

Centrica

Our Policy and Standard on Health, Safety & Environment

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1. Centrica HSE Management System

Centrica Management Systems

- 1.1 Our Health, Safety and Environment (HSE) Management System provides the foundation for an integrated, coherent policy, standards, procedures, and guidance for managing HSE risk.

HSE Management System

- 1.2 The system is developed and maintained collaboratively by the Centrica HSE Function, these documents constitute the complete Centrica HSE Management System, aligned with our Enterprise Risk Framework.

- 1.3 The system is organised into four hierarchical levels (see Figure 2).

Levels 1 & 2: Apply across all of Centrica.

Level 3 & 4: Tailored to individual business units or functions.

- 1.4 Levels 1 & 2 as outlined in this document, are mandatory across Centrica and align with Our Code and Values. They define minimum requirements and follow the 'Plan, Do, Check, Act' cycle, consistent with standards such as ISO 14001, ISO 45001, and HS(G)65.

- 1.5 Level 2 Standards become effective immediately upon publication and must be implemented under the oversight of the HSE Executive Committee and the Managing Directors of each business unit.

This Level 2 Standard (see section 5) is structured around 15 Elements and 70 Expectations. Compliance with these Element and Expectations is essential for protecting people, the environment, and the business, and for demonstrating Centrica's commitment to responsible and sustainable operations.

- 1.6 Centrica Level 3 includes functional or business-specific Technical Standards and Procedures that address operational, regional, location, and site-specific risks.

- 1.7 This Policy and Standard document must be used in conjunction with all relevant business /unit standards and Centrica's Life Saving Rules. Compliance with these requirements is mandatory and not subject to exception.

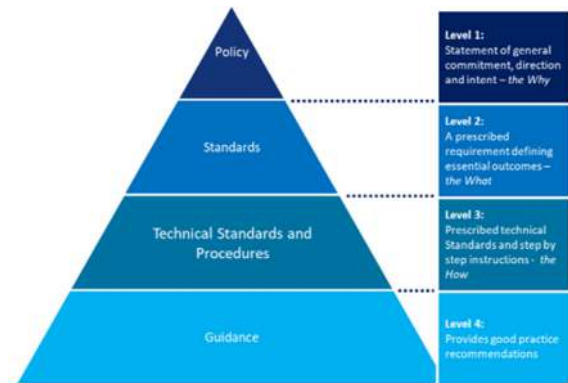


Figure 2: Centrica's HSE Management System

2. Purpose

- 2.1 The purpose of our HSE Management System is to enable an environment where energising a greener, fairer future are achievable. This document sets out the expectations for everyone working for or on behalf of Centrica to help deliver these commitments and support the implementation of Our Code.

Achieving our vision is underpinned by Our Values, which this Policy and associated Standards support. The following examples illustrate how these values are brought to life through our approach to HSE:

- 2.1.1 **Care:** We do the right thing for our colleagues, customers, communities, and the planet by prioritising safety, wellbeing, and environmental protection in everything we do.

- 2.1.2 **Delivery:** We keep our promises by implementing robust HSE practices, meeting our commitments on time, every time, and driving continuous improvement.
- 2.1.3 **Collaboration:** We work as one team, bringing together diverse perspectives to identify risks, share learnings, and create safer, more sustainable solutions.
- 2.1.4 **Agility:** We focus on what matters most, responding quickly to emerging risks and learning from setbacks to strengthen our HSE performance.
- 2.1.5 **Courage:** We speak up, challenge unsafe practices, and push for innovative solutions that improve safety and reduce environmental impact.
- 2.2 Our HSE Management System is designed to keep everyone safe, minimise environmental impact and achieve our vision. There are three interconnected essentials to realising our vision:
 - 2.2.1 **People** ultimately define our success in achieving our vision. Our leaders play a vital role in shaping our culture, encouraging behaviours that are demonstrated across the organisation. All our people are accountable for their behaviours, working in accordance with defined requirements, raising concerns, and stopping work where they have concerns for their safety or wellbeing, or that of their colleagues or the environment. To achieve this, our people are expected to exhibit the behaviours of working as One Team, taking Ownership, and having a Growth Mindset.
 - 2.2.2 **Premises, plant, and equipment** used in our operations are selected to ensure they are fit for purpose, meet the needs of our people, and are subject to regular inspection and maintenance. This proactive approach helps prevent failures and reduces the risk of harm.
 - 2.2.3 **Our processes** clearly define expectations and safe working practices, aligning with recognised good practice. They provide a consistent framework to guide our people in working safely, effectively, and in line with our organisational values.

