

centrica

Our Health & Wellbeing Statement 2024

Supporting every colleague
to be themselves and thrive





Mental health and wellbeing challenges can affect anyone, at any point in their life. For anyone who's experienced this, they'll know how difficult it can be to speak up and seek support.

That's why at Centrica, we're cultivating an open and inclusive culture which encourages us all to talk about our health and wellbeing and proactively manage it on an ongoing basis. I'm really proud of the work we're doing and the comprehensive wellbeing support package we provide — from access to healthcare experts, to on-demand tools and flexible benefits.

Support like this helps every colleague be their best self, and that also helps us serve our customers and communities better. We know this isn't one-size-fits-all, so we'll continue to listen to colleagues and evolve our support to ensure we're there for them now and in the future.

Chris O'Shea,
Group Chief Executive



Why health and wellbeing matters

Health and wellbeing is an everyday part of life. It encompasses physical, mental and emotional health, and it's important to look after all aspects both in and out of work.

Over the last few years, the world has faced significant challenges including a global pandemic and the cost of living crisis, as well as geopolitical conflict and instability. Events like these coupled with our daily experiences, can understandably take a toll on health and wellbeing.

The majority of health and wellbeing cases reported by colleagues in 2024, related to mental health such as anxiety and depression alongside musculoskeletal issues. Across these areas, we often see a prevalence of underlying health issues that increase risk including being inactive, overweight and not getting enough sleep.

We therefore recognise the importance of a holistic approach to health and wellbeing. Towards this, we remain committed to fostering a supportive and inclusive workplace, where every colleague feels valued, heard and equipped with the resources and support they need. This approach is good for everyone because a happier, healthier and more engaged workforce enables colleagues to realise their full potential and deliver the best service to customers — all whilst ensuring we maximise the positive contribution we can make across our value chain.

Our focus areas

To maintain momentum and progress, we focus on positive health and wellbeing in three key areas:



1. Providing a strong suite of support

We provide colleagues and their families with wellbeing resources, tools and benefits, so that they can access support when they need it. Read more on pages [3](#) to [5](#).



2. Building a more inclusive culture

We do our utmost to create a culture where looking after colleague wellbeing comes naturally and is integrated into the way we operate. Read more on pages [6](#) to [9](#).



3. Listening and acting on feedback

We seek colleague feedback to continually develop our wellbeing programme and benefits, to meet their wellbeing needs. Read more on page [10](#).

What we're doing

1. Providing a strong suite of support

We provide colleagues and their families with wellbeing resources, tools and benefits, so that they can access support when they need it.



At the heart of our support suite is connecting colleagues with health and wellbeing experts, to ensure they get the right help at the right time. Underpinning this is our company-funded healthcare plan. The plan provides all colleagues with the same level of healthcare cover regardless of seniority and is supplementary to the NHS, with access to private treatment if needed. As part of this, our MyHealth platform serves as a one-stop-shop for colleagues seeking support — from musculoskeletal issues to mental health support alongside advice on sleep, exercise, nutrition and more. Access to 24/7 services also provides vital support as and when colleagues need it. This includes a Virtual GP for colleagues and their immediate family members, a phone line for colleagues looking for psychological support and an advice line for managers to help them help their team.

Professional health and wellbeing support is complemented by a range of flexible benefits for colleagues. And in 2024, we saw 86% of colleagues use our flexible benefits platform for health purposes. For example, over 1,800 colleagues opted for dental insurance, 700 took up a gym membership and 250 new bikes were bought through our Cycle to Work scheme. Having insight into the benefits our colleagues value and use most, enables us to ensure the platform continues to meet their varied needs.

On-demand support curated by health and wellbeing experts, empowers daily health and wellbeing maintenance. We provide colleagues with access to the OneHub Wellbeing app, which offers extensive features designed to enhance overall wellbeing and happiness with sessions including sleep stories, breathing exercises, gym routines and 'deskercise' as well as daily 'check ins' that suggest wellbeing plans tailored to colleague needs. In 2024, over 9,000 colleagues (nearly half of our total employee population) completed wellbeing sessions throughout the year, showing just how valuable the platform is to our people.



30,000

Wellbeing sessions completed by colleagues on the OneHub Wellbeing app during 2024

To further support the daily maintenance of health and wellbeing and enable positive interventions, our Wellbeing team run a calendar of colleague-focused activities. Wellbeing webinars alongside toolkits, modules and events during 2024, allowed us to share the experiences of colleagues alongside external expert speakers across multiple topics like mental health and menopause. Meanwhile our Wellbeing on Wheels (WOW) campaign, continued to grow from strength-to-strength. WOW health and wellbeing experts attended 90 events for colleagues across our sites and carried out around 350 consultations, in two customised British Gas vans. The consultations encouraged colleagues to understand their key health metrics like height, weight and cholesterol levels, whilst offering functional movement screening to identify imbalances, prevent injuries and support a healthy and active lifestyle. In recognition of the importance of accessible health and wellbeing support, our team of Mental Health First Aiders grew in 2024 (see right).

