

centrica

Our Health & Wellbeing Statement 2025

Supporting every colleague
to be themselves and thrive





Mental health and wellbeing challenges can affect any of us, at any stage of life. For those who have experienced these challenges first-hand or seen the struggles of loved ones, you'll know just how hard it can be to speak up and seek support. I know this personally, having sadly lost my brother Carl to suicide, and it's a reminder of why open conversations and accessible support truly matter. That's why we all have a responsibility to help create a more open and inclusive culture.

I'm incredibly proud of Centrica's progress in continuously strengthening our health and wellbeing culture and support – whether that's through our awareness raising campaigns and a company-funded healthcare plan, our 24/7 emotional helpline and GP access, or our on-demand wellbeing app and colleague-led Mental Health First Aiders. I know that resources like these make a real difference in helping colleagues be at their best, which in turn, ensures we can better serve our customers and communities.

I recognise that everyone's wellbeing needs are different, and that these needs will naturally change over time. So just as we've done in the last year, we'll continue to listen to colleagues and adapt our approach to ensure our support remains relevant and accessible today, and in the future.

Chris O'Shea,
Group Chief Executive



Our approach

Positive health and wellbeing benefits everyone. To be at our best, we must care for our physical, mental and emotional health, both in and outside of work.

A person's health and wellbeing are affected by everyday life – from personal factors such as an individual's genetics, lifestyle and family pressures to wider challenges such as the cost of living and geopolitical uncertainty.

In 2025, factors like these affected our colleague's health and wellbeing. The most common challenges included mental health conditions, particularly anxiety and depression, musculoskeletal issues such as lower back pain, and seasonal illnesses like colds and flu. Lifestyle factors including inactivity, insufficient sleep and excess weight, often played a role in increasing risk and slowing recovery.

Helping colleagues navigate back to full health, requires a holistic approach. Through evolved focus areas outlined below, we're driving meaningful progress to ensure every colleague feels valued, counted and equipped with the resources they need to thrive. This approach benefits everyone since a healthier more engaged workforce is better able to reach its full potential, deliver the best experience for customers and maximise the positive contribution we can make across our value chain.

Our focus areas



1. Empowering colleagues with accessible and responsive wellbeing support

We give colleagues and their families access to wellbeing tools and benefits to ensure support is always within reach. See more on page [3](#).



2. Creating a culture where everyone feels able to belong and thrive

We work hard to build a more inclusive and supportive workplace, where wellbeing is integrated into how we do business. See more on page [7](#).



3. Improving our approach through insight and collaboration

We actively seek colleague feedback to continuously improve our wellbeing offering and benefits. See more on page [10](#).

What we're doing

1. Empowering colleagues with accessible and responsive wellbeing support

We give colleagues and their families access to wellbeing tools and benefits to ensure support is always within reach.



We've a well established wellbeing suite of benefits which is available to our direct workforce, mainly located in the UK and Ireland.

At the core of our suite, is our company-funded healthcare plan which enables colleagues to better access health and wellbeing experts to receive the right support at the right time. The plan provides colleagues with access to the same level of healthcare cover regardless of seniority and is supplementary to the NHS, with access to private treatment if needed. Our MyHealth platform serves as a one-stop-shop for colleagues to access all their health and wellbeing needs – from musculoskeletal issues to mental health support, alongside advice on sleep, exercise, nutrition and more.

Colleagues and their immediate family members can utilise 24/7 services such as Virtual GP and MyCare – a dedicated phone line available for colleagues looking for psychological support. Alongside this, is an advice line for managers seeking support for a team member.

Professional health and wellbeing support is complemented by a range of flexible benefits for colleagues. In 2025, our flexible benefits platform continued to be widely used, supporting colleagues in enhancing their health and wellbeing. For example, nearly 2,000 colleagues opted for dental insurance, over 800 colleagues took up a gym membership, 250 colleagues got a bike through the Cycle to Work scheme, and over 4,400 colleagues purchased additional holiday.

In recognition of evolving colleague needs and preferences during 2025, we improved access to OneHub Wellbeing by introducing an app that can be accessed via personal devices, in addition to the website version. This evolution gives colleagues on the go support in the palm of their hands, without having to use a work device. The app includes a range of features to support overall wellbeing including sleep stories, breathing exercises, gym routines, 'deskercise' sessions and daily check-ins that generate personalised wellbeing plans. In 2025, nearly 7,000 colleagues completed 20,000 wellbeing sessions to proactively manage their health and wellbeing.