3. Scope

This Policy Statement is effective immediately upon publication and applies to all Centrica-owned and operated businesses. While implementation may be guided by individual business plans, full compliance is expected across all operations within one year of publication.

This Policy and Standard apply to:

- All personnel working for or on behalf of Centrica.
- All Centrica-owned and/or operated businesses, including majority-owned joint ventures (as defined in the applicable joint venture agreements).
- All Centrica group functions.

To ensure continued relevance and alignment with Centrica's commitments, particularly in relation to apprenticeship programmes, the Policy and Standard will be reviewed by key stakeholders. This includes representatives from our HSE teams, ensuring the document remains fit for purpose and reflective of our values.

4. Our Policy

Our Health, Safety and Environmental Policy and Corporate Major Accident Prevention Policy (CMAPP), undergo regular review by HSE Executive Committee. This ensures alignment with operational standards, training programmes, and Department of Education Policies. The Chief Executive Officer formally reviews and signs off Our Health, Safety and Environmental Policy annually and the Corporate Major Accident Prevention Policy biannually or after major incidents or organisational changes.

Health, Safety and Environment Policy

Our purpose is to energise a greener, fairer future.

To fulfil our purpose, we must work together to keep our people and planet safe and healthy. This means that we commit to achieving net zero, and require all our colleagues and business partners to:

- Help our customers and partners decarbonise and accelerate their journey towards net zero, while ensuring a just energy transition.
- Work as one team to proactively identify, assess, and control our Health, Safety and Environmental risks and impacts to be as low as reasonably practicable.
- Take personal ownership for keeping ourselves, colleagues, business partners, customers, anyone we impact, and the environment, safe and healthy.
- Learn to be better by adopting a growth mindset and sharing our HSE experiences and information in a proactive, open, and timely manner, so that we can continuously improve our HSE Management Systems and performance.
- Conduct our business ethically, ensuring compliance with all applicable laws and regulations, as well as our Centrica standards and lifesaving rules.
- Ensure we have and maintain safe workplaces and systems of work, adequate welfare facilities, and safe tools & equipment.
- Ensure safe use, storage, and movement of items & chemicals, including waste generated by our operations.
- Ensure we are all trained, competent and encouraged to conduct our work in a safe, healthy, and responsible manner.
- Consult and engage extensively, including with worker's representatives, to promote an open, honest, and just & fair culture, and one where we always intervene if things feel wrong.
- Proactively prevent pollution, protect nature, and reduce waste through the efficient use of resources, including water and the reduction of carbon emissions.
- Maintain effective emergency response arrangements, including practiced responses, to recover from foreseeable major events.

Our HSE Management System enables the delivery of these policy commitments, is routinely assured and is annually reviewed.

Our performance is measured and assessed against objectives and targets, and the results are communicated and published regularly.

HSE Management System and understanding the context of the organisation.

Our HSE Management System applies to all Centrica and Centrica owned Business Unit activities, locations, and personnel. It aligns with recognised good practices and undergoes regular assurance. Covering all operations, including high-hazard areas, it ensures the health, safety, and well-being of our people, customers, and the environment. Performance is regularly reviewed, with results published.

We identify and analyse both internal and external issues that could affect our HSE Management System using established, documented methods. This includes understanding the needs and expectations of interested parties, such as employees, customers, suppliers, and regulatory bodies, ensuring these are incorporated into our strategic planning.

