, where everyone feels welcome and able to succeed. | Getting to net zero is a big challenge. And to get there, we need the best team – a diverse mix of people with different thoughts, ideas and perspectives, who understand our customers and are capable of creating innovative solutions they want and need. That’s why we’re focused on reflecting the full diversity of the communities we serve by 2030. By advancing our culture of inclusion, we’re confident we can attract and retain a talented team who feel motivated, engaged and are able to be their best selves at work – ensuring we deliver for our customers and don’t leave anyone behind in the transition. | |
| Opportunity 2 | - Training | Training and skills development is critical to providing an excellent service to customers today and tomorrow. | We’re focused on creating development opportunities for colleagues and under-represented groups, which will help us progress the energy transition. To achieve this, we’ve set a goal to create 3,500 apprentices and provide skills development opportunities more broadly. As a result, colleagues will have the opportunity to develop a fulfilling and exciting career they can be proud of. In turn, their skills will help us grow a more sustainable future and ultimately enable fulfilment of our purpose: to help our customers live sustainably, simply and affordably. | |

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| Opportunity 3 | - Employee Engagement | Strong employee engagement drives increased productivity whilst reducing unplanned employee turnover, attrition, and absence. | Having a happy and healthy workforce is key to running and growing a successful business. To ensure we have the engaged team that's needed to deliver for our customers, we listen to colleagues and strive to act quickly on issues that matter to them. We also aim to provide a caring and supportive environment that enables our colleagues to feel empowered and flourish. |
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| 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 | | Table (250 word limit) |
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| Business opportunities | Action taken to capitalise on identified opportunities |
|---------------------------------------|--|
| Opportunity 1 – Diversity & inclusion | <p>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 we’re advancing action with our People & Planet Plan. Through the Plan, we’ll work at all levels to ensure we attract, promote and retain more diverse talent to ensure we reflect the full diversity of our communities by 2030 – this means aiming for all company and senior leaders to be 48% women, 18% ethnic diverse, 20% disability, 3% LGBTQ+ and 4% ex-service (based on Census data for working populations). To achieve the goals, we’ve dedicated Diversity, Equality and Inclusion (DE&I) Positive Action Plans in place for each BU. Leaders review these quarterly and are accountable for them, enabling progress to be monitored and action targeted. In support of this, we’re providing equity of opportunity through initiatives like challenging recruiters to draw up diverse shortlists and interview panels, as well as providing targeted mentoring/talent development. And we’re focused on valuing difference with educational and awareness opportunities delivered via centralised training and our colleague-led diversity networks. To empower leaders to understand the diverse needs of colleagues, they run quarterly listening sessions with colleagues whilst our Shadow Board of diverse colleagues share their views regularly. We want our supply chain to equally embrace D&I and include a commitment to do so in our Responsible Sourcing Policy.</p> |

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| <p>Opportunity 2 – Training and skills</p> | <p>Having the right blend of skills is essential for providing an excellent service that helps our customers live sustainably, simply, and affordably. One of our core areas of training is customer service, so we provide dedicated training on key areas based on customer insights and KPIs. With training being a consistent topic that colleagues want us to invest in, we launched new mentoring and development offerings to colleagues with the launch of My Learning Campus alongside targeted programmes for under-represented groups. 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 fulfilling green 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, so we've already started to cross-skill them to fit electric vehicle charging points and heat pumps. We're also tapping into under-represented groups to grow a more diverse mix of talent 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. We're on track with this goal having targeted recruitment and awareness campaigns. We additionally work with organisations like TechWeCan to develop essential STEM skills to grow the talent pipeline for our business and sector, which has so far helped over 18,000 students.</p> |
| <p>Opportunity 3 – Employee engagement</p> | <p>Whilst engagement has historically been impacted by issues like business reorganisation and COVID-19, engagement levels have grown year-on-year over the last three years through focused action. At the heart of this, is our desire for all colleagues to feel happy, healthy, and motivated. We've listened to colleagues and acted quickly on key issues they're concerned about wherever we can, such as feeling connected to our strategy and leaders, alongside broader issues of importance like DE&I and flexible working. We run quarterly engagement surveys and focus groups as needed, that enable a continuous dialogue. This ensures we can adjust plans to better serve colleague needs if things change. For example, we continue to run regular leader-led townhalls that help bring our strategy and leaders to life for colleagues, whilst giving colleagues the opportunity to ask questions or share concerns and ideas. We've also held sessions on flexible working and subsequently bought in FlexFirst, 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. In recognition of the challenges colleagues face with the cost-of-living crisis, we've strengthened employee recognition, reward and support schemes – from providing colleagues with a one-off cost of living payment and setting up a Colleague Support Foundation which helps with things like funding and advice for food, rent and bills, to encouraging preventative action via our 100-strong network of Mental Health First Aiders and wider wellbeing suite of support.</p> |

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| 2.6 | What are the company's salient human rights issues relating to workers' rights in the company's value chain? Select the area of the business as applicable. | F | Mandatory Public | | Table |
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| Salient human rights issues <i>(Please note row headings cannot be edited nor rows added)</i> | Category of human rights issue | Description (25 words) | More details (150 words) | Area of the business [drop down, <i>not scored</i>] |
|--|---------------------------------|---|--|---|
| Issue 1 | - Health & Safety and Wellbeing | Keeping workers safe and well is a top concern because failure to do so, could result in avoidable harm alongside adverse reputational and regulatory impact. | We've controls, procedures and support suites to help our people stay safe and well - from colleagues working at home or in the office, to engineers travelling to homes and businesses or working at one of our energy assets. We're therefore committed to reinforcing a strong safety culture and a proactive approach to wellbeing, because keeping colleagues fit and healthy is a core foundation of how we do business as part of our 'Care' Value. Indeed, significant HSE or wellbeing events could not only cause people avoidable harm, but impact service-levels as well as lead to regulatory, financial, and reputational repercussions that would adversely affect some/all of our businesses. In our supply chain, the risk of not protecting the health, safety and wellbeing of workers is greatest in operations where machinery is involved, such as factories, and in higher risk | - direct operations - first tier supplier |

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| | | | countries which typically include Bangladesh, Cambodia, China, Hong Kong, Pakistan. | |
| Issue 2 | - Modern slavery & child labour | Modern slavery and child labour is a hidden but real risk, causing undoubted harm and reputational damage. We have a zero-tolerance approach to it. | Whilst we have zero-tolerance for modern slavery and child labour, we know that risk exists, especially in our supply chain where we've less transparency and control over activity. Based on associated jurisdictional and industry risk, the following areas are most at risk and include suppliers that provide technology and solar products alongside battery systems/cells, as well as those that manufacture garments, which often have operations in areas like Bangladesh, Cambodia, China, Hong Kong and Pakistan. At the same time, we must look within our direct operations to ensure that all colleagues have freely and legally chosen to work for us. With the rising risk of modern slavery over the last decade, all companies in the UK are required to publish an annual statement, setting out whether they've identified modern slavery issues and the steps taken to mitigate risk or seek resolution. | - direct operations - first tier supplier |

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| Issue 3 | - Diversity & inclusion | Everyone deserves being treated fairly. It's therefore essential that our people and partners respect diversity and provide an inclusive environment, 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 by challenging and investigating harmful behaviour. We must therefore maintain a continued focus on ending all forms of discrimination and harassment – including racism, sexism, ageism, or any other factor that may hinder a person's ability to be themselves and be treated fairly at work, irrespective of whether the intention was conscious or unconscious. Within our supply chain, workers may be discriminated or harassed 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, the young or old, as well as migrants and refugees. | - 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.

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| 2.7 | 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. | F | Mandatory Public | | Table |
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| Salient human rights issues <i>(Please note row headings cannot be edited nor rows added)</i> | Consultations with workers and other stakeholders (250 words) |
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| Issue 1 - Health & Safety and wellbeing | <p>Within our business, we've HSE and wellbeing management systems, that include policies, standards and procedures, to protect and support colleagues/third parties. We invest in training and regularly engage agencies like the Oil and Gas Authority and UK HSE to ensure legislative/regulatory compliance, whilst collaborating with organisations like the CCLA, to promote wellbeing best practice. We frequently engage lead UK trade unions such as GMB, Unite, Prospect and Unison. We use their input to create and update HSE policies and procedures, support incident investigation, conduct inspections and input into addressing risk areas. Union safety representatives receive updates on wellbeing metrics and HSE reports, to assist this process. Moreover, colleagues are engaged directly face-to-face and online, to capture feedback. For example, our 'Involve Me' forum enables input on safety workwear whilst focus groups and Our Voice engagement surveys, ask colleagues to share how we can better support them such as during the cost-of-living crisis. In our supply chain, we work with external sustainability supply chain platforms and analysts, to review risk of new and strategic suppliers. Higher risk suppliers will then receive either an independent audit site visit or remote worker survey, to assess working environments and seek feedback from workers. If risk is identified, this will typically result in a collaborative plan to raise standards. Meanwhile, ethical and trade organisations like the Responsible Sourcing Council, enable us to stay abreast of best practice, to continually inform identification and mitigation of HSE and wellbeing risk.</p> |
| Issue 2 - Modern slavery & child labour | <p>Internal and external stakeholder views are essential in aiding our identification and mitigation of forced as well as child labour. 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 exploratory action is needed. If required, we may then use an independent auditor to conduct a site inspection or remote worker survey, whose views are vital in providing a clearer picture of the potential or actual level of risk. Workers are interviewed as part of this process whilst also having the opportunity to share concerns more broadly via an independent and anonymous speak up helpline. All of these channels, help us determine appropriate action – whether 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 informed and evolve best practice within and across sectors, which inform our approach within direct and indirect operations. We also work with employment agencies and recruitment teams to ensure effective controls across our direct operations, including right</p> |

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| | to work screening and adopting the 'employer pays' principle, so that temporary and permanent workers, never have to pay to work for us. |
| Issue 3 - Diversity and inclusion | We consult internal and external stakeholders to identify discrimination and harassment risk. We listen to external stakeholders who highlight 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 encourage colleagues to speak up via their line manager, People function, 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 or Shadow Board, additionally supports us in this process. Likewise, trade unions and worker representatives like Unison and Unite, remain a key part of the resolution process and helps us evolve best practice. To identify discrimination and harassment in our supply chain, we run the same process as set out in HSE and forced labour. External supply chain experts review and risk rate new and strategic suppliers for discrimination and harassment. We use an independent auditor to provide site inspections or remote worker surveys for higher risk suppliers, whose views provide clarity on appropriate action – from establishing an action plan, to terminating our relationship and reporting the abuse. Meanwhile, we partner with ethical and trade organisations like the Responsible Sourcing Council, to stay attuned to latest insight whilst maintaining robust practices. |