Case study:

Expanding our network of Mental Health First Aiders

To ensure we had stronger on-the-ground mental health support, we recruited more Mental Health First Aiders (MHFA) across our UK sites in 2024.

Colleagues who volunteered to become a MHFA, undertook a two-day intensive training session run by accredited instructors. During this time, they learned how best to talk to colleagues about their mental health and help them with their mental health journey — whether that's how to listen and support colleagues in a confidential and constructive way, or how to access appropriate resources for extra support.

Our network of MHFA has become an invaluable support to colleagues up and down the UK.

123

**Number of
colleague
MHFAs**



I wanted to become a MHFA as I've always had an interest in psychology and mental health, and I've seen the difference one conversation can make. There's so much information out there, it can be a minefield, so MHFAs play an important role in helping colleagues navigate their mental health. It feels good to know I have the knowledge and skills to make a positive difference to colleagues if they need me.

Nicky Evans,
IS Project & Programme Manager as well as MHFA



Financial pressures can have a big impact on colleague health and wellbeing. So in 2024, we continued to:

- Help colleagues facing financial difficulty during the cost of living crisis. Having introduced our Colleague Support Foundation in 2023, around £150,000 has so far been distributed to colleagues through grants coupled with money advice. This has enabled colleagues to cover important costs relating to matters like rent, funerals, food and energy bills;
- Provide employee discounts through our flexible benefits portal. These benefits add up to make a big difference — whether that's by making the most of the retail discounts available, or signing up to a range of energy discounts such as our Colleague Energy Allowance which gives money off energy bills for colleagues who are also a British Gas customer;
- Pay and reward colleagues fairly which includes paying the Real Living Wage through our commitment to be a Real Living Wage Employer. Recognising the valuable contribution colleagues make to our business, we also share our business success with them through our Group Profit Share which is divided equally among colleagues; and
- Support all colleagues who experienced injury or illness by providing income protection, with a monthly payment that's nearly 70% of their basic annual salary. This helps colleagues focus on getting better without the added stress of financial worries.

Given the important role energy plays in society, we understand the impact our company activities can have on a broad range of stakeholders. That's why we seek to understand our impact and make a positive contribution across our value chain, which includes our customers, communities and supply chain. To the right, are just some of the ways we supported the health and wellbeing of those in our value chain during 2024.

Examples of how we supported health and wellbeing across our value chain

Customers

During the cost of living crisis, household finances have come under pressure. We see it as our duty to help customers and communities through challenging times which is why we set up a £140m energy support package during 2022–23 to help people with their energy bills — this is in addition to the hundreds of millions of pounds we spend each year on industry initiatives to support vulnerable people, and is the largest voluntary support package provided by an energy company in the UK and Ireland. In 2024, we continued to run campaigns to encourage people not to suffer in silence and access our support package — either directly via British Gas, or through charity partners like the British Gas Energy Trust which is an organisation we've funded for 20 years to provide energy advice and grants to anyone who needs it. Support like this makes a meaningful improvement to how people feel — of the beneficiaries who have received support through The Trust, 77% agreed they felt more financially stable and 65% agreed they felt less stressed after receiving help.

Communities

In 2024, we gave nearly 10,700 volunteering days and £2m to support around 800 good causes through The Big Difference — our local community programme. As a result, we were able to bring much-needed support to organisations at the heart of communities including money and energy advice centres, food banks and hospices. This approach enables us to tailor our support to the local context and help people through challenging times, which makes a big difference to health and wellbeing. Likewise, empowering colleagues to positively contribute to their communities, fosters a sense of purpose and connection, which improves health and wellbeing and is one of the key drivers behind our goal to give 100,000 days to local communities by 2030.

Supply chain

Last year, we completed 27 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 191 improvement opportunities agreed with suppliers to raise standards across labour as well as health and safety practices, which helps protect and enhance worker wellbeing.

2. Building a more inclusive culture

We do our utmost to create a culture where looking after colleague wellbeing comes naturally and is integrated into the way we operate.



We want every colleague to feel they belong, are valued and respected. Creating an inclusive culture where colleagues can be their authentic self and thrive, is therefore integral to colleague wellbeing as well as our business success.