20,000 Wellbeing sessions completed by colleagues on the OneHub Wellbeing app in 2025

To further help colleagues maintain health and wellbeing day-to-day and support early intervention, our Wellbeing team run a year round calendar of engagement activities (see page 8). The sessions covered a wide range of topics in 2025, including mental health, financial resilience and the menopause, alongside associated signposting for extra support.

As part of our engagement calendar, our Wellbeing on Wheels (WOW) campaign continued to grow from strength-to-strength. In 2025, our WOW health and wellbeing experts conducted 140 visits to our workplace sites and delivered over 1,000 assessments using our specially equipped British Gas vans. This is more than double the number of assessments undertaken last year and was in response to positive feedback from colleagues. The WOW experts explain key health metrics to colleagues such as weight and cholesterol levels, whilst offering functional movement screening to identify imbalances, prevent injuries and support a healthy and active lifestyle.

In 2025, we increased targeted support for colleague groups at higher risk of injury. This included our Electrical Services Wellbeing and Safety campaign, which delivered a six month programme of weekly communications to our electrical engineers. This initiative enabled us to tailor our approach to the local context of our engineers and led to more engineers escalating musculoskeletal concerns to MyHealth, with earlier referrals for support received which makes a big difference in helping colleagues feel better (see page 12).

140 *Site visits by our Wellbeing on Wheels initiative*



1,000+ *Assessments undertaken throughout the year*

Case study:

Increasing our network of Mental Health First Aiders

With mental health remaining one of the most prevalent health and wellbeing issues experienced by colleagues, we expanded our network of volunteer Mental Health First Aiders (MHFAs) in 2025.

Our growing MHFA network is an invaluable source of support for colleagues across the UK and Ireland. In 2025, they ran a series of collaborative sessions with our diversity networks to actively encourage colleagues to talk about their mental health and signpost the support available. For example, they teamed up with our Working Parents Network to host 'Morning Tea and Chat' sessions, with the aim of creating a safe space for colleagues to connect, share experiences and offer practical and emotional support.

All colleagues who volunteer to become a MHFA complete a two day intensive training programme delivered by accredited instructors. During the course, they learn how to have supportive, confident and constructive conversations about mental health. The training equips them to listen confidentially, offer initial reassurance, and signpost colleagues to appropriate resources for further support.

To keep their mental health knowledge and skills up to date, we run wider training for our MHFA community. This includes bi-monthly workshops alongside formal refresher MHFA training at least every three years.

180 **Colleague Mental Health First Aiders**



After returning to work from maternity leave, I joined the coffee morning feeling like a whirlwind of emotions! Stepping into the tea and chat sessions gave me more than just a break – it reminded me that I'm still a professional, capable and confident person. It reignited my sense of purpose and left me thinking, 'I've got this.' Feeling supported in that moment was invaluable.

Elaine Kelly,
Corporate Affairs Manager at Bord Gáis Energy



We're trained to spot signs of poor mental health, to listen non-judgementally and help people towards the help that they need. It takes real courage to put your hand up and ask for help but to see somebody put steps in place to get better, is why I do it and why it's important.

Kelly Duguay,
Customer Delivery Manager at British Gas and Mental Health First Aider

Financial pressures can have a significant impact on colleague health and wellbeing. Given the continued pressures many households are experiencing in the UK and Ireland, it remained a focus area of activity in 2025. We:

- Provided targeted financial wellbeing initiatives that add up to make a big difference. Alongside a range of wider retail discounts available through our flexible benefits portal, we offered colleague discounts on our own services and solutions to reduce energy costs. This includes our range of Hive products that can be used to help reduce energy use and improve home comfort. In 2025, over 11,000 colleagues who are British Gas Energy customers, were also able to reduce the cost of their energy bills via our Energy Allowance scheme in the UK alongside the Residential Fuel Discount Scheme in Ireland, which provides varying colleague discounts based on their chosen energy tariff;
- Supported the principals of good work by continuing to pay and reward colleagues fairly. This includes paying colleagues and contractors at least the [Real Living Wage](#) in the UK;
- Helped colleagues save confidently for their future. As part of our focus on fairness and inclusion in 2025, we aligned our main UK pension scheme for new joiners and recent hires, regardless of role or seniority. This enables everyone to receive the maximum Company contributions from day one of their employment;
- Enabled colleagues to share in the success of our business and grow their savings. Our Global Profit Share Plan enables every Centrica colleague to receive free annual shares in the Company based on business performance. Meanwhile, our Share Incentive Plan helps colleagues save with tax efficient share ownership whilst our Sharesave Scheme allows them to save and buy additional shares on favourable terms; and
- Provided peace of mind to all colleagues that, should they experience injury or long-term illness, they can focus on recovery without added financial stress. Colleagues on a Defined Benefit Pension have access to Ill Health Retirement. All other colleagues have access to Group Income Protection which provides monthly payments at around two-thirds of basic annual salary.