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| 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 |
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| Salient human rights issues <i>(Please note row headings cannot be edited nor rows added)</i> | Action taken by the company |
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| Issue 1 - Health & safety and wellbeing | Within our business, our HSE and wellbeing management systems include policies, standards, and procedures, to help protect colleagues and third parties. These are available to colleagues and as needed, rolled into induction, refresher training, 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, via the Speak Up helpline, or seek expert advice via the wellbeing |

| | |
|---|---|
| | <p>suite of support which includes an on-demand app, a company-funded benefit healthcare plan for all, and our 100-strong network of mental health first aiders. We also engage the likes of the Oil and Gas Authority, UK HSE, Enhesa and the CCLA, to ensure compliance with legislative/regulatory requirements and grow best practice. Due diligence is additionally undertaken over suppliers to reduce risk. This includes risk rating all new and strategic suppliers and if needed, conducting further evaluations and site inspection or remote worker surveys. The majority of identified improvement areas related to health and safety in 2022, so we've worked with suppliers to raise standards. All suppliers are required to uphold clauses in supplier contracts to ensure the health and safety of workers, whilst our labour toolkit encourages adoption of strong HSE practices. The SESC reviews safety performance three times a year and supplier due diligence at least annually, ensuring effective challenge and oversight.</p> |
| <p>Issue 2 - Modern slavery & forced labour</p> | <p>All suppliers are required to uphold anti-modern modern slavery and child labour clauses in contracts whilst our labour toolkit helps advance labour practices beyond compliance. We additionally conduct supplier due diligence which includes risk rating all new and strategic suppliers and if needed, conducting a site inspection or remote worker surveys, to help us better understand the risk and resultant action needed – whether that's working with the supplier to raise standards, or terminating our relationship and reporting the abuse. To this end, we ran nine site audits and deployed over 7,200 remote worker surveys in 2022. We also conducted deep dives into emerging areas of potential risk, such as Liquefied Natural Gas (LNG), to ensure understanding and controls were optimised. Training is a vital part of mitigating risk and so all Procurement Managers receive dedicated training to spot and report signs of modern slavery or child labour. Within our business, we also aim to educate and raise awareness of modern slavery, requiring all colleagues to undertake the annual Our Code training which includes a commitment to uphold human rights whilst running awareness campaigns and encouraging concerns to be raised via our Speak Up helpline, enabling investigation and remedial action. Meanwhile, we partner with organisations like the Slave Free Alliance Utilities Against Modern Slavery and Solar Energy UK, to advance necessary collective action. The SESC and Board reviews risk and sufficiency of action at least annually.</p> |
| <p>Issue 3 - Diversity & inclusion</p> | <p>Our Code sets the requirement for colleagues and partners to support a diverse and inclusive culture that's free from discrimination, harassment and bullying. We require all colleagues to complete training and declare they'll uphold this commitment annually, whilst encouraging concerns to be raised via line managers or the anonymous Speak Up helpline. Education is vital part of mitigating risk, so we run training on areas like unconscious bias and race discrimination, whilst openly discussing issues at townhalls, focus groups and colleague network events. We've additionally provided training to leaders and People functions to enable them to robustly challenge undesirable behaviour and better support victims. We've also committed to protect workers by ending our relationship with abusive customers. Our People & Planet Plan goals to build a more inclusive and fairer workplace, has really helped drive activity and accountability, with the SESC reviewing performance and action plans three times a year. In our supply chain, all suppliers have diversity and inclusion clauses they must uphold as part of doing business with us. We also risk rate all new and strategic suppliers and where necessary, conduct independent</p> |

site inspections and remote worker surveys to better understand risk and mitigating actions – whether that’s working together on an action plan, or terminating our relationship and reporting the abuse. In 2022, remote worker surveys were deployed to over 7,200 workers. Collaboration with organisations like the Responsible Sourcing Council and trade unions are engaged as needed, to address challenges through open dialogue.

Remediation and effectiveness of actions in the direct operations

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | 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.

3 WORKFORCE COMPOSITION

Structure and location of direct operations

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---|---------------|---------------------------|--|-----------------|
| 3.1 | Provide the total number of employees in the company's direct operations. | F | Mandatory Public | | 0 |

21,689 comprising of 19,951 employees, 177 fixed-term employees and 1,561 second party contingent workers.

Note: We cannot 100% match the 2022 reported headcount in the Annual Report due to live People system. We therefore have to use data that is currently in the HR system for all calculations for 2022.

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 | | Answer Criteria |
|-----------------|---|---------------|---------------------------|--|-----------------|
| 3.2 | Please enter the details in the following table | F | Mandatory Public | | Table |

| Significant operating location | Percentage (%) of total employees in the direct operations |
|--------------------------------|--|
| Group/Global | 100 |

| | |
|--------------------------|----|
| | |
| UK | 95 |
| Europe | 4 |
| United States of America | 1 |

| | | | | | |
|------|--|---|------------------|--|----------------|
| 3.2a | Please define what a “significant operating location” is for your company. | F | Mandatory Public | | 150 word limit |
|------|--|---|------------------|--|----------------|

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 and Europe amongst other countries further afield. Our Europe operations include Ireland, Netherlands, Germany, Belgium, Denmark, Norway, Sweden and France. Countries further afield include Singapore, Israel and India. 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 provide our overall company performance alongside the wider country-specific breakdown.

| | | | | | |
|------|---|---|------------------|--|---------------|
| 3.2b | How many operating locations does your company have in total in your direct operations? | F | Mandatory Public | | 50 word limit |
|------|---|---|------------------|--|---------------|

We've direct operations in 13 countries. These include the UK, Ireland, Netherlands, Germany, Belgium, Denmark, Norway, Sweden, France, the United States of America, Israel, 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 | | Table |
|-----|---|---|------------------|--|-------|

| 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 | 92 |
| Fixed-term/temporary employees | n/a | 1 |
| Full-time employees | n/a | 89 |
| Part-time employees | n/a | 11 |
| 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 | | Table |
|-----|---|---|------------------|--|-------|

| 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 | 29 | 71 | 0 |
| Fixed-term/temporary employees | 42 | 58 | |
| Full-time employees | 25 | 75 | |
| Part-time employees | 67 | 33 | |
| Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts) | 0 | 0 | |
| Total direct operations workforce | 29 | 71 | |

| | | | | | |
|-----|---|---|------------------|--|-------|
| 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 | | Table |
|-----|---|---|------------------|--|-------|

| Contract type | Total number of employees on each contract type | Percentage (%) of all direct operations employees on each contract type |
|---|--|--|
| Contractors (independent, self-employed) | 301 | 1 |
| Agency workers (e.g. labour agency, recruitment agency workers) | 1,260 | 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 | | Table |
|-----|--|---|--------|--|-------|

| 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 don't hold diversity data for contractors and are therefore, unable to complete the table.

| | | | |
|-----|--|------------------|----------|
| 3.7 | Scope of disclosure (relates to 3.5-3.7) | Mandatory Public | Dropdown |
|-----|--|------------------|----------|

- 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

| | | | | | |
|-----|--|---|--------|------------|--------|
| 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 |
|-----|--|---|--------|------------|--------|

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 |
|------|--|---|--------|------------|-----------|

The proportion of second party contract workers remained fairly steady at 7.2% in 2022 compared to 9.2% in 2021. We have no plans to change use of contingent workers in the future and therefore believe these numbers will remain relatively stable in 2023.

4 DIVERSITY AND INCLUSION

Monitoring diversity and inclusion

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | PUBLIC | | 250 word limit |
|-----|---|--|--------|--|----------------|

| | | | | |
|--|---|--|--|--|
| | progress achieved, as applicable. Attach or upload documents or policies as relevant. | | | |
|--|---|--|--|--|

We've D&I Positive Action Plans for each BU that's focused on building a more inclusive workplace and driving greater representation, so that we can attract, promote and retain more diverse talent. Towards this, we're creating a team that reflects our communities by 2030, with all company and senior leaders to be 48% women, 18% ethnically diverse, 20% disability, 3% LGBTQ+ and 4% ex-service (2025 milestones: 40%, 16%, 10%, 3%, 3% respectively). We're also recruiting 3,500 apprentices by 2030 with the ambition for 50% women. By the end of 2022, we were broadly on track but understand it'll take time to drive change and encourage self-identification. In particular, getting more women into the sector is challenging but representation improved from 28% to 30% all company and 33% senior leaders. Meanwhile 20% of smart meter apprentices were women (gas-safe registered average: 0.2%). Success can also be demonstrated by receiving The Times Top 50 Employers for Gender Equality and 80% of colleagues feeling respected for who they are (external benchmark: 78%). Steps to build a more inclusive team further include diverse shortlists, expanding talent programmes and awareness training, as well as establishing a diverse Shadow Board of colleagues to drive colleague-centric decisions. These advances are good for colleagues and our business. For example, our world-class carers leave allowance has estimated benefits of ~£1.8m annually through avoided unplanned absence, presenteeism and recruitment costs. We share DE&I performance with colleagues quarterly and seek feedback through focus groups, listening sessions and engagement surveys.

Uploads: [Diversity, Respect and Inclusion Policy \(full document\)](#) and [People & Planet Plan Update 2022 \(pages 19-24\)](#).

| | | | | | |
|-----|---|---|------------------|--|-------|
| 4.2 | Provide the percentage (%) of the company's total direct operations workforce within each age category. | F | Mandatory Public | | Table |
|-----|---|---|------------------|--|-------|

| Age group | Percentage (%) of total direct operations workforce |
|-----------------|---|
| <30 years old | 16 |
| 30-50 years old | 65 |
| >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 | | Answer Criteria |
|-----------------|--|---------------|---------------------------|--|-----------------|
| 4.3 | <p>Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.</p> <p>If the company is legally prohibited from collecting ethnicity data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised.</p> | C | PUBLIC | | Table |

| Race or ethnicity category | Percentage (%) of total direct operations workforce |
|-----------------------------------|---|
| Ethnic diversity overall | 14 |
| White | 57 |
| Asian | 9 |
| Black | 2 |
| Minority ethnic | 2 |
| Unknown (blank/prefer not to say) | 30 |

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

| | | | | | |
|-----|---|---|------------------|--|--------|
| 4.4 | Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce. | F | Mandatory Public | | Number |
|-----|---|---|------------------|--|--------|

| | | | | | |
|--|---|--|--|--|--|
| | If the company is legally prohibited from collecting disability data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised. | | | | |
|--|---|--|--|--|--|

3%

| | | | | | |
|-----|--|---|------------------|--|-------|
| 4.5 | Provide the percentage (%) of the company's total direct operations workforce in leadership positions by gender. | F | Mandatory Public | | Table |
|-----|--|---|------------------|--|-------|

| 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 | 44 | 56 | 0 |
| Executive committee (senior executives, C-Suite) | 0.08 | 29 | 71 | 0 |
| Senior management (any position/individual who directly reports to the Executive committee) | 0.50 | 40 | 60 | 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 | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|-----|--|--|--------|--|-------|
| 4.6 | <p>Provide the percentage (%) of the company's total direct operations workforce in leadership positions by race or ethnicity.</p> <p>If the company is legally prohibited from collecting ethnicity data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised.</p> | | PUBLIC | | Table |
|-----|--|--|--------|--|-------|

| 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 overall | 11 | 12 | 8 |
| White | 89 | 82 | 83 |
| Asian | 11 | 12 | 8 |
| Black | 0 | 0 | 0 |
| Minority ethnic | 0 | 0 | 0 |
| Unknown (blank or prefer not to say) | 0 | 6 | 9 |

| | | | | | |
|-----|--|---|--------|--|-------|
| 4.7 | <p>Provide the percentage (%) of the company's total direct operations workforce with disabilities in leadership positions.</p> <p>If the company is legally prohibited from collecting disability data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised.</p> | I | PUBLIC | | Table |
|-----|--|---|--------|--|-------|

| Seniority level <i>(Please note row headings cannot be edited nor rows added)</i> | The percentage (%) of the company's total direct operations workforce with disabilities |
|--|--|
| Board | 0 |
| Executive committee (senior executives, C-Suite) | 6 |
| Senior management (any position/individual who directly reports to the Executive committee) | 2 |

| | | | | | |
|-----|---|---|--------|--|----------------|
| 4.8 | <p>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.</p> | C | PUBLIC | | 250 word limit |
|-----|---|---|--------|--|----------------|