Corporate Major Accident Prevention Policy (CMAPP)

At Centrica, we prioritize the prevention of safety and environmental incidents resulting from Major Accident Hazards (MAH) at our high-risk operational sites. Our policy regarding MAH is outlined in a distinct Corporate Major Accident Prevention Policy, which is an essential component of our Health, Safety, and Environment management system and expectations. This policy integrates seamlessly into our overall HSE management framework.

5. Our Standard

This Centrica HSE Policy and Standard comprise of 15 elements and 70 expectations. These have been designed to clearly reflect our mandatory requirements and support Our Values, Our Code, and the realisation of our HSE vision.

Element 1: Leadership and Behaviours

1. Our managers exhibit HSE leadership and commitment by:
 - Role modelling exemplary behaviours and taking accountability for HSE performance.
 - Establishing and evaluating HSE objectives and targets as part of continuous improvement
 - Communicating with our people to ensure our HSE Management System requirements are integrated into our business processes and understood.
 - Establishing and maintaining worker participation through HSE Committees, Safety Representatives, and regular consultation to ensure involvement in the HSE Management System
 - Ensuring resources (people, plant and equipment, and process) are available to maintain compliance with our HSE Management System
 - Assigning individuals to roles and ensuring they have the required training and competence to perform their duties, documenting these roles, responsibilities, and authorities, and regularly monitoring and reviewing the adequacy of these resources.
 - Recognising individuals who demonstrate commitment to our values with respect to HSE.
2. Our employees exhibit proactive HSE behaviours by:
 - Understanding their responsibilities to maintain a healthy, safe, and secure workplace, while minimising negative environmental impacts
 - Contributing to risk assessments and to the development and maintenance of effective HSE controls
 - Constructively challenging the status quo, actively learning from experiences, and seeking innovative, more efficient ways of working to enhance health, safety, security, and environmental protection for themselves and others
 - Believing that their contributions to HSE make a positive impact on themselves, their colleagues, customers, and the environment.

Element 2: Performance Improvement and planning

3. HSE objectives, measurable targets, and programmes are established and documented at least annually to drive continuous improvement in performance. These are integrated into routine business planning to ensure that identified risks and opportunities are addressed and aligned

with Centrica's strategic goals. When allocating limited resources, a data-driven, risk-based approach must be applied to prioritise actions effectively.

4. Our objectives align with our HSE Policy, assess risks and opportunities, and involve consultation with our people. They are regularly monitored, reviewed, and updated to match organisational goals, with actions integrated into HSE processes and resources allocated for execution.
5. Risk and opportunity assessments are conducted using a structured approach. Legal and other requirements are identified through regular assessment and integrated into our planning process to ensure compliance and proactive risk management.
6. HSE performance data, which encompasses incident outcomes, assurance activities, and external benchmarks, is systematically collected and reviewed at all levels of the organisation. Based on this data, action and improvement plans are developed to mitigate risks and promote continuous improvement.

Element 3: Training and Capability

7. Competency requirements, including training, qualifications, and experience, are specified for each job/activity that can impact HSE performance, the achievement of HSE objectives, or compliance obligations.
8. The necessary resources, including personnel, infrastructure, and organisational knowledge, to support the HSE Management System is provided.
9. Training needs are periodically reviewed by our leadership teams, and necessary training is assigned to maintain competence. Employees complete assigned training promptly before it expires; training effectiveness is evaluated, and records are maintained.
10. Training and awareness initiatives are essential in ensuring our team comprehends workplace risks and the strategies to mitigate them effectively.
11. Individuals involved in high-risk tasks or activities that require authorisation, permits, consents, or licenses receive regular and defined refresher training.
12. Establish a detailed training and competence management plan, supported by governance mechanisms, with regular reviews against objectives and action to address identified gaps. The plan must be routinely evaluated and updated to ensure training needs are met and competence is maintained.