With energy playing an essential part across society, we recognise the impact our activities can have on a wide range of stakeholders. We work to understand this impact and make a positive contribution across our value chain – including our customers, communities and supply chain (see below).

Examples of health and wellbeing support across our value chain in 2025

Customers	Energy bills can be a real worry for anyone who is struggling to pay them. That's why on top of industry initiatives, we created our £140m energy support fund during the peak of the cost of living crisis which continued to be distributed during 2025 – either directly via British Gas or through charity partners like the British Gas Energy Trust and Focus Ireland. Throughout the year, we used media activity to encourage people to come forward and seek the help they need, reinforcing awareness of the support available. In 2024–25 alone, the Trust helped 72,000 people with grants alongside money and energy advice. Support like this makes a real difference, reducing the toll that debt can have on the wellbeing of individuals and families.
Communities	In 2025, we contributed nearly 10,500 volunteering days and £3m to local communities. This local approach enables us to tailor support to the local context, and brings much-needed support to organisations who play a vital role in strengthening the wellbeing of our communities – whether that's through the direct support of mental health charities like Mind and Mental Health Matters, or through wider organisations like money and energy advice centres, food banks, hospices, sports clubs and more. Volunteering also boosts colleague wellbeing which is a key driver behind our goal to volunteer 100,000 days by 2030.
Supply chain	Last year, we completed 35 on-the-ground site audits and rolled out remote worker surveys to higher risk suppliers based on their jurisdiction and/or product/service. This resulted in 249 improvement opportunities agreed with suppliers to raise standards across labour as well as health and safety practices, helping to protect and enhance worker wellbeing.

2. *Creating a culture where everyone feels able to belong and thrive*

We work hard to build a more inclusive and supportive workplace, where wellbeing is integrated into how we do business.



We want every colleague to feel they're counted, included and can have a fantastic career with us. Creating an inclusive workplace is central to this, forming the foundation of colleague wellbeing and helping to strengthen mental health across our teams.

Our [People & Planet Plan](#) sets out our ambition to reach net zero by 2050 whilst creating the diverse and inclusive team we need to get there. To achieve this, we're evolving our culture and working towards a goal for our team to reflect the full diversity of 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 by 2030 (in line with Census data for working populations). We've made steady progress since we launched our goal in 2021, with gains of up to 6ppts. We remain fully focused on continuing to embed our Every Colleague Counts Action Plan to drive further improvements.

As part of this, in 2025, we progressed our ambition for a culture that's free from bullying, harassment and discrimination. This commitment alongside others is set out in [Our Code](#) (see page 14), which applies to everyone who works for us or with us. Colleagues complete annual Our Code training and declare they'll uphold it, with 97% doing just that in 2025. We additionally maintained our support to the UK Institute of Customer Service's 'Service with Respect' campaign because we understand the adverse impact disrespect can have on wellbeing. With legal protections progressed for retail workers last year, we continue to call for this to be extended to all public-facing workers in order to tackle rising levels of abuse and added a respectful behaviour notice to our communication with customers.

Managers are key to creating an inclusive culture. During 2025, line manager competencies were strengthened with a range of training. This included the introduction of mandatory training for managers to better prevent sexual harassment across the business. Dedicated mental health training also remained available, with an uptick in the number of managers completing it.

Managers furthermore have ongoing access to a comprehensive suite of wider training, guidelines and toolkits to help them help their team navigate challenging moments or life events – from dedicated mental health and inclusion training which all managers are encouraged to complete, to practical resources covering maternity leave, the menopause, caring responsibilities, domestic abuse, transitioning at work and sexual harassment. And in 2025, abusive substance guidance was added to the package. These resources help managers spot signs where mental health support may be needed and provides them with the confidence to hold informed conversations to support colleagues.

