

# Responsible Business 2017: Being an employer of choice

We want to be the best at attracting and retaining a talented and diverse workforce who are motivated and able to deliver for our customers.

## Building skills for the future

We are creating a workforce fit for the future by investing in our people's development and providing opportunities that attract a diverse array of talent.

In 2017:

- 15,000 engineers, technicians and apprentices enhanced their skills, supported with an investment of more than £10 million in training;
- 5,800 employees seized the opportunity to learn new skills through volunteering in local communities; and
- 180 young people developed workplace skills on our graduate programmes.

We are known for our world-class engineering apprenticeships. We are building on this success by expanding our customer service apprenticeships and providing new ones in leadership, management and digital amongst other areas during 2018.

We are using our expertise to nurture the skills that our society needs. Since 2010, we have reached nearly 562,000 young people with our curriculum-based lesson plans, helping to improve skills in the key areas of science, technology, engineering and maths (STEM). Over the past four years, we have also helped 1,160 young, unemployed people to secure workplace skills through the Movement to Work scheme. Around 60% of scheme participants went on to secure permanent employment or further training. We will provide a further 300 places in 2018.

“ My main highlight is not only the professional development you get but the personal growth that happens day-to-day. ”

**Mal Prasad**  
HR Graduate

## Caring for our people

Our success depends on our people. That is why we want our people to stay safe and why we respect and respond to their needs.

We prioritise safety and aspire to have an incident-free workplace. In 2017, we had zero<sup>†</sup> significant process safety events (Tier 1) while our total recordable injury frequency rate remained the same at 0.98<sup>†</sup> per 200,000 hours worked. However, our lost time injury frequency rate increased 22% to 0.36<sup>†</sup>. We are growing our safety culture by targeting interventions and introducing improved management systems.

Having an engaged workforce is key to our success. We seek feedback on what we are doing well and where we can improve through our annual employee engagement survey. In 2017, employee engagement was 52%<sup>†</sup> favourable which is below the external employee engagement benchmark of 72%. While our score indicates a slight improvement from 2016 on like-for-like questions, morale remains affected by the continued restructuring of our business so we remain focused on taking meaningful action to improve engagement.

We have robust processes in place to uphold equal pay and reward our people fairly, which includes paying at least the Living Wage in the UK and taking action to close the gender pay gap (see overleaf).

**385,000**

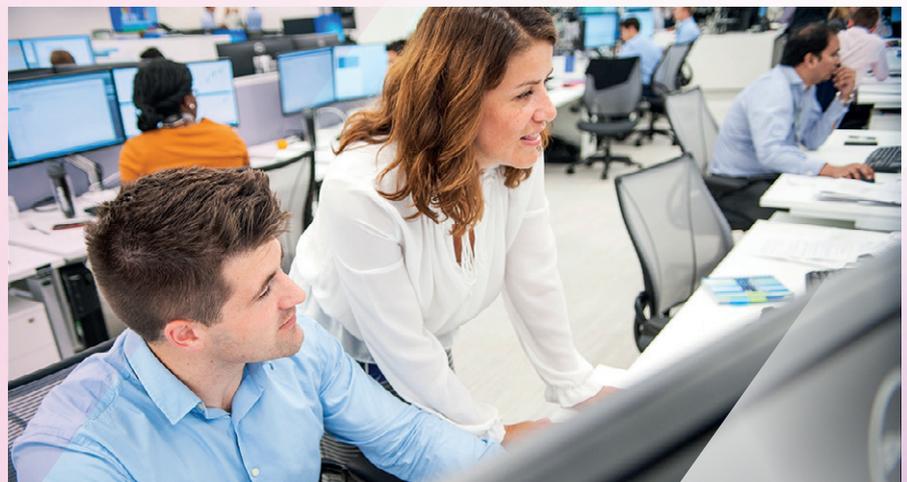
Training hours for UK engineers and apprentices

**57,300**

Employee volunteering hours



See the positive impact volunteering has on our people and communities  
[centrica.com/ourvolunteering](http://centrica.com/ourvolunteering)



### Embracing workforce diversity

Reflecting the diversity of our customers and communities in our workforce, is vital if we are to attract, develop and retain the talent to satisfy our customers. We are passionate about creating a fulfilling, diverse and inclusive place to work, with equality and fairness at the heart of our values, policies and everyday practices.

As part of this, we strive to ensure that women have the same opportunity to achieve strong career progression and pay as men. In 2017, we published a 12% mean and a 30% median gender pay gap<sup>(1)</sup>. Our gender pay gap is not driven by unequal pay but by the uneven distribution of men and women across the business and the type of roles they do. Like other companies in our sector, we have a greater proportion of men in higher paid, traditionally male-dominated technical roles such as engineering, which form a significant proportion of our workforce. By contrast, we have a larger number of women in lower paid, less technical roles like customer service and administration.

We are focused on closing our gender pay gap and building a more diverse workforce through our forward-thinking policies, programmes and practices to ensure our people can thrive.

Towards this:

- leadership teams have set internal targets to achieve greater diversity and gender parity;
- recruiters have been challenged to present more diverse candidates, while resourcing teams and managers are undergoing unconscious bias training to ensure fairness;

- coaching and mentoring initiatives like the 30% Club, a cross-company, cross-sector programme for mid-career women, are helping create a step change in the number of women attaining senior leadership roles;
- flexible working practices are helping employees better balance work with family life or career development. For example, we are one of few large companies to offer up to one month's paid leave for employees with carer responsibilities, which is in addition to their annual leave; and
- a new Disability and Wellbeing Employee Network was launched in 2017 which complements our existing networks for Women, Carers, LGBT+, ethnicity and veterans – all of which provide a vital source of support and an opportunity to enhance personal and professional development.

Business in the Community (BITC) have recognised our diversity and inclusion efforts, awarding us a Bronze award for our commitment to gender and race inclusion.

### Our employee breakdown

**28%<sup>†</sup>**

Female senior managers

**29%<sup>†</sup>**

Overall female employees

**22%<sup>(2)</sup>**

Employees from ethnic minorities

**8%**

Part-time employees



Hear from our people about what diversity and inclusion means to them  
[centrica.com/ourdiversity](http://centrica.com/ourdiversity)

**“ I use my volunteer days to go into primary schools and showcase what an engineering and tech career can be like. Some of these kids may never have met an engineer before and for them to see that they could be inventing the future is hugely rewarding. ”**

**Nicola Combe**

Connected Home Global Product Lead



<sup>†</sup> Included in PricewaterhouseCoopers LLP ("PwC") limited assurance engagement scope. See [centrica.com/assurance](http://centrica.com/assurance) for full details.

(1) Data based on 5 April 2017 snapshot of UK employees. See [centrica.com/genderpay](http://centrica.com/genderpay) for more information.

(2) 62% of employees disclosed their ethnicity.