Our diversity strategy focuses 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 48% women, 18% ethnic diversity, 20% disability, 3% LGBTQ+ and 4% ex-service by 2030. BUs have tailored Positive Action Plans in place to achieve these goals which are reviewed quarterly by the Group Chief People Officer and Senior People Managers, together with BU Managing Directors. The CLT, SESC and Board are also updated on progress at least three times a year. Progress is challenged and plans adjusted if we fall short of expectations. To drive progress, we've implemented initiatives like diverse shortlists and succession planning for senior roles as well as targeted training alongside secondments. For example, we run bespoke talent development and mentoring programmes that support over 150 people from

under-represented groups to advance their careers – from the Black Leadership Academy to the 30% Club, and our in-house reverse mentoring programme that pairs senior and junior colleagues. Programme effectiveness is monitored and measured via survey feedback and assessing subsequent progress of participants, with adjustments made if performance could be optimised. Additionally, we see our flexible working practices and carer-friendly policies, enable senior leaders to progress careers whilst balancing personal commitments. For example, they say increased flexibility and support has enabled their take-up of development opportunities that otherwise wouldn't have been possible.

| | | | | | |
|-----|---|---|--------|-----------------------|-------|
| 4.9 | Provide the rate of internal hires (as percentage (%) of total internal hires) by gender. | I | PUBLIC | Rule 4 (max 3 points) | Table |
|-----|---|---|--------|-----------------------|-------|

| Gender | Internal hire rate (%) |
|------------|------------------------|
| Female | 37 |
| Male | 63 |
| 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 | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|---|---|--------|--|-------|
| 4.10 | <p>Provide the rate of internal hires (as percentage (%) of total internal hires) by race or ethnicity.</p> <p>If the company is legally prohibited from collecting ethnicity data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised.</p> | C | PUBLIC | | Table |
|------|---|---|--------|--|-------|

| Race or ethnicity category | Internal hire rate (%) |
|---------------------------------------|------------------------|
| Ethnic diversity overall | 13 |
| White | 66 |
| Asian | 9 |
| Black | 2 |
| Minority ethnic | 2 |
| Unknown (blank and prefer not to say) | 21 |

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

| | | | | |
|------|---|--------|--|----------------|
| 4.11 | <p>Scope of disclosure (relates to Q4.2-4.8):</p> <ul style="list-style-type: none"> - what part(s) of the business does this data cover? - if providing ethnicity data, state the source of the ethnicity categories used in Q4.3, Q4.5 and Q4.8 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, state which jurisdictions this restriction applies to. | PUBLIC | | 250 word limit |
|------|---|--------|--|----------------|

Data relating to gender and age spans all direct workers across the business and is hosted in our Workday People Management system. Meanwhile, ethnicity data encapsulates information from colleagues on a voluntary basis via self-identification for those based in the UK, Ireland and US, which is where the majority of our workforce are based. Collection of ethnicity data is categorised in Workday, with employees selecting their ethnicity from a list of recognised categories from local Census or relevant governmental reporting agency – for example in the UK, we use 20 ethnicity categories aligned to the 2021 Census of England and Wales. We’ve then aggregated these distinct categories into Asian, Black, Minority ethnic and White, for reporting purposes. Disability is additionally captured via Workday through colleague self-declaration. We don’t collect diversity data for contingent workers.

| | | | | |
|------|---|--------|--|-----------|
| 4.12 | Does the company collect any other categories of diversity data, if any? Select all that apply from the drop down list. | PUBLIC | | Drop down |
|------|---|--------|--|-----------|

- Sexual orientation – selected
- Gender identity – selected
- Socio-economic status
- Religion and belief
- Other - selected

| | | | | |
|-------|---|--------|--|----------------|
| 4.12a | For each category selected, provide evidence that this data has been collected. | PUBLIC | | 150 word limit |
|-------|---|--------|--|----------------|

2022 tracking relied on self-declaration of direct employees, mainly via Workday. With gender representation, women constituted 30% of all company and 33% of senior leaders against our 2030 gender parity goal (on track). 0.01% chose not to declare their gender. Disability representation at an all company and senior level was 3% against our 2030 goal of 20% (off track). LGBTQ+ at an all company level was 3% (on track) whilst senior leaders was 0% (behind) verses our 2030 goal of 3%. Ex-service personnel is tracked in the UK and US only via our employee Network and against our 2030 goal of 4%, 2% of colleagues identified as ex-service (on track) alongside 3% of senior leaders (off track). Identification of carers is managed via the carers register by People teams based on UK only, and in 2022, 10% of employees identified as a carer. See our [People & Planet Plan report](#).

| | | | | |
|-------|---|--------|--|----------------|
| 4.12b | 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 | | 150 word limit |
|-------|---|--------|--|----------------|

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. Likewise, we don't track socio-economic backgrounds but actively encourage the attraction, promotion and retention of people from diverse backgrounds. We instead focus on diversity characteristics aligned to Census data, which we can track and advance. 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 Q4.1, having a culturally diverse and socio-economic diverse team, should be a natural outcome of our targets. We don't currently have plans to broaden data captured.

Parental leave

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|---|---|--------|--|--------|
| 4.13 | Does the company have a shared parental leave policy that exceeds the statutory minimum requirements? | F | PUBLIC | | Yes/No |
|------|---|---|--------|--|--------|

No

| | | | | | |
|-------|---|---|--------|-----------|--------|
| 4.13b | 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 | 150 words | Yes/No |
|-------|---|---|--------|-----------|--------|

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. This helps 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 statutory legal requirements which is considered sufficiently generous, although we review key policies at least annually, to ensure our position meets the changing needs of colleagues, customers and our business. So our position could change in the future. In 2022, we saw 4 men take 56 parental leave days whilst 31 women took 485 parental leave days. This is down from previous years, with flexible working arrangements helping colleagues better balance work and home life.

Discrimination and harassment

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|---|---|------------------|--|--------|
| 4.14 | Does the company have a public policy on discrimination and harassment, or similar? | F | Mandatory Public | | Yes/No |
|------|---|---|------------------|--|--------|

Yes

| | | | | | |
|-------|---|---|------------------|--|--------------|
| 4.14a | Does the company have a public policy on discrimination and harassment, or similar? | F | Mandatory Public | | URL/doc link |
|-------|---|---|------------------|--|--------------|

[Diversity, Respect and Inclusion Policy](#)

| | | | | | |
|------|--|---|--------|--|-------|
| 4.15 | Provide the number of discrimination and harassment incidents reported and resolved in the reporting period. | C | PUBLIC | | Table |
|------|--|---|--------|--|-------|

| | |
|---|---|
| Discrimination and harassment incidents reported | Discrimination and harassment incidents resolved |
| 79 | 67 |

Note: By year end 2022, 85% had been resolved in year with the remainder to complete in 2023.

5 WORKFORCE WAGE LEVELS AND PAY GAPS

Pay gaps and pay ratios

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|-----|---|---|--------|--|-------|
| 5.1 | Provide the CEO to median worker pay ratio. | F | PUBLIC | | Table |
|-----|---|---|--------|--|-------|

| CEO-median worker pay ratio | Explanation [150 words] |
|-----------------------------|---|
| 77:1 | Our UK median pay ratio was 77:1, up from 24:1 in 2021. The ratio of CEO pay verses the average colleague increased due to an annual bonus and LTIP award for Jan 2020-Dec 22. The CEO hasn't received payment from LTIP since joining Centrica, nor an annual bonus since 2018. In future, long-term incentives will be delivered through the Restricted Share Plan which has a lower overall quantum at 50% of LTIP. We believe our ratio is appropriate given financial and business performance outcomes in 2022, together with the size and complexity of Centrica. To calculate, we've used the gender pay gap data (Option B in the Directors' Reporting Regulations), to determine colleagues with remuneration packages at the lower, median and upper quartile positions across our UK workforce. This is the most appropriate methodology for us, given the different pension and benefit arrangements across our diverse workforce. |

| | | | | | |
|-----|--|---|--------|--|-------|
| 5.2 | Provide the company's median gender pay gap for the company's domestic operations. | I | PUBLIC | | Table |
|-----|--|---|--------|--|-------|

| Gender pay gap (%) | Explanation [150 words] |
|--------------------|--|
| 23% | Our UK gender pay gap improved by 7% to 23% median based on the mandated methodology to calculate in the country. 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 but less specialist and therefore lower paid. We're working to reduce the gap but believe it'll take time for the positive impact of our diversity and inclusion action plan to transform our business, sector and society. We don't have an equal pay issue, demonstrated by our negligible 0.9% median equal pay gap. |

| | | | | | |
|-----|--|---|--------|--|-------|
| 5.3 | <p>Provide the company's median ethnicity pay gap for the company's domestic operations.</p> <p>If the company is legally prohibited from collecting ethnicity data in all of its locations, they can explain that in the online reporting platform in a 150 word text box and the company won't be penalised.</p> | C | PUBLIC | | Table |
|-----|--|---|--------|--|-------|

| Ethnicity pay gap (%) | Explanation |
|-----------------------|---|
| 10% | <p>We first voluntarily published our UK ethnicity pay gap in 2020 using the gender pay gap methodology. In 2022, our gap improved by 3% to 10% 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 70% 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 a self-identification campaign, #ThisIsMe, to encourage more colleagues to share their ethnicity/wider diversity characteristics. 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 ethnically diverse colleagues fairly, demonstrated by our negligible median equal pay gap of -1.4%.</p> |

| | | | | | |
|-----|--|---|--------|--|----------------|
| 5.4 | <p>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.</p> | I | PUBLIC | | 250 word limit |
|-----|--|---|--------|--|----------------|

We regularly review colleague remuneration to ensure its consistent and competitive. Our global salary management rules and procedures support fair pay during hiring, promotion, moving roles, or in annual salary and bonus reviews. This is underpinned by the Hay Job Evaluation Methodology to deliver robust pay structures, alongside manager training/toolkits/guidelines to remove bias and educate on how to help different types of people reach their full potential. We additionally have collective bargaining agreements relating to fair pay and reward for

large portions of our workforce. Furthermore, we undertake annual equal pay audits across key territories to uphold this legal requirement. Pay by gender and ethnicity in the UK and Ireland is also reviewed annually. Our vision to build a more inclusive team that represents the full diversity of our communities and ensure every colleague feels they belong, are valued and can thrive, is key to reducing pay gaps. Towards this, we've implemented DE&I Positive Action Plans for each BU to drive change by increasing diverse representation, ensuring fairness of opportunity and valuing difference. Whilst change will take time because of the nature of our workforce with engineering traditionally made up of men, we're starting to see progress. By the end of 2022, we were on track with most diversity commitments set out in our 2030 goal for our team to be 48% women, 18% ethnic diversity, 20% disability, 3% LGBTQ+ and 4% ex-service. We've also reduced our median gender and ethnicity pay gap by 7% and 3% respectively (median).