62%

Line managers who have completed mental health training so far, up from 60% the previous year

Action like this is reinforced through dedicated campaigns held Group-wide or locally, to encourage colleagues to tackle the taboo topic of mental health and take proactive action to manage their wellbeing. Through multi-channel campaigns, senior and junior colleagues alike, took part in national and international awareness periods during the year, such as World Mental Health Day and Men's Mental Health Awareness Month. This involved sharing social media posts, stories and videos as well as hosting or joining internal events. To reinforce the importance of having open conversations about mental health and accessing extra help, our Group Chief Executive often uses social media during these campaigns and beyond, to amplify cut-through with colleagues and wider stakeholders.

We ran campaigns to reinforce the importance of mental and physical health being an ongoing conversation. Towards this our Bord Gáis Energy business joined the Elephant in the Room initiative, which was launched by mental health advocate and activist Brent Pope, to break down the stigma surrounding mental health. We subsequently commissioned two elephant sculptures for our Dublin and Cork offices in Ireland, which act as a symbol of our promise to create a workplace that prioritises mental health and where everyone feels supported to speak up and be heard. A two-week 'Move for Your Mental Health' challenge was also run in the UK to help address local risk factors of colleague inactivity. The challenge encouraged colleagues to complete health-related assessments that generated a personalised health plan within the OneHub Wellbeing platform to support ongoing wellbeing improvements (see page 3).

We furthermore hosted panel events that explored the link between mental and physical wellbeing, as well as collaborative sessions. For example, our Centrica Women's Network hosted virtual menopause cafés where colleagues could share experiences, educate one another and learn about the support available. We additionally welcomed guest speakers such as Níall Ó Murchú and Dr. Caoimhe Hartley, who delivered talks on the menopause and managing stress, plus an interactive breathing experience to help colleagues find calm during moments of stress.



As someone experiencing the menopause, I now see it not as an ending, but as a powerful new beginning, an opportunity to embrace change, honour the wisdom I've gained, and step confidently into the next vibrant chapter of my life. To know that you are not alone and that the Company and colleagues support me is overwhelmingly reassuring.

A colleague



We also continued to provide industry-leading policies and practices to enhance colleague health and wellbeing. For example, in 2025, we:

- Developed a UK sector-first Transgender Inclusion Policy for those undergoing gender-affirming treatment (see page 10);
- Provided up to six weeks paid carers leave when matched with annual leave, to help colleagues better balance work alongside caring. Following joint campaigning with Carers UK which resulted in statutory carers leave becoming law in 2024, we continued to share the benefits of our forward-thinking carers policy to ensure even more people can benefit from greater support in the future;
- Quadrupled our paid paternity leave to bolster support for new mothers and fathers for birth and non-birth parents alike, to ensure our policies better promote fairness and support work-life balance (see page 10); and
- Gave parents and prospective parents support to overcome fertility challenges via our Pathway to Parenthood Plan. In addition to fertility testing, the Plan offers up to £15,000 to support treatments such as IVF, egg or sperm donation, storage, adoption or surrogacy. We also provide five days paid leave per year for colleagues to attend fertility appointments. To help inspire other organisations to provide similar support to their employees, we've hosted and participated in peer learning sessions to share experiences and ideas.

This support coupled with well-designed jobs and career paths, contributes to a productive and engaged team. As part of this in 2025, we supported colleagues at every stage of their career – from recruitment to retirement:

- At recruitment, strong job design principles are utilised to ensure roles are meaningful, have clear responsibilities and varied skills, as well as a healthy balance of autonomy and support. Our recruitment practices are inclusive, using inclusive job ads alongside diverse shortlists and interview panels wherever possible. To help everyone flourish, we offer flexible virtual or in-person interviews and advertise most office-based roles as flexible or hybrid;
- Once colleagues are onboarded, we conduct comprehensive healthy workplace assessments and adjustments as needed. These include ergonomic evaluations to ensure they've the tools and adjustments needed to work safely, comfortably and effectively, with all reasonable adjustments made. Through ongoing one-to-ones, performance reviews and return-to-work sessions, colleagues are encouraged to discuss their mental health together with any changes needed to duties or schedules such as taking additional breaks or adjusting hours. These adjustments may be driven by a variety of factors including accessibility needs, caring responsibilities, professional development, or reducing work hours in the run-up to retirement; and
- To help colleagues grow in their role and beyond, we provide training and development opportunities for people at different career stages. In 2025, we continued to expand on demand learning available to every colleague via our My Learning Campus and provided targeted mentoring and development initiatives for under-represented groups.