Towards this, we launched our [People & Planet Plan](#) in 2021 which sets out our commitment to achieve net zero by 2050, whilst creating the diverse and inclusive team we need to get there. This included setting goals aligned to Census data for working populations, to ensure we create an engaged team that reflects 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.

To drive progress in 2024, we continued to embed our Diversity Equity & Inclusion (DE&I) Positive Action Plans to help every colleague feel they belong and are counted. [Good progress](#) has been made including gains of up to 6% but we've more work to do, so we'll remain focused on delivering the change we all want and need.

As part of this, 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 everyone who works for us or with us must adhere to. For instance, colleagues are required to complete annual Our Code training and declare they'll uphold it. In 2024, 99% of colleagues completed this process, up from 96% in 2023. We have zero tolerance for any form of bullying, harassment or discrimination. With this in mind, we continued to support the UK Institute of Customer Services' 'Service with Respect' campaign, to proactively address the mounting levels of abuse customer-facing colleagues receive, which adversely impacts wellbeing. The campaign advocates for the introduction of a new offence for anyone who abuses people in customer-facing roles. We've also run internal campaigns that encourage colleagues to report abuse to line managers or others, and strengthened our approach to addressing sexual harassment in the workplace;



- Scaled-up line manager competencies to support mental health across their team. Managers can access training, guidelines and toolkits to support colleagues navigating challenging moments or life events — from dedicated mental health and inclusion training that all managers are encouraged to complete, to guidelines and toolkits on maternity leave and returning to work, the menopause, caring, domestic abuse and transitioning at work. Together, these resources help educate managers to spot signs and symptoms of mental health needs within their team, whilst equipping them with the confidence to have more open and informed conversations day-to-day and in quarterly performance reviews, to empower colleagues to thrive;

232,000

***Nominations on our
Recognitions platform
for colleagues who
champion causes like
wellbeing and inclusion***

- Ran campaigns and events that encouraged colleagues to take proactive action on their mental health and wellbeing. Towards this, leaders and junior colleagues alike, role modelled speaking openly about mental health and the need to seek support. By utilising multi-channel campaigns, colleagues including our Group Chief Executive, got involved in national and international days such as World Mental Health Day. Involvement can include sharing blogs and videos on social media channels, alongside hosting or participating in internal events. We also run events and campaigns beyond awareness days to reinforce that mental health is an ongoing conversation, not a one-time focus. This can be demonstrated by the various panel events we organise throughout the year to help understand the link between mental and physical wellbeing as well as our Centrica Women's Network hosting virtual menopause cafés, where colleagues can share their experiences and learn about the ways we can support them through this stage of life. Action like this, builds a more open and inclusive culture which helps eliminate the stigma that often surrounds mental health;
- Inspired colleagues to embrace and celebrate our culture of inclusion. This includes via our Recognition platform where colleagues can recognise one another for living [Our Values](#), which reinforces our focus on wellbeing and inclusion. Colleagues can also earn points on the platform that can be turned into financial rewards to further incentivise positive behaviour.



Case study:

Wellbeing challenge: The Road to Paris

Following our partnership with Team GB and ParalympicsGB, we partnered with GoJoe in the Summer of 2024, to launch a unique team-based virtual challenge called 'The Road to Paris'.

Recognising the benefits of movement for both physical and mental wellbeing, this fun and inclusive initiative encouraged colleagues to stay active, relieve stress and connect with each other — from walking and cycling to yoga and street skating. Hosted by Paralympic athlete, Ellie Simmonds, the challenge inspired nearly 1,800 colleagues to generate over 49,000 hours of activity. Momentum was maintained with prizes for photo and video challenges themed around Our Values and included winning tickets to the Olympic Games in Paris.

The campaign successfully helped to build colleague health and wellbeing, with a view to making movement part of their daily routine going forwards.



To actually have that incentive to wake up in the morning and look and see where our team was on the leaderboard and, to put that extra walk in at lunchtime, or sneak one in at the end of the day, was a motivator. It brought people from different departments and different business units together. To be able to have that connection when you're feeling disconnected, even from yourself, was really good.

Kristin Hansen,
Senior Control System Specialist

68%

Participants saw a boost in their physical wellbeing

64%

Participants experienced an increase in their mental wellbeing



We also continued to provide industry-leading policies and practices that made a big difference to colleague health and wellbeing. For example in 2024, we:

- Provided up to six weeks paid carers leave when matched with annual leave, to help colleagues better balance work alongside caring. We wanted our customers and communities to benefit from similar support and following joint campaigning with Carers UK, statutory carers leave came into law during 2024; and
- Gave parents and prospective parents extra support to overcome fertility challenges via our Pathway to Parenthood Plan. In addition to the Plan's fertility testing, it provides £15,000 towards fertility treatments like IVF, egg or sperm donation, storage, adoption or surrogacy. Since its introduction, we've welcomed seven new babies to the Centrica family and have hosted peer learning sessions to inspire other companies to provide similar support.