Wage levels

| | | | | | |
|-----|---|---|--------|--|-------|
| 5.5 | Provide the percentage (%) of female and male employees in the bottom, lower middle, upper middle, and upper pay quartiles. | F | PUBLIC | | Table |
|-----|---|---|--------|--|-------|

| Pay quartile | % Female | % Male | Non-Binary |
|--------------|----------|--------|------------|
| Upper | 24 | 76 | 0 |
| Upper-middle | 17 | 83 | 0 |
| Lower-middle | 20 | 80 | 0 |
| Bottom | 49 | 51 | 0 |

| | | | | | |
|-----|---|---|--------|--|-------|
| 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 | | Table |
|-----|---|---|--------|--|-------|

| | |
|---|---|
| Female (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above <i>(Please note row heading can be edited but rows cannot be added)</i> | Male (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above <i>(Please note row heading can be edited but rows cannot be added)</i> |
| 7.5 | 3.6 |

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|-----|--|---|--------|--|----------|
| 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 | | Dropdown |
|-----|--|---|--------|--|----------|

- 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 | | 250 word limit |
|-----|---|---|--------|--|----------------|

We've a long-standing reputation for being a good employer. In 2015, we became a Living Wage Employer which commits us to pay at least the Real Living Wage, which is a value set by the UK's Living Wage Foundation and applied to the wages of over 20,000 colleagues in the UK, which is where the majority of our team is based. To ensure we deliver this, the pay principle is enshrined in Our Code and related HR policies, as well as being embedded in our People pay systems and processes. This includes checks undertaken by People Operations alongside rules/alerts in our Workday People management system. More broadly, we use the Hay Job Evaluation Methodology to standardise approach to job grading and reward when benchmarked against peers, ensuring fair pay across global operations. We also consult with colleagues individually and via collective consultation through negotiation with trade unions and/or employee representatives, so that everyone can share feedback and alternative proposals to secure the best outcome. Pay is supplemented by a commitment to no zero-hour contracts as well as a profit-sharing scheme which shares our success with colleagues annually. And in recognition of the cost-of-living crisis, we've aimed to help colleagues through this challenging time by providing two cost-of-living payments, enhancing benefits and launching a Colleague Support Foundation to provide financial advice and grants. All processes and initiatives are reviewed at least annually by People teams centrally, to ensure we pay people fairly and uphold the Living Wage.

| | | | | | |
|-----|---|---|--------|--|----------------|
| 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 | | 250 word limit |
|-----|---|---|--------|--|----------------|

We operate fair and transparent reward and recognition processes that are supportive of employment rights, development and fair wages. As a signatory to the Living Wage Foundation, this commits us to pay colleagues and contractors working on our behalf, the Real Living Wage in the UK. We therefore ask that suppliers uphold this commitment to safeguard workers through a Real Living Wage clause embedded in our Responsible Sourcing Policy and in new contract terms and conditions across the UK. This includes the option to require verification that the Real Living Wage is being paid where contractually stipulated, which is managed via vendor management discussions with contractors. We additionally expect employment agency partners to uphold the same standards of employment that direct employees receive, and adopt the 'employer pays' principle, to ensure that no one ever has to pay to access temporary or permanent work for us or in supply chain. For contractors and supply chain workers in countries that don't operate a formal living wage, we're committed to 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 where we operate. We engage various organisations such as third-party experts at resource agencies, civil society organisations and trade unions, to support us as

needed. In 2022, we reinforced our ability to uphold the Real 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 | | Answer Criteria |
|-----------------|---|---------------|---------------------------|--|-----------------|
| 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 | | Table |

| Turnover category | Total turnover rate (%) of all direct operations | Turnover rate (%) for female workers | Turnover rate (%) for male workers | Turnover rate (%) for non-binary workers |
|-------------------|--|--------------------------------------|------------------------------------|--|
| Involuntary | 3 | 3 | 4 | 0 |
| Voluntary | 12 | 13 | 11 | 0 |

| | | | | | |
|-----|--|---|--------|--|-------|
| 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 | | Table |
|-----|--|---|--------|--|-------|

| Contract type | Total turnover rate (%) (if no employees on any one of the contract types, state "n/a") |
|---|--|
| Indefinite/permanent employees | 15 |
| Fixed-term/temporary contract employees | 97 |

Changes to employee turnover rates

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | 150 word limit |
|-----|--|---|--------|--|----------------|

Turnover improved substantively in 2022 versus 2021 for indefinite/permanent employees as well as fixed-term/temporary contractors. This is because Centrica entered into a period of relative stability and continued to prosper in 2022, making the company an attractive place to

work. Changes to turnover were fairly evenly spread across the business, but mainly in the UK where the majority of our workforce is located. We believe turnover is largely in line with wider sector averages.

7 TRAINING AND DEVELOPMENT

Training and development strategy

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|--|---------------|---------------------------|--|-----------------|
| 7.1 | Describe the company's strategy for developing the skills and capabilities of employees. State the KPIs as applicable. | F | PUBLIC | | 250 word limit |

Building capability enables colleagues to be at their best and deliver for customers. Modular learning (including mandatory and regulatory) for all, is available via our learning management systems which hosts core capabilities like leadership alongside key learning about the business' focus areas such as net zero. Longer-term on-the-job training is largely delivered through our British Gas Technical Training Academy and Contact Centre development activity, as well as via the Centrica graduate and apprenticeship programmes. As demand for low carbon solutions increase, we're aiming to plug key skills gaps, including through the Academy. We've already cross-skilled over 100 engineers to install electric vehicle (EV) charging points and heat pumps. Apprenticeships are funded by the levy, whilst investment is provided toward professional qualifications that'll help us run and grow our business. Internal and external mentoring alongside development programmes target under-represented and/or high-potential colleagues looking to advance seniority. L&D and training is based on skills gap assessments undertaken by People teams through consultation with business leaders and horizon scanning at least annually. Offerings are further shaped by trade union and representative engagement with a focus on job retention and responsible skills transition, alongside feedback from engagement surveys. Training timings vary, spanning on-demand versus a controlled annual intake. Efficacy is evaluated according to the training – from NPS and other satisfaction measures, to return on investment (ROI), retention and career progression. Training is typically available for direct employees. Contractors should ideally have the skills they need when employed but this is reviewed as needed.

Tracking training and development

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|-----|--|---|------------------|--|----------------|
| 7.2 | Provide the number and/or percentage (%) of employees that participated in regular performance and career development reviews by gender. | F | Mandatory Public | | 250 word limit |
|-----|--|---|------------------|--|----------------|

| Performance review data | Female | Male | Non-binary |
|---|--------|------|------------|
| The number of performance reviews | 1 | 1 | 0 |
| Percentage (%) of performance reviews per employee | 29 | 71 | 0 |
| Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management | 29 | 71 | 0 |

Note: At present, we aren't able to track performance reviews by gender. We have therefore provided a conservative estimate in order to support transparency in answering this new question. Although we encourage quarterly performance conversations, it's a minimum requirement for colleagues to have at least one performance review per year as part of year end calibration processes. We're therefore confident that every colleague has received at least one performance review in line with this expectation, but recognise the volume could be higher in practice.

| | | | | | |
|-----|--|---|------------------|--|----------------|
| 7.3 | Provide the average number of hours of training provided to employees (on an FTE basis) by gender. | F | Mandatory Public | | 250 word limit |
|-----|--|---|------------------|--|----------------|

| Gender <i>Please note row headings cannot be edited nor rows added</i> | Average number of hours of training provided to employees (on an FTE basis) |
|--|--|
| Female | 3 |
| Male | 7 |
| Non-binary | 0 |

Note: Training hours are more heavily weighted toward men due mainly to the relatively high numbers of men working in engineering roles, which have a greater proportion of mandatory and non-mandatory training compared to wider roles across the business.

| | | | | | |
|-----|---|---|--------|--|-------|
| 7.4 | 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 | | Table |
|-----|---|---|--------|--|-------|

| Contract type | Average number of FTE training hours (if no employees on any one of the contract types, state "n/a") |
|---|---|
| Indefinite/permanent employees | 6 |
| Fixed-term/temporary contract employees | 4 |

| | | | | | |
|-----|--|---|--------|--|----------------|
| 7.5 | How does the company measure the impact of its training programmes on business productivity and worker satisfaction? | F | PUBLIC | | 250 word limit |
|-----|--|---|--------|--|----------------|

Ensuring training does what it's intended to do is essential. Core offerings are therefore assessed for their impact on business productivity, colleague and customer satisfaction (NPS), internal promotion rates, ROI (including savings from hiring externally), and return on expectation. Quantitative and qualitative measures are employed to track impact, which varies depending on activity. For example, digital learning modules in our learning management system, frequently involve a test upon completion which we use to judge success because we know that if colleagues 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 solutions the following year. Alternately, our 'Aspire' series is assessed by facilitators and team leaders. They monitor participant success in delivering excellent service day-to-day post-training, and consequently 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 by participating colleagues. Meanwhile, apprentices are fully assessed to ensure they attain the required national Government standards, with compliance monitored in real-time. Apprentices also provide interview feedback at key stages of development as well as when they become fully qualified, enabling us to tailor learning and inclusion considerations for the next intake. Following overall colleague feedback that they wanted a clearer L&D pathway and more engaging content in 2022, we launched My Learning Campus, which is a colleague experience-focused learning platform.

| | | | | | |
|-----|---|---|--------|--|----------------|
| 7.6 | Describe the risks, impacts and opportunities that may affect the company's workforce as a result of the transition to a climate-neutral economy? | I | PUBLIC | | 250 word limit |
|-----|---|---|--------|--|----------------|

Net zero requires a shift in skills which will create impacts, risks and opportunities (IRO). Overall, we believe we'll play a lead role in developing opportunities by creating fulfilling green careers whilst endeavouring to minimise I&R. To ramp-up low carbon and energy efficient technology in homes and businesses, we've launched British Gas Zero and Centrica Business Solutions operating mainly in the UK and Europe, bringing hundreds of colleagues old and new, exciting opportunities for growth. Host communities of fossil fuel assets will also see opportunities as they become home to low carbon infrastructure. For instance, we've started to trial hydrogen production at our Brigg power station site. Our intention remains to transform Rough gas storage facility to store clean hydrogen - potentially generating 3-4,000 jobs during construction alone. Meanwhile the UK's development of carbon capture and storage alongside hydrogen which we support, could deliver >205,000 jobs in traditional

host communities like the Humber. But as we more fully transition away from gas production by mid-to-late 2030s, related roles will need to be transformed, redefined or cease. We'll manage change responsibly to minimise potential job losses, focusing wherever possible on re-skilling and re-training gas engineers/managers/support staff. IRO have been identified through an initial review conducted by People and Strategy teams based on net zero strategy, which broadly considers human rights. As technologies, policy and strategy evolves, so too will our IRO analysis. Our approach is informed though colleagues, trade unions and trade bodies via meetings, consultation and wider insight.

| | | | | | |
|-----|--|---|--------|--|----------------|
| 7.7 | Explain the action has the company taken, or intends to take, to ensure workers are protected against risks and can access opportunities resulting from the transition to a climate-neutral economy. | I | PUBLIC | | 250 word limit |
|-----|--|---|--------|--|----------------|

We're focused on minimising workforce risks and optimising opportunities. Our people possess a myriad of skills so as we gradually move away from fossil-fuels and offer new lower carbon services and solutions, we'll seek to retrain and reskill wherever possible. That way, we can address skills-gaps internally and aim to maintain comparable terms and benefits. We've already started to cross-skill by training engineers to install heat pumps, EV charging points and hydrogen-ready boilers. Moreover, in recognition that to get to net zero we need diversity of thought and experience, we're encouraging more under-represented groups into green jobs. For instance our apprenticeship programme targets getting more women into engineering and supports social mobility by not dropping pay for internal candidates whilst they train. Where job losses are unavoidable, we'll support colleagues with initiatives including counselling, job coaching and early retirement plans. These plans were established with consideration to human rights impacts, and with input from colleagues and trade unions including via our Joint Council which enables Centrica and union leaders to collaborate on key issues. We've also engaged specialist organisations like BiTC and CA100+ to inform our approach. We've started to see results including cross-skilling over 100 engineers to support delivery of low carbon technologies like EVs and heat pumps. Meanwhile, women now make up 20% of our smart energy apprentices as we work towards gender parity by 2030 (verses 0.2% gas engineer average). As the climate transition gets further underway, we'll seek to continually strengthen our approach.