Our approach to flexible working, helps colleagues work in a way that suits their needs whilst boosting work-life balance – all of which contributed positively to colleague mental health and wellbeing. FlexFirst for example, was first introduced following colleague feedback on how we all wanted to work together post-pandemic. It enables many colleagues to tailor how they work to their local context, enabling a healthy balance between time in the office to connect and collaborate, with time at home to focus on work or accommodate things like the school run more easily.

– See more about how we're building a more inclusive team [here](#).



The support from Centrica was unbelievable – it removed the stress of finances and gave us peace of mind during what was a tough and emotional time. We felt really cared for, like the business was behind us every step of the way

A colleague,
who used our Pathway to Parenthood Plan

3. *Improving our approach through insight and collaboration*

We actively seek colleague feedback to continuously improve our wellbeing offering and benefits.



Having formal structures for colleague involvement ensures decisions are informed by real experience, strengthening trust, reducing uncertainty and supporting better mental health. This two-way dialogue leads to more effective, people-centred health and wellbeing initiatives. As part of this, we:

- Hosted feedback sessions and focus groups to identify opportunities to better support colleagues, including via our 10+ colleague-led diversity networks. In response to colleague feedback for example, we collaborated with our parents and LGBTQ+ networks alongside trade unions, which enabled us to extend paternity leave from two to eight weeks fully paid and launch our sector's first Transgender Inclusion Policy (see page 9);
- Ran regular engagement surveys to understand what we're doing well and what can be improved. By asking targeted questions, including on wellbeing, we can track colleague sentiment and tailor action throughout the year. Actions like these contribute to our positive engagement score (see page 12) and leading positions in benchmarks like the Glassdoor's Top 50 Best Places to Work in the UK;
- Established the Field Colleague Change Board comprised of frontline engineers and their managers, who meet monthly to strengthen communication and ensure change is shaped in an inclusive and informed way. Separate North and South Boards ensure local issues are recognised rather than assumed to be national;
- Held regular meetings between our diverse Shadow Board and Centrica Leadership Team to drive colleague centric decision-making across strategic topics. In 2025, the Shadow Board became sponsors of our employee-led diversity networks, to enhance their ability to represent all colleagues and played a key role embedding our Every Colleague Counts Action Plan (see page 7). Members of the Board also conducted site visits to get closer to colleagues which enables them to better understand and consider their views when making strategic decisions; and
- Introduced in response to colleague feedback, leader-led townhalls run throughout the year to help strengthen connection with leaders and strategy, whilst providing a forum to ask questions and inform decision-making.

In cases where the Board considers changes to the business that could impact colleagues, we always seek colleague input to inform, refine, and strengthen proposals. In 2025, we undertook structured engagement via seven collective bargaining units in the UK alongside consultation with recognised trade unions. This included attending national and local councils as well as our Centrica Joint Council – a strategic forum that meets twice a year and brings together our Chief Executive, senior leaders, National Energy Officers and trade union representatives, to collaborate on key issues affecting colleagues and customers. We engaged on many issues throughout the year including pay, ways of working, organisational and contractual changes, as well as initiatives to further enhance colleague engagement. As an example of the positive difference proactive engagement can create, in 2025 we reintroduced Sharesave to help better support colleagues financially and share in our success by giving access to the savings scheme with the option to buy discounted shares (see page 6). Key outcomes from engagements are shared openly with colleagues including via trade union representatives and/or leader and manager-led communications like townhalls.

Monitoring colleague feedback on wellbeing support and benefits is central to our approach. Insights from surveys and ratings allow us to track effectiveness through KPIs such as Net Promoter Score (see pages 11 to 12) and identify ongoing improvements to our wellbeing offer and related processes.