Element 4: Communication

13. Identify and define the communication needs of key internal and external stakeholders and interested parties and review them regularly to ensure relevance. This includes establishing clear communication plans, governance mechanisms, and actions to address any gaps identified during reviews.
14. We engage with our staff on HSE matters through organised HSE committees, Union Safety Representatives, and worker councils. Information about HSE is communicated via meetings, bulletins, and digital platforms.
15. HSE objectives, targets, and performance must be communicated in a clear and transparent manner. Verifiable HSE performance data should be published and shared both internally and externally. A defined communication strategy must be in place to ensure all relevant stakeholders are informed about key risks, controls, and performance outcomes.
16. Confidential information is safeguarded through robust security protocols and practices.

Element 5: Risk Management

17. All HSE hazards, threats, and opportunities are identified, with associated risks and impacts evaluated for all activities, products, and services.
18. HSE risk and impact assessments are documented, accessible, and reviewed regularly for effectiveness at least every three years and/or after an incident or significant change in circumstances. These assessments require approval by authorised or competent personnel. Opportunities to improve HSE performance are also identified and integrated into planning processes.
19. The methodology and criteria for assessing HSE risks are defined and documented to ensure a proactive and systematic approach. This includes activities such as inspections, leadership tours, checklists, and self-assessments, which help identify hazards, evaluate controls, and address gaps promptly.
20. All identified risks and impacts are effectively managed through the implementation of the hierarchy of controls, applied in proportion to the assessed risk.

Element 6: Management of Change

21. Any modifications to personnel, plant and equipment, processes, or site locations require a suitable HSE risk assessment and planning and must be formally approved by the designated accountable authority (e.g., relevant manager or governance body) before implementation, excluding like-for-like changes. Documented information must be periodically reviewed and updated to ensure it remains current and relevant.
22. An implementation plan must be developed for all changes and monitored throughout the change process to ensure it remains suitable. Necessary modifications must be evaluated and implemented promptly, and all changes must be communicated to relevant stakeholders.
23. After implementing a change, the effectiveness of the change is evaluated. Based on the review, further adjustments are made if necessary. The results of this review are documented.
24. HSE due diligence is performed for all mergers, acquisitions, joint ventures, and divestments to identify, quantify, and address potential risks. This includes evaluating emergency preparedness and response plans.
25. Integration and divestment plans are developed, approved, and incorporated into the deal structure before final approval of the deal to mitigate risks identified during due diligence. The execution of these plans is monitored until completion.

Element 7: Process Safety

26. Assets are designed and constructed with inherently safe engineering and design principles, integrating pollution prevention and considering affected parties, regulatory requirements, recognised codes of practice, and technical standards. Life cycle impacts and innovative designs are evaluated to enhance operational safety and improve HSE performance.
27. Critical HSE systems, processes, and devices for assets, facilities, and equipment (both fixed and temporary) are identified, with their functionality clearly defined and documented. This includes critical spare parts necessary for safe operation and emission prevention. Consistent documentation and performance monitoring are required.
28. Inspection and maintenance activities must comply with regulatory standards, manufacturer specifications, and Centrica's internal procedures. Identified defects are risk-assessed, with temporary controls applied if necessary, and corrected promptly based on risk level. All actions are documented, communicated, and monitored for effectiveness.

29. Potential emergency scenarios arising from defects, deviations, or failures are identified, with response plans developed and communicated. Regular training and drills ensure preparedness, and plans are reviewed and improved routinely to promote a proactive safety culture and preparedness.
30. Process safety information required to support safe operations is clearly defined, documented, and regularly reviewed. This supports knowledge, competence, systems, and procedures, ensuring informed decision-making and operational consistency.
31. Roles accountable for Process Safety, including Technical Authorities and key personnel, are clearly defined. These individuals must be demonstrably competent, with specific training in Process Safety Management. Responsibilities are documented and communicated to ensure safety is embedded in organisational roles and culture.