| | | | | | |
|-----|--|---|--------|--|----------------|
| 7.8 | Provide the number and/or percentage (%) of employees that have been reskilled, redeployed or had their employment ended as a result of the transition to a climate-neutral economy. | C | PUBLIC | | 250 word limit |
|-----|--|---|--------|--|----------------|

| Treatment of employees | Number of employees | Percentages (%) of employees |
|--------------------------------------|---------------------|------------------------------|
| Employees that have been reskilled | | |
| Employees that have been redeployed | | |
| Employees whose employment has ended | | |

Note: We are currently unable to disclose against this question but will consider how we may be able to capture information in the future.

| | | | | | |
|-----|--|---|--------|--|----------------|
| 7.9 | 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 | | 250 word limit |
|-----|--|---|--------|--|----------------|

We respect the right to privacy and only use surveillance when it's needed to protect colleagues and customers – such as upholding regulatory requirements, preserving evidence for legal proceedings or guarding against malicious or unlawful intent. Monitoring spans activities like calls with customers, geo-tracking engineer fleet vehicles, site access, HSE records as well as computer and phone use. Privacy rights are safeguarded through internal policies such as our Data Protection Standard, Data Governance Standard, Information Security Policy and Acceptable Use Policy, all of which ensure privacy safeguards are built into the creation and deployment of surveillance. 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 information for as long as needed, whilst ensuring robust safeguards for specific access by personnel managing the issue – whether that's Group Security, Cyber Security, HSE or others. When introducing or enhancing surveillance, the respective business team and Data Privacy Team, carefully assess the requirement by reviewing scope, context and whether or not it's likely to result in a high risk to the rights and freedoms of individuals. To further safeguard privacy, monitoring is often focused on wide workforce populations rather than individuals. A governance framework supplements this, with a Group DPO as the final point of escalation for privacy concerns alongside a central Privacy Team who're supported by a network of BU Privacy Champions. As needed, we engage colleagues and trade unions to seek views and shape the implementation plan.

| | | | | | |
|------|---|---|--------|--|-------|
| 7.10 | Provide the number and/or percentage (%) of employees that have been reskilled, redeployed or had their employment ended as a result of automation. | C | PUBLIC | | Table |
|------|---|---|--------|--|-------|

| Treatment of employees | Number of employees | Percentages (%) of employees |
|--------------------------------------|---------------------|------------------------------|
| Employees that have been reskilled | 0 | 0 |
| Employees that have been redeployed | 0 | 0 |
| Employees whose employment has ended | 0 | 0 |

Note: We don't currently track KPIs linked to AI workforce resource. However, due to the nature of AI technology implemented, we believe that colleagues haven't been adversely impacted by reskilling, redeployment or redundancy. AI automations generally mean colleagues can free up their time to focus on wider activity rather than requiring a fundamental change in role. For example, we automated the way smart meters are commissioned by creating an AI solution that allows engineers to self-serve PIN codes to commission the meters. This means the engineer doesn't need to spend time on the phone waiting for the PIN to be generated, as they can do it themselves. The benefits to this, is more time being given to the engineer to do a higher quality job which is more interesting for them, whilst unlocking additional capacity to serve more customers and provide them with a better experience.

| | | | | | |
|------|--|---|--------|--|----------------|
| 7.11 | Describe how the company uses artificial intelligence in workforce management, including in recruitment, performance management and workplace decisions. | C | PUBLIC | | 250 word limit |
|------|--|---|--------|--|----------------|

AI is an emerging technology that isn't widely used for workforce management at Centrica. Utilisation is typically focused on activities like expenses analysis and attrition risk. AI is used to support rather than replace colleagues. So colleagues continue to make key related decisions. Given this, there's limited risk of AI multiplying or systemising biases. At times, AI processes may involve workforce data such as names and roles. We mitigate privacy risk by undertaking privacy impact assessments to ensure appropriate usage and safeguards aligned to national and international standards like GDPR and our AI Policy. This determines whether individual or aggregated data is used. To ensure transparency, privacy notices are updated to alert colleagues to AI usage. Our Information Officer is responsible for oversight of AI with our Digital Technology Services (DTS) department centrally accountable for AI systems implementations and outcomes for workforce management. Departments including Risk, Privacy, Information Security and Ethics & Compliance, support on assessing and managing potential human rights impacts related to AI, undertaking risk assessments and due diligence in line with human rights principles. Whilst AI could be leveraged free-up colleagues so that they can spend additional time on more valuable/rewarding activities, or be utilised in areas like talent matching to ensure we get the best skills and capabilities for the future, further usage would need careful evaluation and controls. We're open to discussing AI with trade unions and colleagues alike, to help ensure AI is harnessed in a positive as possible way.

8 HEALTH, SAFETY AND WELLBEING

Occupational health and safety

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | 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 and risk assessments. These are aligned to legal and regulatory requirements across jurisdictions, available in appropriate languages and accessible formats. Systems of work and controls prescribe safe ways to work, including permits, pre-task checks and PPE. 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 and conduct 'Toolbox Talks' to share learning or concerns across teams. Workplace allowances are made for injured/ill/vulnerable workers, such as modified duties, phased return or specific treatment. Each business has a H&S management system, risk register and controls alongside dedicated H&S professionals to support operations in a timely way, ensure new hazards are identified if activities change, and perform first line of defence inspections. 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 execute a programme of audits annually, to independently assess compliance with regulations, internal standards and management systems. Business divisions and the Board review monthly KPIs covering leading and lagging indicators as well as progress in executing safety improvement plans, ensuring appropriate oversight and challenge. The policy, standards and management systems are periodically reviewed and updated according to regulatory changes, risks, audit findings and performance.

| | | | | | |
|-----|--|---|--------|--|--------|
| 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 | | Yes/No |
|-----|--|---|--------|--|--------|

Yes

| | | | | | |
|------|------------------------------|---|--------|--------------------------|----------------|
| 8.2a | If yes, provide more details | F | PUBLIC | Rule 3 (1 point for Yes) | 250 word limit |
|------|------------------------------|---|--------|--------------------------|----------------|

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 contribute to 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 priority areas - from improving field worker posture, to helping to prevent future musculoskeletal injuries. Moreover, workers are encouraged to raise H&S observations/near-misses in real-time, so that preventative action can be taken to stop incidents re-occurring and take an active role in the investigation. Our wellbeing suite of support also receives regular feedback on its effectiveness, which we use to enhance and evolve offerings that can be particularly helpful in the event of preventative or remedial support and treatment. 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 is prioritised.

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 | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|-----|---|---|------------------|--|-------|
| 8.3 | Provide the total number and/or rate of recordable incidents of ill health or work-related injuries or (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. | F | Mandatory Public | | Table |
|-----|---|---|------------------|--|-------|

| Significant operating location | Number of incidents of ill health or work-related injuries (excluding fatalities) | Change in the number of incidents since the last reporting period | Rate (%) | How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] |
|--------------------------------|---|---|----------|---|
| Group/Global | 289 | -449 | 1.12 | <u>Based on 200,000 hours worked</u> |
| UK | 287 | -441 | 1.13 | <u>Based on 200,000 hours worked</u> |
| Europe | 2 | -6 | 0.64 | <u>Based on 200,000 hours worked</u> |
| US | 0 | -2 | 0 | <u>Based on 200,000 hours worked</u> |

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|-----------------|

| | | | | |
|-----|---|---|------------------|-------|
| 8.4 | 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 fatalities since the last reporting period, for employees for each of the company's significant operating locations | 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 (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] |
|--------------------------------|---|---|----------|---|
| Group/Global | 1 | +1 | 0 | Based on 200,000 hours worked |
| UK | 1 | +1 | 0 | Based on 200,000 hours worked |
| Europe | 0 | 0 | 0 | Based on 200,000 hours worked |
| US | 0 | 0 | 0 | Based on 200,000 hours worked |

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 | Answer Criteria |
|-----------------|--|---------------|---------------------------|-----------------|
| 8.5 | Provide the total number and/or rate of recordable incidents of ill health or work-related injuries (excluding fatalities), as well as the change in the number of incidents since the last reporting period, for non-employee direct operations workers for | F | PUBLIC | Table |

| | | | | | |
|--|--|--|--|--|--|
| | each of the company's significant operating locations. | | | | |
|--|--|--|--|--|--|

| Significant operating location | Number of incidents of ill health or work-related injuries for non-employee direct operations workers (excluding fatalities) | Change in the number of incidents since the last reporting period | Rate (%) | How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] |
|--------------------------------|--|---|----------|---|
| Group/Global | 47 | -109 | 1.06 | <u>Based on 200,000 hours worked</u> |
| UK | 47 | -142 | 1.08 | <u>Based on 200,000 hours worked</u> |
| Europe | 0 | -6 | 0 | <u>Based on 200,000 hours worked</u> |
| US | 0 | -1 | 0 | <u>Based on 200,000 hours worked</u> |

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|-----------------|

| | | | | |
|-----|--|---|--------|-------|
| 8.6 | 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 non-employee direct operations workers for each of the company's significant operating locations. | F | PUBLIC | Table |
|-----|--|---|--------|-------|

| Significant operating location | Number of fatalities as a result of work-related injury for non-employee direct operations workers | Change in the number of incidents since the last reporting period | Rate (%) | How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] |
|--------------------------------|--|---|----------|---|
| Group/Global | 0 | 0 | 0 | <u>Based on 200,000 hours worked</u> |
| UK | 0 | 0 | 0 | <u>Based on 200,000 hours worked</u> |
| Europe | 0 | 0 | 0 | <u>Based on 200,000 hours worked</u> |
| US | 0 | 0 | 0 | <u>Based on 200,000 hours worked</u> |

| | | | | |
|-----|---|--------|------------|----------|
| 8.7 | Scope of disclosure (relates to Q8.6-8.8) | PUBLIC | Not scored | Dropdown |
|-----|---|--------|------------|----------|

- Contractors (e.g. independent, self-employed) – selected
- Agency workers (e.g. labour agency, recruitment agency workers) – selected
- Franchisee workers – selected
- Third party on site workers (e.g. subcontracted service workers, third-party contract workers) – selected

Mental health risks and safeguarding

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|-----------------|

| | | | | | |
|-----|---|---|--------|--|--------|
| 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 | | Yes/No |
|-----|---|---|--------|--|--------|

Yes

| | | | | | |
|------|------------------------------|---|--------|--|-----------|
| 8.8a | If yes, provide more details | F | PUBLIC | | 250 words |
|------|------------------------------|---|--------|--|-----------|

Looking after colleague psychological, emotional and social wellbeing is a key focus. We encourage colleagues to access proactive support, speak up if they need help, or take time out if they're struggling. Absence is recorded in our Workday People management system which enables colleagues to trigger further support via our health support services available in the MyHealth system. Mental health absence is closely monitored by business leaders in real-time through Workday. Additionally, a detailed MyHealth report with key insights and trends to identify higher risk age groups, gender, roles or societal factors, together with associated actions that can be taken to better support colleagues, is shared quarterly with business leaders, People Partners and safety teams. KPIs tracked within the report are comprehensive and include number of incidences, types of wellbeing incidences reported, improvement in conditions, return to work rates, NPS and ROI. Using this data, we can identify trends and predictions as well as structure our risk-based wellbeing programme to better target support in the areas colleagues need most, such as emotional wellbeing, sleep, nutrition and financial wellbeing, or improving signposting amongst other action. We additionally publish our annual Wellbeing Statement that sets out our approach and wellbeing and disclosure, which has earned us a Tier 1 position in the CCLA's external mental health benchmark alongside just three other companies. Metrics are shared with trade unions via meetings.

| | | | | | |
|-----|---|---|--------|--|--------|
| 8.9 | Does the company integrate mental health safeguarding into job design and workplace conditions? | C | PUBLIC | | Yes/No |
|-----|---|---|--------|--|--------|