A snapshot of our 2025 performance



Award-winning

Including:

- Tier 1 leader in the CCLA Mental Health Benchmark UK for the fourth year running
- Ranked in the Glassdoor Top 50 Best Places to Work in the UK for the first time since 2017

>100,000

Mental health and wellbeing interventions

20,000

OneHub Wellbeing app sessions completed

+86

MyHealth Net Promoter Score (NPS) from colleagues

87%

Colleagues using the MyHealth service rated it 'effortless to use'



180

Colleague Mental Health First Aiders



62%

Line managers have completed mental health training so far



62%

Colleagues who experienced absence due to sickness and received support via MyHealth, were able to return to work earlier than medical condition averages



7.9/10

Colleague engagement score

The action we've taken during 2025, has enabled us to be there for colleagues when they've needed us. We continue to closely monitor and measure our performance to ensure the support we provide remains effective.

In 2025, our work-related mental health incidence rate was 189 per 100,000 employees against the national average of 1,180 per 100,000 employees⁽¹⁾. This is slightly higher than in 2024, which reflects ongoing efforts to ensure colleagues are comfortable to accurately record their absence and can access the support they need. Meanwhile, absence remained relatively steady, averaging 13 days per full-time employee, which is one day more than the previous year⁽²⁾.

The support provided via MyHealth, helps colleagues feel better and reduces sickness absence. For example, 78% of those accessing their Healthcare Plan for musculoskeletal reasons did not report an absence during this period – an improvement of 5% compared to 2024. Meanwhile, 62% of colleagues with a sickness absence who utilised the support available, were able to return to work earlier than medical condition averages. As a result of our positive health interventions, we estimate around £6m in savings due to reduced absence.

(1) Based on UK where we have the majority of our workforce. Incidence figure used to calculate the rate per 100,000 employees is based on a two-year average in line with the Labour Force Survey practice and includes pre-existing conditions.

(2) Days per full time employee in the UK. Relates to absence from sickness rather than wider forms of absence such as bereavement. Scope based on UK where the majority of our team are located due to absence being tracked differently across geographies.

With proactive interventions leading to better colleague health and wellbeing outcomes, colleagues continued to rate the MyHealth support service very highly. NPS remained strong at +86 whilst 87% of colleagues who provided feedback rated the service as effortless to use, slightly down from 92% in 2024.

Support like this has contributed to our 89% retention rate and helped drive strong colleague engagement. Although uncertainty arising from organisational changes contributed to engagement landing at 0.1 points below the top quartile for our sector and 0.2 points less than last year, our engagement score remained strong at 7.9/10. Colleagues continued to rate us top quartile for our efforts in prioritising health and wellbeing.



Looking ahead

With our health and wellbeing strategy proving effective, our 2026 focus areas will remain broadly unchanged. We'll focus on proactive intervention, growing our inclusive culture and strengthening wellbeing conversations as we evolve and integrate our support package to ensure it continues to meet the needs of our colleagues and their families, as well as our customers and communities.

- **Empowering colleagues with accessible and responsive wellbeing support** – In 2026, we'll continue to work towards a culture where everyone feels comfortable discussing mental health and confident in seeking support. Access to support forms a big part of this, so we'll collaborate with our wellbeing partners and communication team to drive accessibility improvements. Alongside this, we'll encourage colleagues to adopt healthier behaviours such as being more active and improving nutrition and sleep, to address common risk factors such as inactivity, excess weight and poor sleep. As cost-of-living pressures persist — and with financial stress continuing to affect mental health and overall wellbeing — we'll maintain our focus on initiatives that help colleagues save for the future and strengthen their financial security. At the same time, we'll continue supporting customers and communities with their energy bills to help ease the wider impact of rising costs.
- **Creating a culture where everyone feels able to belong and thrive** – Throughout the year, we'll continue to embed our Every Colleague Counts Action Plan as we work towards growing our culture of inclusion and reflecting the full diversity of the communities we serve by 2030 (see page 7). As part of this, we hope to encourage more colleagues to share their diversity information so that we can better support our people and track progress more effectively. In addition, we aim to further increase the number of line managers completing mental health training to strengthen their ability to support their team.
- **Improving our approach through insight and collaboration** – In 2026, we'll listen to colleagues and adapt our approach to ensure we meet their changing needs. In particular, our colleague-led diversity networks and Shadow Board will play an important role in shaping the support we offer and influencing how our business operates. We'll seek to continue to pursue collaborative opportunities with governments and others, to advance wellbeing practices together. For instance, we're pleased to be named amongst leading employers who have expressed an interest in joining forces with the UK government to build healthier, more resilient workplaces that helps people stay in work and drives growth via the Keep Britain Working Review – a national initiative jointly commissioned by the Secretaries of State for Work and Pensions and for Business and Trade.