Element 8: Product Stewardship

32. New products and modifications to product designs or specifications must be suitable for their intended use, as evidenced by a life cycle assessment conducted by a qualified authority. This process includes evaluating potential HSE impacts and implementing appropriate control measures to mitigate risks.
33. Technical and regulatory requirements are identified, documented, and verified for compliance, thereby ensuring HSE standards prior to market release. This includes obligations for correct reporting to relevant authorities (e.g., WEEE take-back schemes, batteries placed on the market, and other applicable product stewardship regulations). Processes must be in place to continuously monitor and measure product HSE performance, with thorough data analysis conducted to identify trends, root causes, and areas for improvement.
34. Established processes and procedures are implemented to ensure that safety alerts and product recalls can be initiated to safeguard customers and other potentially affected individuals.

Element 9: Control of Work

35. Confidential information, whether physical or electronic, is safeguarded by document control procedures at various levels.
36. Effective document controls ensure that HSE information is managed, reviewed, and updated regularly in compliance with both internal standards and applicable legal requirements. Documents must be identified, available in specified formats, and tracked through version control. Retention and disposition must be managed to meet regulatory and organisational obligations.
37. All personnel are authorised to stop work (their own or that of a colleague) if they believe there is a risk to health, safety, the environment, security, or a deviation from HSE requirements.
38. Legal and other requirements are identified, documented, and reviewed. The impact of new or amended requirements is monitored, addressed, and communicated promptly. Compliance is evaluated at least bi-annually, with concerns addressed timely.
39. Operational controls are established with designated personnel to address HSE risks, impacts, regulatory requirements, and other identified needs. These controls are implemented and maintained through training, experience, and documented work activities, including those requiring permits, consents, or licenses. Procedures describe how these operational risks are managed, including emergency preparedness and response plans. These plans must be tested and reviewed at defined intervals (at least annually, or more frequently based on risk or regulatory requirements) to ensure effectiveness.

- 40. Operational controls consider both routine and non-routine operations, including start-up (both initial and post-outage), shutdown (including emergency shutdown), operational interfaces, and clearly defined operating limits, as necessary.
- 41. Permits to work are used to manage high-risk, hazardous, and non-routine operations. These permits must at least include known hazards, risk and impact assessments, key controls to mitigate or reduce the risk, roles and responsibilities, and performance criteria.
- 42. The mandatory use of personal protective equipment is conveyed through training sessions, risk assessments, operational controls, and workplace signage. The effectiveness of these measures is regularly monitored and reviewed through assurance activities to ensure continuous improvement.

Element 10: Health and Industrial Hygiene

- 43. Health and wellbeing are actively promoted through various campaigns and guidance, including the provision of an Employee Assistance Programme and occupational health services to ensure proactive management of health and wellbeing.
- 44. Proactive health risk management measures are implemented, including psychosocial risk assessments, ergonomic evaluations, and early intervention strategies, to prevent harm before it occurs.
- 45. Workplace and personal monitoring are conducted to ensure that exposure to potentially harmful substances is effectively controlled. The results are reviewed and used to inform occupational health and wellbeing requirements.
- 46. Health surveillance programs are established, documented, and conducted as needed to protect employees' health. These programs are communicated to stakeholders and regularly reviewed for effectiveness.

Element 11: Environment

- 47. Operations are independently certified to ISO 14001 when a documented assessment of commercial and regulatory benefits deems it appropriate.
- 48. The entire life cycle of products, services, and supplies is evaluated to prevent pollution, minimise waste, and ensure the efficient utilisation of natural resources.
- 49. The focus is on reducing climate change by minimizing the impacts of our operations, customers, and suppliers through innovation, technology, and cultural change.
- 50. Resource use and waste are managed by following the waste hierarchy: prevent, reuse, recycle, recover, and dispose.
- 51. All applicable environmental reporting and compliance obligations must be met, including permits, consents, emissions reporting, waste management, and product stewardship requirements (e.g., WEEE take-back schemes, batteries placed on the market).