Yes

| | | | | | |
|------|---|---|--------|--|-----------|
| 8.9a | Does the company integrate mental health safeguarding into job design and workplace conditions? | C | PUBLIC | | 250 words |
|------|---|---|--------|--|-----------|

Physical and mental health is considered when designing roles and we adopt 'good work' principles. At the outset of designing jobs or if jobs change, we ensure fair hours and work patterns guided by national and international standards, alongside access to flexibility. We'll also strive to help colleagues to flourish – whether that's through opportunities to pursue continued development alongside equitable policies and practices

to support diverse needs like caring responsibilities, or accessing necessary equipment via ergonomic and disability assessments so that all reasonable adjustments are made. We additionally provide healthy working environments onsite including ergonomic design, cleanliness, natural light, greenery, healthy food options and fitness incentives. If we look to change working practices, we seek stakeholder input from colleagues and trade unions. Through engagement, we're able to fully consider potential impacts and use feedback to shape and strengthen proposals. For example, following consultation during 2020-21, we launched FlexFirst which lets colleagues combine the flexibility and convenience of working at home with time in the office to connect and collaborate. 89% of colleagues in 2022 said FlexFirst helped them find the right work-life balance. Any changes to working practices are closely monitored to check they work in practice. In these instances, we source direct feedback and evaluate wider metrics like engagement, productivity and retention. Regular meetings with managers to discuss how people are doing and workload, is key. Any team flags are also raised via the anonymous Our Voice engagement survey, enabling issues to be explored and addressed by leaders.

| | | | | | |
|------|---|---|--------|--|----------------|
| 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 | | 250 word limit |
|------|---|---|--------|--|----------------|

Incidence of physical and mental health is spread fairly evenly across jurisdictions, but is slightly higher in the UK. This is likely due to Group-wide campaigns that raise awareness of the importance of being open and proactively seeking help where needed, with role-modelling from our Group Chief Executive. Higher incidence in the UK can be partly attributed to financial stress rising amidst the cost-of-living crisis and our relatively mature culture of feeling able to speak up. Whilst our data shows no substantive trends with particular roles, we see higher incidence in our customer-facing business, who have supported customers during the cost-of-living crisis and the collapse of failed energy suppliers. Engineers can also face more muscular-skeletal issues due to the active nature of their role. We see a slightly higher incidence of mental health among younger people and particularly younger women. To reduce incidence and care for colleague's, we've strengthened our ecosystem of support including a 24/7 support line, a wellbeing app, our 100-strong colleague 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 added to this in 2023 by establishing a Colleague Support Foundation, that provides expert money advice and grants. We furthermore run campaigns to educate colleagues that everyone is on a spectrum of mental health which requires daily maintenance.

Worker wellbeing

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|

| | | | | | |
|------|---|---|------------------|--|--------|
| 8.11 | Does the company offer a health and well-being programme? | I | Mandatory Public | | Yes/No |
|------|---|---|------------------|--|--------|

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 | | 150 words |
|-------|--|---|------------------|--|-----------|

Our health and wellbeing service is predominantly provided via MyHealth in the UK. This supports colleagues to access a team of professional healthcare specialists across issues like mental health, musculoskeletal, nutrition, sleep and exercise. MyHealth includes a 24/7 MyCare phoneline for psychological support, an advice line for managers, as well as proactive support in cases where colleagues may need time off to get the help they need. MyHealth is performing strongly, giving the right support at the right time. 55% of colleagues used the service in 2022, delivering 70,000 positive interventions and an NPS rating of +80. Due to proactive and effective support provided, our overall mental health incidence rate was 133 per 100,000 workers which is below the national average, whilst 55% of colleagues who needed time away from work were able to return sooner than medical condition averages, equating to around £3.8m in estimated savings from reduced absence.

| 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 | | 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. For instance, our income protection scheme provides nearly 70% of basic annual salary, to provide peace of mind and ensure colleagues can focus on just getting better. By logging sick leave in our Workday People management system, we can formalise sick processes and ensure colleagues receive the relevant help they may need promptly. 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 with underlying issues identified and addressed wherever possible. It's in everyone's interest for colleagues to get better, so the line manager will have guided conversations 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 to avoid taking 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 colleagues needing to isolate such as those with COVID-19, we've amended policies to ensure related absence doesn't have a detrimental impact on pay. On top of this to help colleagues with their finances, we provide free education and money management tools, increased benefits and discounts, as well as access to a Colleague Support Foundation for those seeking financial advice and grants.

| | | | | | |
|------|---|---|------------------|--|----------|
| 8.13 | Which workers are covered? Select all that apply from the drop-down list. | F | Mandatory Public | | Dropdown |
|------|---|---|------------------|--|----------|

- 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**
- Third party on site workers (e.g. subcontracted service workers, third-party contract workers)

| | | | | | |
|------|---|---|--------|--|--------|
| 8.14 | Does the company enable workers to work flexibly? | I | PUBLIC | | Yes/No |
|------|---|---|--------|--|--------|

Yes

| | | | | | |
|-------|---|---|--------|--|-----------|
| 8.14a | If yes, describe the initiatives the company has in place to enable workers to work flexibly. Include details on which workers these initiatives apply to and levels of uptake. | I | PUBLIC | | 150 words |
|-------|---|---|--------|--|-----------|

When COVID-19 restrictions lifted, we adopted FlexFirst, allowing the majority of office-based colleagues to combine the flexibility of working from home with time in the office, or to shift working patterns/hours. 89% of colleagues say it's helped provide the right work-life balance whilst 90% say they're treated the same as others regardless of where, when or how they work. Colleagues also say it's enabling take-up of development opportunities that otherwise wouldn't have been possible. We listened to colleagues at call centres who felt they weren't able to benefit from FlexFirst as much as others, so we trialled 'Choice Hours' (80% set shift, 20% colleague choice). Engagement boosted +10 points and distribution of workers across the day to serve customers improved. We're gradually rolling-out Choice Hours whilst exploring further flexibility. We've produced guides and manager training to ensure colleagues are aware of and optimise flexibility, with feedback monitored via engagement surveys.

9 WORKER VOICE AND REPRESENTATION

Freedom of association and collective bargaining

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | 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 | | 250 word limit |
|-----|---|---|--------|--|----------------|

Working in partnership with trade unions is essential to achieve business objectives that benefit colleagues, customers and wider society. During 2022, 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've 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. Our Centrica Joint Council which is a strategic forum that meets bi-annually and brings together our Chief Executive, members of our senior leadership teams and National Energy Officers from recognised trade unions, is now in its second year. 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, 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 | | 0 |
|-----|--|---|------------------|--|---|

73%

| | | | | | |
|-----|---------------------------------------|--|------------------|------------|----------|
| 9.3 | Scope of disclosure (relates to Q9.2) | | Mandatory Public | Not scored | Dropdown |
|-----|---------------------------------------|--|------------------|------------|----------|

- 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

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
|-----------------|---|---------------|---------------------------|---------------------|-----------------|
| 9.4 | Provide the percentage (%) of employees covered by collective bargaining agreements by each of the company's significant operating locations. | I | PUBLIC | | Table |

| Significant operating location | Percentage (%) of employees in each location covered by collective bargaining agreements |
|--------------------------------|--|
| Group/Global | 73 |
| UK | 76 |
| Europe | 93 |
| USA | - |

Note: We no longer source USA data following divestment of Direct Energy in January 2021, due to low colleague populations 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 | | 250 word limit |
|-----|---|---|--------|--|----------------|

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. Upholding 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 which is managed by Procurement Managers. If categorised as higher risk, we undertake further review processes such as conducting a site inspection or remote worker surveys, with relevant questions that test whether the right to collective bargaining is in place. Any breach of our policy, may result in termination of our contractual relationship with the supplier or working together to raise standards. Further information is available in [Our Code](#) 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 | | Yes/No |
|-----|--|---|--------|--|--------|

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 | | 250 word count |
|------|--|---|--------|--|----------------|

We believe our processes are sufficient in protecting the right to freedom of association and collective bargaining across direct operations, with no risks or restrictions identified via our risk process. 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 for all. Through active participation in this process, we role model our support and raise awareness of 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 further made aware of this right via Our Code annual refresher training which everyone must complete, embrace and uphold. Should anyone within the company or beyond have concerns that 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 tendering. 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 with any contravention found, either resulting in collaboration to raise standards or the ending our contract.

Worker voice

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|

| | | | | | |
|-----|--|---|--------|--|----------------|
| 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 | | 250 word limit |
|-----|--|---|--------|--|----------------|

Colleague participation in corporate decision-making is vital to improving our culture and consequently, our business success. Board members have collective responsibility for engaging colleagues to ensure they can effectively act on their behalf. They therefore undertake engagements like site visits, to talk to colleagues and better understand working conditions. Our Shadow Board of diverse colleagues serve an 18-month term and meet leaders on a roughly monthly basis to influence decisions, positively disrupt assumptions and challenge executive thinking, ultimately empowering colleague-centric decision-making with effectiveness reviewed quarterly. Leaders of each business also host quarterly listening sessions with their BU to understand challenges colleagues face. Also on a quarterly basis, colleagues participate in an engagement survey, providing invaluable insight into colleague sentiment which feed into action plans at a BU and team level to address issues. Following engagement surveys that told us that colleagues 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, bringing our strategy, purpose and leaders to life. The townhalls enable colleagues to ask questions, share views, and have been a big success. Our engagement survey and focus groups with our employee-led diversity

networks, have also been key to launching our DE&I goals and evolving our DE&I Positive Action Plans to achieve them. 80% of colleagues now say they feel respected for who they are which demonstrates progress (78% external benchmark).

| | | | | | |
|-----|--|---|------------------|--|----------------|
| 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 | | 250 word limit |
|-----|--|---|------------------|--|----------------|

Colleagues have recently been through challenging times with COVID-19 as well as the energy and cost of living crisis. So we've endeavoured to understand what we're doing well and how we can better support them. Our Group-wide quarterly engagement survey is fundamental to achieving this. In 2022, our year-end engagement score improved by 18ppts to 73% favourable, based on 72% of colleagues participating which was up from 62% in 2021. We've a big opportunity to build on this through our continued commitment to act on feedback. Using feedback, we set an annual engagement plan which is reviewed quarterly and adjusted as needed. Primary improvement areas include connecting colleagues with our purpose and leaders, whilst creating a more inclusive and supportive workplace. Engagement feedback is split by business, department and team, and shared with leaders to discuss at team meetings to deliver more tailored action. 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, and enabling a deeper relationship. Feedback is additionally sought via ad hoc focus groups on issues like skills or inclusion via employee diversity networks and the Shadow Board, alongside quarterly listening sessions hosted by leaders.

Note: Since 2022, our engagement tracking has moved from percentage favourable to NPS and will be the lead way we measure engagement going forward.

| | | | | | |
|-----|--|---|--------|------------------|----------------|
| 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 |
|-----|--|---|--------|------------------|----------------|

Across engagement channels, it was evident that colleagues were deeply concerned about the cost-of-living crisis. So we ran further focus groups to see what more we could do to help. In terms of pay, we worked with trade unions to successfully negotiate a pay deal whilst leaders had a budget of 5% of pay, to award to non-negotiated workers via the Annual Reward Review. We additionally increased our Group Profit Share, resulting in £967 to be paid atop of the existing Share. As a result, employee NPS improved 30 points for reward. We also provided extra financial support by expanding our Colleague Energy Allowance to give dual fuel customers 15% (£300) off energy bills, with

around 50% of colleagues utilising this offer. Colleagues further received two cost of living payments including £1,000 just before Christmas that could be received as cash or via their pension. This was supported by enhanced retail discounts and cashbacks, as well as the launch of a Colleague Support Fund to provide expert financial advice and grants. We additionally ran campaigns focused on the importance of wellbeing and signposting support to our comprehensive wellbeing suite, which includes professional advice as well as on-demand training and education. Altogether, this has made a real difference. For example, a colleague via our engagement survey said: "The company has really stepped up and supported employees with cost-of-living payments and energy support. This has meant a lot to me and my family and shows the company care about our welfare".