Governance

We have robust governance in place across the business to support and drive health and wellbeing progress.

Our Code sets out the standards we expect from everyone who works for us or with us. It applies to all colleagues and contractors across our businesses and geographies, as well as associated suppliers, partners and customers. Our Code includes a summary of our key policies and commitments – from valuing and supporting colleague wellbeing, to ensuring fair pay, access to career progression and the right to collective bargaining and consultation. Because Our Code spans our wider value chain, it helps us operate in a way that benefits our customers, communities and suppliers. In doing so, it gives all stakeholders a clear understanding of the standards we expect and ensures compliance with relevant legislation, including those designed to protect health and wellbeing.

To embed Our Code at the heart of how we do business, we require all colleagues to undertake Our Code training annually (see page 7). A range of supporting policies are used to ensure the right processes and procedures are in place - these primarily include our Wellbeing Policy, our Diversity, Respect and Inclusion Policy, our Flexible Working Policy, our Sick Leave Policy, our Health, Safety and Environment Policy as well as our Data Protection and Privacy Policy alongside our new AI Acceptable Usage Policy.

The Board retains ultimate responsibility for colleague health and wellbeing and is committed to continuous improvement and transparent reporting of mental health and associated matters. The Board delegates authority to the Safety, Environment and Sustainability Committee which receives an update on mental health and wellbeing at least annually. To ensure regular and rigorous oversight in how mental health and wellbeing is being managed, our Group Chief Executive delegates wider oversight to the Group Chief People Officer, who reviews plans and performance quarterly with follow-up engagement with the Wellbeing and People teams as needed.

A detailed MyHealth report with key insights and actions is shared quarterly with business leaders, People Partners, safety teams and trade union working groups amongst others and is also available for the Board to review. This helps ensure that key stakeholders across and connected to the business can better understand colleague wellbeing, use the insights to update the Board on their respective areas, and take real-time action to support improvements.

Our health and wellbeing activities don't undergo third party assurance. We feel our resources are better spent on rolling out initiatives we know make a huge difference to our colleagues, customers, communities and suppliers. This approach is driven by data insight and direct feedback alongside our own best practice research, which is continuously creating positive results.



Governance day-to-day

We have a dedicated team of colleagues who are fully committed to the strong day-to-day management of colleague wellbeing. They work collaboratively across the business to continuously evolve and embed our health and wellbeing initiatives, ensuring wellbeing remains integrated in our culture.

To support colleague wellbeing and mental health, we work closely with a range of stakeholders across the business and beyond. This includes Health & Safety, Industrial and Employee Relations, People Partners and Corporate Affairs, as well as our colleague-led diversity networks and Shadow Board, alongside our wellbeing partners and trade unions. Partnering with these teams and forums, helps us deliver impactful campaigns whilst gathering crucial insight and feedback to ensure colleague needs are being met. For example, collaboration with the Health Care team enables us to manage and enhance the support available to colleagues, whilst exploring strategies that inspire more proactive health and wellbeing management. We also engage wider teams across the value chain – including Ethics and Compliance, Responsible Sourcing, Sustainability and Customer teams, who help deliver initiatives that uphold high standards, protect wellbeing and ensure adjustments are tailored to local context (see pages [4](#), [6](#), [8](#) and [9](#)).

Absence is fully governed and recorded in our People management system, formalising the process and ensuring colleagues receive the right support at the right time. Line managers play a key role in supporting their teams' health and wellbeing and are responsible for doing so, supported through a management advice line and other resources (see pages [3](#) and [7](#)). They maintain regular contact with colleagues during an absence to understand their needs and help plan a return to work, which may include a phased approach.

Where additional support is needed, our MyHealth team of healthcare professionals is available to help. Depending on the nature of the sickness, MyHealth may offer further intervention, arrange appropriate treatment and address underlying issues wherever possible. It's in everyone's interest for colleagues to feel well, and MyHealth is there to support both the colleague and their line manager throughout the recovery journey.

The scope of our Health & Wellbeing Statement covers our direct workforce and contingent workers across the geographies in which we operate, unless otherwise stated with regards to specific initiatives.



centrica

Centrica plc

Registered office:

Millstream

Maidenhead Road

Windsor

Berkshire

SL4 5GD

Company registered

in England and Wales

No. 3033654

centrica.com/peopleandplanet