Element 12: Contractor and Supply Chain Management

- 52. The evaluation, selection, management, and review of suppliers of materials, products, goods, and services must consider their ability to meet Centrica's HSE requirements, as well as their capacity to supply and perform to the required standards and other relevant criteria. Procurement processes must include HSE performance as a key criterion and be regularly assessed for effectiveness by the designated accountable person, ensuring that contractors and suppliers

understand and comply with Centrica's HSE standards, legal obligations, and any specific Business Unit requirements.

53. The selection of products involves a formally documented evaluation of their manufacturing capabilities and long-term reliability.
54. Contractors are chosen based on their capability to perform work in compliance with Centrica HSE Standards through a specified risk-based evaluation process. The approval of contractors is determined by established criteria documented within the business procurement procedures.
55. Contracts must incorporate HSE performance and monitoring requirements, as well as necessary mitigation plans. Contractor HSE performance specifically in relation to work undertaken for Centrica must be assessed through formal reviews at least quarterly. HSE requirements must be explicitly communicated to contractors, and all relevant performance data must be documented, shared with stakeholders, and routinely evaluated for effectiveness.
56. Work activities are collaboratively prepared to ensure that opportunities and objectives are successfully achieved.

Element 13: Emergency Preparedness

57. Identify potential emergency and crisis scenarios, develop and communicate mitigation and response plans, test and review them at least annually, and incorporate lessons learned from drills and actual events into updated plans and processes, sharing improvements with relevant stakeholders.
58. Business Units, Group Functions, and all site locations (whether individually or as part of a broader plan) must maintain Business Continuity arrangements. These arrangements must include detailed emergency preparedness and incident response plans, which must be periodically reviewed at least annually and updated as needed.
59. Communication and coordination with external emergency services and stakeholders are maintained to ensure a unified response. Feedback from drills, incidents, and stakeholders is used to continually improve the emergency plans.

Element 14: Monitoring & Assurance

60. Criteria and methods for monitoring and measuring HSE performance must be established. Assurance activities and management reviews must be conducted at defined interval at least annually, or more frequently based on risk. The frequency of inspections and monitoring, as well as the competency of those performing them, must reflect the level of HSE risk associated with the activities being inspected. These measures ensure continuous improvement and compliance.
61. Critical HSE processes, systems, and equipment must be maintained through routine inspection and monitoring, supported by periodic leadership HSE tours to verify compliance and assess performance. The frequency of inspections and monitoring must be risk-based, and those performing these activities must be demonstrably competent. Each Business Unit must maintain an overview of its arrangements, including inspection schedules, monitoring activities, and leadership engagement, to demonstrate effective implementation.
62. The effectiveness and compliance of the HSE Management System are consistently inspected, monitored, and verified. Requirements are determined based on risk assessment, with results meticulously documented and reviewed to facilitate continuous improvement.
63. Corrective and preventive actions identified through monitoring and assurance activities are recorded in the HSE Event & Action Management Tool, tracked, and evaluated for trends and root causes. Agreed action due dates are fixed and will not be extended. Management review action plans are systematically documented and monitored to ensure successful implementation.

64. HSE assurance outcomes are disseminated to encourage learning and prevent recurrence. These activities are supervised by management, and employees at all levels are encouraged to identify risks and opportunities for improvement.
65. Centrica operations are subject to regular risk based and independent HSE Functional Assurance (2ndLoD) reviews conducted by the Centrica HSE Function, and periodic Internal Audit (3rdLoD) reviews to provide additional assurance on the effectiveness of the HSE Management System.