10 GRIEVANCE MECHANISMS

Grievance mechanisms

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|--|---------------|---------------------------|--|-----------------|
| 10.1 | Provide details of the channel(s)/mechanism(s) through which workers can raise complaints or concerns, including how these operate and how workers were consulted on the design of the mechanism(s). | F | Mandatory Public | | 250 word limit |

Our Group Grievance Policy outlines the grievance process for colleagues. We aim to resolve grievances informally with the line manager and/or senior manager, via trained internal mediators. If unsuccessful, a formal letter is sent from the independent Grievance Manager to agree a meeting to discuss the concern and outline the right to trade union/employee representation. The Grievance Manager conducts a independent investigation, interviewing all relevant parties and documentation. The outcome in most instances is provided in writing, but on occasion verbally, and subsequently followed up in writing together with how to appeal. All outcomes are stored confidentially by Employee Relations. The team is responsible for the policy and monitors volume and reasons for grievances. Colleagues are also encouraged

to report concerns regarding malpractice, human rights abuse or discrimination to their line manager/senior manager/Speak Up helpline. The helpline is an independent service that enables concerns to be reported confidentially/anonymously. The process is managed by Ethics and Compliance who also track and report the number of reports per 100 employees. Both processes draw on best practice HR protocols and shaped via trade union and colleague engagement. All grievances are investigated, appropriate action taken, and any learning incorporated into business strategy to prevent re-occurrence. This may involve People or Ethics and Compliance teams engaging business division or department leaders, to improve work practices. In the value chain, we enable workers to report issues via the Speak Up helpline or via our audit and remote worker surveys, with any cases followed up and investigated.

| | | | | | |
|------|--|---|--------|--|--------|
| 10.2 | Which workers can access the channel(s)/mechanism(s) identified in Q10.1? Select all that apply from the drop-down list. | I | PUBLIC | | Yes/No |
|------|--|---|--------|--|--------|

- **Employees - Selected**
- **Non-employee direct operations workers – Selected**
- **Value chain workers – Selected**
- **Other - Selected**

| | | | | | |
|-------|--|---|--------|--|-----------|
| 10.2a | For every group of workers covered, provide more details (see guidance for what details to include). | I | PUBLIC | | 250 words |
|-------|--|---|--------|--|-----------|

It's vital that we act fairly and with integrity, so we ensure that anyone can take-up their right to report an issue without fear of reprisal. Our 24/7 Speak Up helpline is therefore available to direct employees, contractors, agency workers, third party workers, business partners, customers and value chain workers (mainly Tier 1), as well as the public. It's a phone and online based service that's shared via our company intranet and corporate website, alongside inclusion in Our Code and related campaigns. Our Code and the helpline is available in multiple languages relevant to our operations. Meanwhile our grievance policy and procedure, is only available to Centrica employees and contractors in local languages, given its more focused scope. Concerns can also be raised directly with line managers, People teams and Ethics and Compliance, if preferred. Throughout the year, we undertake checks and balances to ensure colleagues feel able to use these channels. This is supported by continuously embedding strong signposting on relevant platforms and channels to raise awareness whilst reinforcing our commitment to keep whistle-blowers safe from reprisal and ensure anonymity. We then track contacts made against industry norms and seek colleague feedback, to understand if our approach is effective or to determine additional action. Audits and remote

worker surveys are deployed to higher risk Tier 1 suppliers, with workers required to respond to key ethical, social and environmental questions in local languages. Any concerns raised or ambiguous responses are followed up to ensure appropriate action is taken if needed.

| | | | | | |
|-------|---|---|--------|--|-----------|
| 10.2b | For any group of workers not covered, state why not and any plans to give access in the future. | I | PUBLIC | | 250 words |
|-------|---|---|--------|--|-----------|

n/a

| | | | | | |
|------|--|---|--------|--|--------|
| 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 | | Yes/No |
|------|--|---|--------|--|--------|

Yes

| | | | | | |
|-------|---|---|--------|--|-------------|
| 10.3a | If yes, provide more details (see guidance for what details to include) | F | PUBLIC | | (250 words) |
|-------|---|---|--------|--|-------------|

Grievance mechanism effectiveness is assessed against 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/queries increase, we respond. In the past, where we noticed a decline in reports, we raised awareness by enhancing training, running campaigns on the importance of speaking up or improving signposting. 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 review performance, particularly for significant issues or if colleagues want 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 BUs into one, ensuring consistency and improving clarity around timelines and roles and responsibilities. Today, this helps cases run more smoothly and efficiently. Our Employee Relations team have also upskilled on in-house remediation following our identification of trends around conflict and relationship

breakdowns across the process, enabling us to cut grievance volumes through stronger mediation resolution. In 2022, we additionally increased audit activity to ensure greater insight into worker conditions at higher risk supplier sites, running nine on-the-ground audits and deploying 7,245 remote worker surveys which had a response rate higher than the external benchmark.

| | | | | | |
|------|---|---|--------|--|-------|
| 10.4 | Provide the number of grievances relating to human rights and/or workers' rights reported and resolved in the reporting period in the company's direct operations and in the company's value chain. | I | PUBLIC | | Table |
|------|---|---|--------|--|-------|

| Area of operations (Please note rows cannot be added) | Number of grievances reported | Number of grievances resolved |
|--|-------------------------------|-------------------------------|
| Direct operations | 340 | 292 |
| Value chain | 0 | 0 |

Note: In our direct operations, we cannot split the data by a human rights specific category, so we have gone with wider workers' rights. In our value chain, we're exploring additional ways that grievances can be reporting.

| | | | | | |
|------|---|---|--------|--|----------------|
| 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 | | 250 word limit |
|------|---|---|--------|--|----------------|

Whilst solar panels are a key technology to support the transition to net zero, we're aware of the industry-wide concerns relating to the potential use of forced labour in the solar supply chain. The risk specifically relates to the manufacturing of solar panels containing polysilicon originating from the Xinjiang region of China, where there's potential links to human rights abuses. Recognising that the challenge is not one faced by us alone, we've collaborated with others to drive transparency, material traceability and accountability within the supply chain. In 2022, we continued to co-sponsor an industry initiative with Solar Energy UK in partnership with Solar Power Europe, to develop a traceability framework. By the end of 2024, the initiative aims to have established a Code of Conduct, Audit Guidance and a Toolkit, that'll enable a chain of custody solution to be adopted throughout the manufacturing of solar panels to help reduce risk by improving transparency and raising standards. The procurement of polysilicon based solar panels continues to be a key area of focus for us and is subject to careful supplier selection and due diligence, as we continue in our efforts to establish transparency in the solar supply chain. In 2023 we've been able to build on this and work more closely with solar suppliers and expanding our audits and remote worker surveys more widely across suppliers.

| | | | | | |
|------|--|---|--------|--|----------------|
| 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 | | 250 word limit |
|------|--|---|--------|--|----------------|

We've a zero-tolerance approach to any form of retaliation to employees, contractors or worker in the value chain, who reports a grievance or suspected/actual breach of Our Code in good faith, even if they were mistaken. This approach is supported by our commitment to anti-retaliation within our Whistleblowing Policy, which applies to all. We consider retaliation gross misconduct. If retaliation is identified, this should be raised with line management, People teams or via the Speak Up helpline with penalties up to and including dismissal. Through communication campaigns, our annual online Our Code refresher training and colleague inductions, we aim to foster a culture where colleagues feel able to speak up without fear of retaliation. For instance, in our communications and training, we specifically raise awareness of the protections in place to guard against 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 campaigns and/or training activity, which shows that these methods are effective at delivering cut-through, giving us confidence that people feel satisfied with protections. During the investigation phase, personal details are kept highly confidential. No information is disclosed outside of the immediate team dealing with the grievance unless required by law or an important public interest is at stake. If it's necessary for anyone in the investigating team or beyond to know the identity of individual(s) involved, this will 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 | | Answer Criteria |
|-----------------|--|---------------|---------------------------|--|-----------------|
| 11.1 | Provide a description of the company's value chain and explain its role in the company's business model. | F | Mandatory Public | | 250 word limit |

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 customers live sustainably, simply and affordably, we directly source from around 3,500 Tier 1 suppliers across around 25 countries. Our spend is approximately £2 billion across materials, services and technology. These include some higher-risk jurisdictions such as Bangladesh, Cambodia, China, Hong Kong and Pakistan, although the majority 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 jurisdictional and industry risk: 1) garment manufacturers, 2) technology products, 3) solar PV and 4) battery cells/systems. In 2022, we also undertook a deep dive into LNG and implemented some controls, but overall, found there to be a low level of risk to modern slavery. We don't have full visibility over Tier 2 or 3 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 value chain, including beyond the first tier. State the percentage of the company's upstream value chain mapped to date. | F | PUBLIC | | 250 word limit |
|------|--|---|--------|--|----------------|

We map our supply chain on a project-by-project basis and in accordance with whether sections of the supply chain are based in higher-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 across Tiers. We've additionally mapped our facilities services across Tier 1 and 2, which is another risk area. 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 our Responsible Sourcing team. 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 in gaining greater 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 future as appropriate.

| | | | | | |
|------|--|---|------------------|--|--------|
| 11.3 | Does the company publicly disclose the results of its value chain mapping? | I | Mandatory Public | | Yes/No |
|------|--|---|------------------|--|--------|

No

| | | | | | |
|-------|---|---|------------------|--|-------------|
| 11.3b | If no, how is the company improving transparency of its value chain? Include examples and state the total number of first tier suppliers in the company's upstream value chain. | I | Mandatory Public | | (150 words) |
|-------|---|---|------------------|--|-------------|

We've around 3,500 Tier 1 suppliers and don't currently disclose supply chain mapping. As we deepen mapping across our supply chain, our interim focus is on improving transparency on core annual reporting matters 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 further work completes. We're working to continuously improve supply chain transparency through continued deep dives, audits, remote worker surveys and use of third-party platforms and collaboration, which enable us to identify risk and raise standards. In 2022, we expanded site audits to 9 sites with remote worker surveys at 6 sites.

Supply chain numbers

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|---|---|--------|--|-------|
| 11.4 | Provide the number of first tier suppliers in each of the company's top ten sourcing locations (determined by percentage of overall procurement/spend). | I | PUBLIC | | Table |
|------|---|---|--------|--|-------|

| Top ten sourcing locations by percentage of overall procurement/spend | Number of first tier supplier organisations |
|---|---|
| UK | 2,197 |
| Ireland | 276 |
| USA | 72 |
| Netherlands | 21 |
| Belgium | 9 |
| Germany | 9 |
| Italy | 7 |
| Switzerland | 7 |
| Norway | 6 |
| France | 5 |

| | | | | | |
|------|--|---|--------|--|-------------|
| 11.5 | Provide the estimated number of workers in the first tier of the company's upstream value chain. Companies can indicate what percentage of their upstream value chain this covers in 11.6. | C | PUBLIC | | (150 words) |
|------|--|---|--------|--|-------------|

2.8 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 in an effort to be as transparent as possible, we have therefore based our calculation on the average number of workers per company where we undertook an audit in 2022-23, and then multiplied it by the number of suppliers we currently have.

| | | | | | |
|------|--|--|--------|--|----------|
| 11.6 | Scope of disclosure (relates to Q11.5) | | PUBLIC | | Dropdown |
|------|--|--|--------|--|----------|

- ≤50% of first tier – selected
- 51%-75% of first tier
- ≥76% of first tier
- All of first tier

| | | | | | |
|------|---|---|--------|--|----------|
| 11.7 | Provide the average length of relationship the company has with its direct suppliers. | C | PUBLIC | | 50 words |
|------|---|---|--------|--|----------|

3 years

Note: This answer refers to our average contract length. We are currently unable to access information relating to ongoing relationships.

| | | | | | |
|------|---|---|--------|--|--------|
| 11.8 | Does the company collect data on the gender composition of its value chain workforce? | C | PUBLIC | | Yes/No |
|------|---|---|--------|--|--------|

No

| | | | | | |
|-------|--|---|--------|--|-------------|
| 11.8b | If no, state why not and any plans to do so in the future. | C | PUBLIC | | (150 words) |
|-------|--|---|--------|--|-------------|

Our old third-party sustainability supply chain tool, didn't have functionality to access and analyse gender composition data across the supply chain. We have, however, now moved to a new supplier whereby all medium and higher risk suppliers are required to provide this information via completion of the self-assessment questionnaire. We expect to gain greater coverage across our supply chain, as we continue to grow the volume of suppliers rolling onto the system in 2023 and beyond. Accessing this data in an efficient and aggregated way is, however, challenging which is why we selected a 'no' response. So we hope to explore system improvements in the future. We're also exploring other ways to capture this information such as via our direct worker reporting programme, which captures gender of those answering the surveys and will enable us to identify if a particular gender is experiencing issues.

High risk supply chain areas

| Question Number | Question Text | Question Tier | Privacy setting of Answer | Scoring Information | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|
|-----------------|---------------|---------------|---------------------------|---------------------|-----------------|

| | | | | | |
|------|--|---|--------|--|----------------|
| 11.9 | Provide details on any specific products, services and raw materials, wherever these feature in the value chain, identified to be of particular risk of forced labour, modern slavery and human trafficking. | I | PUBLIC | | 250 word limit |
|------|--|---|--------|--|----------------|

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) the manufacture of battery systems and cells linked to raw materials like cobalt and lithium, 3) solar products as part of our low carbon energy offering for customers, and 4) garment manufacturers who create our engineer uniforms and PPE. The first three are largely critical to our customer offering to help them live sustainably, simply and affordably, whereas the last is essential to our everyday operations. 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 also conducted a deep dive into LNG in 2022 to ensure it was still considered to have a low risk to human rights which our analysis confirmed. We continually monitor efficacy of incentives which are ultimately measured by how effective our programme is at protecting rights.

12 RESPONSIBLE SOURCING

Sourcing strategy

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|--|---------------|---------------------------|--|-----------------|
| 12.1 | What measures are in place to incentivise those responsible for the company's day-to-day sourcing 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)? | I | PUBLIC | | 250 word limit |

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 ensure 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 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 which forms part of everyone's contract who works for us or with us.

| | | | | | |
|------|---|---|--------|--|--------|
| 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 | | Yes/No |
|------|---|---|--------|--|--------|

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 | | 250 words |
|-------|--|---|--------|--|-----------|

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, 0.26% 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 incidence arise. In total, 9 sites received an on-the-ground audit and 6 sites underwent remote worker surveys in 2022, and we expect to step this up to around 20 in 2023, which includes into our solar supply chain for the first time. 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 | | Yes/No |
|------|---|---|------------------|--|--------|

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 | | 150 words |
|-------|--|---|------------------|--|-----------|

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 Real Living Wage, equal pay and other responsible payment practices like the 'Employer Pays Principle', human rights, health and safety, diversity and inclusion, collective bargaining and more. Our policy was originally 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 | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|--|---|--------|--|----------------|
| 12.4 | Describe the process for monitoring or auditing supplier performance against the document disclosed at 12.3, including beyond the first tier of the upstream value chain, the standards used for the monitoring process, and whether the results are made public. State the percentage of suppliers independently audited. | I | PUBLIC | | 250 word limit |
|------|--|---|--------|--|----------------|

100% of Tier 1 suppliers are monitored by Procurement through the standard onboarding and risk assessment processes. Medium and higher risk 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 and/or remote worker surveys. The auditor undertakes a series of inspections in line with the 'SMETA' 4-Pillar Audit principles. This includes analysing the working environment and

company documentation, as well as undertaking interviews with workers. Should anyone feel unable to share concerns, we provide a modern slavery helpline for workers to get in touch confidentially. The nine site audits and remote worker surveys undertaken in 2022 spanned four suppliers. Whilst we've not identified instances of modern slavery, we remain vigilant. Audits did however identify a number of improvement opportunities (61) to raise standards on areas mainly relating to site safety, which have been agreed and embedded into supplier action plans. Of the 61 remedial opportunities at the end of 2022, 23 have been resolved, 25 await validation and sign off by the auditor and the remaining 13 are were on track for completion in 2023. We share results of monitoring and auditing processes in our annual Modern Slavery Statement (centrica.com/modernslavery).

| | | | | | |
|------|--|---|---------------------|--|----------------|
| 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 | | 250 word limit |
|------|--|---|---------------------|--|----------------|

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 Real Living Wage and ensuring strong health and safety standards. They are supported in this process with dedicated training. And we've rolled out audits (site and remote), to directly understand any impacts on workers, deploying directly to over 7,200 workers in 2022. To date, we've haven't received feedback confirming that our purchasing practices have had an adverse impact but we remain vigilant and committed to continuing to work together to uphold and strengthen good practice. Following engagement with small suppliers in 2021 for example, we cut in half our standard payment terms to 30 days for small companies and charities, helping them maintain their vital place in the UK economy/society. We also engaged the Living Wage Foundation in 2022-23 to see how we could support suppliers if they struggle to meet the Real Living Wage should pay dip below the level required to ensure workers aren't impacted. We are exploring further ways to engage suppliers to understand what we're doing well and where we can improve, giving suppliers the opportunity to feedback on whether our practises are impacting them and how we might better work together.

| | | | | | |
|------|--|---|--------|--|--------|
| 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 | | Yes/No |
|------|--|---|--------|--|--------|

Yes

| | | | | | |
|-------|------------------------------|---|--------|--|-----------|
| 12.6a | If yes, provide more details | F | PUBLIC | | 150 words |
|-------|------------------------------|---|--------|--|-----------|

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 strategic/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 throughout the life of the contract. This ensures compliance and grows a culture of sustainability.

| | | | | | |
|------|--|---|------------------|--|----------------|
| 12.7 | How does the company measure whether it is effectively incentivising supplier progress on workers rights and working conditions? State the performance incentives and KPIs used, and progress against these. | I | Mandatory Public | | 150 word limit |
|------|--|---|------------------|--|----------------|

The proportion of the tender process aligned with responsible sourcing principles is now one-third, allowing us to increasingly consider things like workers' rights and the environment. Additionally, suppliers undergoing a sustainability desktop assessment or audit are tied to the analysis of strong labour rights and conditions. If a labour non-compliance is found, we implement an action plan and check improvements have been 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. This can be demonstrated by all of our suppliers who have undertaken action plans, improving their performance. Indeed, the 61 improvement opportunities identified from audits in 2022 are all on track to complete.

13 SUPPLY CHAIN WORKING CONDITIONS

Workers' rights in the supply chain

| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
|-----------------|---------------|---------------|---------------------------|--|-----------------|
|-----------------|---------------|---------------|---------------------------|--|-----------------|

| | | | | | |
|------|---|---|--------|--|----------------|
| 13.1 | What action has the company taken to build the capacity of other entities in its value chain to mitigate and manage risks to workers' rights, including in their own value chain (e.g. through training)? | C | PUBLIC | | 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 a number of areas including manufacturing, construction and service industries. In 2021, we additionally created a go-to Responsible Labour Practice Toolkit which supports supplier capability building for labour practices which includes 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. Audit actions may also lead to the supplier implementing training for workers, depending on the issue. 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. We also collaborate with trade bodies like Solar Energy UK and Solar Power Europe.

| | | | | | |
|------|--|---|--------|--|----------------|
| 13.2 | How is the company working to ensure that value chain workers can exercise their rights to freedom of association, including the right to unionise, and collective bargaining? | I | PUBLIC | | 250 word limit |
|------|--|---|--------|--|----------------|

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.

| Improving working conditions in the supply chain | | | | | |
|--|---|---------------|---------------------------|--|-----------------|
| Question Number | Question Text | Question Tier | Privacy setting of Answer | | Answer Criteria |
| 13.3 | How does the company assess whether it is improving conditions for workers in the value chain? Describe any steps or initiatives the company is taking to improve the working conditions of value chain workers and provide evidence demonstrating the effectiveness of these measures. | I | PUBLIC | | 250 word limit |

We've initiatives that improve supply chain working conditions and track progress with KPIs. We collaborate with independent sustainability supply chain risk experts as well as auditors for on-the-ground and remote surveys. This helps us act on feedback and create action plans. No material issues were identified via the audits in 2022 although 61 time-bound improvement opportunities across supplier sites were implemented, mainly to improve HSE, with the majority completed in year or in 2023. Action plans are overseen by the Director of GBS Governance, Risk and Compliance, with overall progress reviewed by the SESC and Board. A high-level summary of audits is published in our Modern Slavery Statement. We strive for strong relationships with suppliers and work to enhance those where greater transparency is needed. In 2022, this supported remote worker survey completion rates to be nearly 10% above the average and in 2023, we were able to run solar and battery cell/system audits for the first time. We've additionally 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 undertaken incorporate the 'Employer Pays Principle'. Partnering with ethical organisations like the Responsible Sourcing Council and Slave Free Alliance Utilities Against Modern Slavery alongside trade bodies like Solar Energy UK, enables us to harness learning and trigger

systems-level change through collaboration. In 2022 we identified zero modern slavery incidents which is a measure of our success, although we remain vigilant.

| | | | | | |
|------|---|---|--------|--|--------|
| 13.4 | Has the company identified any instances of forced labour, modern slavery, human trafficking or child labour in its value chain in this reporting period? | I | PUBLIC | | Yes/No |
|------|---|---|--------|--|--------|

No

| | | | | | |
|-------|--|---|--------|--|-------------|
| 13.4b | If no, state why not and describes steps taken to conduct due diligence on forced labour, modern slavery, human trafficking and child labour risk. | I | PUBLIC | | (150 words) |
|-------|--|---|--------|--|-------------|

We've identified no instances of forced labour, modern slavery or human trafficking although 61 improvement opportunities were identified, tracked and remediated. During onboarding, we assess modern slavery risk whilst an external supply chain expert rates all strategic suppliers to identify risk. If they receive a higher risk rating, companies undergo an on-the-ground independent audit 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. Off the back of these, we continuously monitor effectiveness of controls, and tailor action to raise standards with specific suppliers such as establishing an action plan of improvement, or ending our relationship and reporting the abuse. Effectiveness is assessed via risk level, which is relatively low.

| | | | | | |
|------|---|---|--------|--|--------|
| 13.5 | Is prison labour used in the company's value chain? | I | PUBLIC | | Yes/no |
|------|---|---|--------|--|--------|

Yes

| | | | | | |
|-------|------------------------------|---|--------|--|----------------|
| 13.5a | If Yes, provide more details | I | PUBLIC | | 250 word limit |
|-------|------------------------------|---|--------|--|----------------|

Our National Distribution Centres have contracts with waste and recycling company Recycling Lives, who uses prison labour largely 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 wrap-around 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.