Element 15: Continual Improvement

66. HSE incidents (including non-conformances), events (including crisis and emergency preparedness exercises), external regulatory inspections, concerns, and observations are reported without assigning blame and recorded in the HSE Event & Action Management Tool.
67. HSE incidents and events must be investigated by appropriately trained personnel, with support from HSE professionals where required. Root causes, corrective actions, and lessons learned must be recorded in HSE Event & Action Management Tool to ensure outcomes are integrated into the overall risk management framework, supporting effective risk mitigation.
68. Incidents, events, root causes, corrective and preventive actions, and lessons learned are documented, shared, and discussed at appropriate levels across Centrica to support learning and prevent recurrence.
69. Management reviews must be conducted at least annually, or more frequently based on risk, significant changes, or performance trends to assess the effectiveness of the HSE Management System and identify opportunities for improvement, ensuring its continued relevance and efficacy.
70. Documented good practices must be captured, stored in an accessible central repository (e.g., HSES Shared Learning Intranet Sharepoint), and communicated to all relevant stakeholders across Centrica through established channels such as HSE alerts, newsletters, and learning forums. This ensures lessons learned are shared and applied consistently to prevent recurrence.

Appendix 1. Responsibilities

HSE at Centrica

Centrica's HSE Function supports the organisation in energising a greener, fairer future. The HSE function, provides governance, assurance, and specialist expertise across the business. This team supports the Group HSE Executive Committee, which sets strategic direction, policy, and standards for HSE and provides independent assurance on their implementation.

The Centrica HSE Assurance function ensures consistent reporting and provides independent verification, on a risk-based and sample basis, of the effective implementation of key risk controls and performance reporting in accordance with established standards.

HSE activity is governed through a series of Centrica Committees, central functions, and business activities, with defined responsibilities (table 2) (refer to How Centrica Works for SESC terms of reference with more detailed information on membership and purpose).

	Owner	Summary Purpose
Board	Safety, Environmental, Sustainability Committee (SESC)	Oversee the effectiveness of the HSE strategy in mitigating HSE risk
Centrica Group	Centrica Leadership Team (CLT)	Set the overall HSE strategy, tone, and performance expectations
HSE Executive Committee	Centrica Leadership Team (CLT)	Executive decision-making forum on HSE Matters
Environment Strategy	Strategic Planning	Develop and maintain Centrica's low carbon strategy. Performance reporting to CLT/Board with respect to performance against Centrica's environment strategy.
Business	Business Leadership Team's	Execute the HSE strategy, provide assurance to the CLT and Board

Table 2: HSE Governance

Key Responsibilities

Chief Executive Officer (CEO):	<ul style="list-style-type: none"> Accountable for approving all Centrica HSE policies and objectives. Kept informed of the implementation and effectiveness of the HSE strategy and policy
Centrica Leadership Team (CLT):	<ul style="list-style-type: none"> Accountable and responsible for setting the overall HSE strategy, tone, and performance expectations for Centrica. Consulted on the development and maintenance of the HSE Management System, and on the implementation of HSE policy and standards. Consulted on business unit HSE standards and plans, risk assessment and management, training and competency management, incident reporting and investigation, assurance and performance monitoring, continual improvement, emergency preparedness, and compliance with legal and regulatory requirements.
Safety, Environmental, Sustainability	<ul style="list-style-type: none"> Accountable and responsible for overseeing the effectiveness of the HSE strategy in mitigating HSE risk.

Committee (SESC):	<ul style="list-style-type: none"> Consulted on the HSE strategy and policy and kept informed of key developments and outcomes.
Centrica HSE Function:	<ul style="list-style-type: none"> Accountable and responsible for developing and maintaining the Centrica HSE Management System, 2nd Line of Defence (2ndLoD) HSE Assurance, and Centrica HSE Event & Action Management Tool. Consulted on the implementation of HSE policy and standards, business unit HSE standards and plans, risk assessment and management, training and competency management, incident reporting and investigation, continual improvement, emergency preparedness, and compliance with legal and regulatory requirements. Keeps the CEO, CLT, and SESC informed as appropriate.
Business Managing Directors and Leadership Teams:	<ul style="list-style-type: none"> Accountable and responsible for implementing HSE policy and standards within their business units. Approve business unit HSE standards and plans. Conduct risk assessment and management, manage training and competency, investigate incidents, monitor performance, drive continual improvement, ensure emergency preparedness, and ensure compliance with legal and regulatory requirements. Consulted by Centrica HSE Function and the CLT as needed.
All Employees:	<ul style="list-style-type: none"> Responsible for adhering to HSE policy and standards. Participate in risk assessments, complete required training, report incidents, contribute to continual improvement, and follow emergency preparedness procedures. Kept informed of relevant HSE matters and expected to take personal responsibility for health, safety, and environmental performance in their roles.

Appendix 2 - Document Control

Version History

Version	Date	Author(s)	Remarks
1.0	April 2018	Philip Sayer	First issue
2.0	May 2020	Philip Sayer	Edited to reflect Centrica's new structure and added Product Stewardship requirements, clarified and simplified our expectations
2.1	Feb 2022	Peter Fulford	Formerly specifying HSE policy review cycle and minor updates to delete references to the 'How Centrica Works' standard and committee references.
2.1	June 2022	Peter Fulford	Edited to reflect the requirements of the Department of Education Policies and revised Policy review cycle to annually.
3.0	Nov 2025	Mark Wright	Updated to Version 3.0 to reflect new Centrica structure, incorporated management comments, expanded process safety guidance, clarified roles and responsibilities, and aligned with latest ISO standards. Improved document control and governance sections

Review Date: Within three years from date of issue of approved document.

Distribution: Internal distribution via Centrica Intranet.

Appendix 3 – Relationship to other internal documents

Reference	Name	Document Owner	Level
	Relevant to all Centrica Level 1 & 2 Standards and Level 3 BU Technical standard as well as local and international regulations and guidance		

Appendix 4 – Reference to external Standards

Standard	Name
ISO 45001:2018	ISO 45001:2018 Occupational Health and Safety Management Systems
ISO 14001:2015	ISO 14001:2015 Environmental Management Systems
	The policy ensures compliance with both UK and international HSE regulations.

Appendix 5 – Definitions / Glossary

HSE	Health, Safety and Environment Refers to the integrated management of health, safety, and environmental risks and responsibilities within Centrica. The HSE function develops, maintains, and assures the HSE Management System, which applies to all Centrica-owned and operated businesses and personnel
CMAPP	Corporate Major Accident Prevention Policy A distinct policy within Centrica that outlines the approach to preventing safety and environmental incidents resulting from Major Accident Hazards (MAH) at high-risk operational sites. CMAPP is an essential component of the overall HSE management framework
MAH	Major Accident Hazards Refers to hazards that have the potential to cause significant safety or environmental incidents, particularly at high-risk operational sites. The management and prevention of MAH are addressed through the CMAPP
CLT	Centrica Leadership Team The executive team responsible for setting the overall HSE strategy, tone, and performance expectations for Centrica. The CLT also serves as the owner of the HSE Executive Committee, which is the executive decision-making forum on HSE matters
SESC	Safety, Environmental, Sustainability Committee A board-level committee that oversees the effectiveness of the HSE strategy in mitigating HSE risk within Centrica
First line of defence (1st)	Routine inspection, management monitoring, and supervisory activities performed by the BU/OF that confirm controls are operating as intended and are effective in managing risks appropriately

LoD) HSE assurance	
Second line of defence (2nd LoD) functional HSE assurance	HSE assurance work undertaken by the LRECS HSE function to monitor compliance with our HSE management system and regulations. The team remain objective and use the methodology defined in this standard.
Third Line of defence (3rd LoD) Internal Audit	Independent assurance provided by Group Risk ensures that enterprise risks are adequately managed. IA also assess the effectiveness of 2nd LoD HSE assurance on a periodic basis
WEEE	Waste Electrical and Electronic Equipment (WEEE) is defined under the Basel Convention as electrical or electronic equipment that is waste, including all components, sub-assemblies and consumables that are part of the equipment at the time the equipment becomes waste.