This support coupled with our focus on providing well-designed jobs that enable productive, engaged and happy colleagues, is really important to us.

As part of this in 2024, we:

- Supported colleagues by considering their needs at each stage of their career — from recruitment to retirement. We use good 'job design' principles to ensure roles in our team are meaningful, with clearly defined areas of responsibility and skill variety, alongside autonomy balanced with support. We embrace inclusive recruitment practices for current and prospective colleagues with initiatives including diverse shortlists and interview panels wherever possible. Flexibility is important in enabling different people to flourish, so we offer flexible virtual or in-person interviews, whilst designing and advertising most office-based jobs as flexible or hybrid (see more right). Our colleagues are provided with comprehensive health and workplace assessments to ensure they have the right tools and adjustments needed to perform at their best, including ergonomic evaluations to keep colleagues safe, comfortable and empowered in their roles. In ongoing one-to-ones and performance reviews with management, colleagues are encouraged to openly discuss the need for any changes in duties or schedules, which may involve taking extra breaks during the day or adjusting the number of hours worked. Changes could be motivated by a variety of factors such as accessibility needs, balancing wider caring responsibilities, pursuing further professional development or winding down hours as retirement approaches;

- Rolled-out training and development opportunities to help colleagues unlock their potential, which can also boost wellbeing. We provide training to support all colleagues at different moments in their career whilst running training and mentoring initiatives to empower under-represented groups to reach the next stage in their career. This includes expanding our on-demand My Learning Campus which all Centrica colleagues have access to, alongside offering targeted opportunities via Mission Include and the 30% Club amongst others; and
- Enabled flexible working to improve work-life balance. Having surveyed over 3,000 colleagues on how we all wanted to work together following the pandemic, we formally introduced 'FlexFirst' and have remained committed to it ever since. This enables many colleagues to strike a healthier balance between time in the office to connect and collaborate, with time at home to focus and shift working hours to accommodate things like the school run more easily. Flexibility has also inspired colleagues to pursue new roles or development opportunities that otherwise wouldn't have been possible due to their local context, encouraging career progression and enhancing job satisfaction.



Read more about our approach to creating a more inclusive team [here](#).

3. Listening and acting on feedback

We seek colleague feedback to continually develop our wellbeing programme and benefits, to meet their wellbeing needs.



We use various channels for colleagues to provide feedback on what we can do to better support them, which includes their health and wellbeing. This way, colleagues can directly share in the design and/or development of initiatives to drive its success.

As part of this, we:

- Host feedback sessions and focus groups to tackle challenges and identify opportunities — whether engaging with relevant business units to enhance collaboration, or working with our colleague-led diversity networks to develop more inclusive policies, processes and practices;
- Run quarterly engagement surveys to understand what we're doing well and where we can improve. By asking a range of targeted questions, including those on wellbeing, we can track colleague sentiment and tailor action throughout the year. Following feedback from our engagement survey in 2023, we continued to focus on supporting colleagues to be at their best whilst enhancing connection with the company. To help address this in 2024, we launched a new Purpose, 'energising a greener, fairer future', and introduced our Employee Value Proposition, #MoreThanACareer, to reinforce what it means to work for us and inspire colleagues in their role every day.
- Our Shadow Board of diverse colleagues meet with leaders quarterly to represent colleague interests and drive colleague-centric decisions. As an example, our Shadow Board helped influence and embed our new DE&I campaign, #EveryColleagueCounts, to help everyone feel valued and supported.

Seeking feedback from colleagues who use our wellbeing package of support and broader benefits, is also important. This includes surveys and ratings, enabling us to monitor our approach through key performance indicators such as Net Promoter Scores (see more on pages [11](#) to [12](#)). By tracking responses and effectiveness, we're able to identify if parts of our wellbeing offer or processes relating to it, can be improved. For example, following feedback, in 2024 we extended company-funded life assurance for all UK colleagues to provide peace of mind.

Additionally, it's critical that we involve colleagues on any changes that may impact them. If for instance, the Board are looking to implement changes to our business, we actively ask for the views of colleagues and trade unions, to ensure we carefully manage and fully consider all potential impacts and utilise feedback to further shape and strengthen proposals.

Centrica has six collective bargaining units in the UK which we engage alongside undertaking consultation with recognised trade unions. Towards this, we hold national and local councils and operate a Centrica Joint Council — a strategic forum that meets bi-annually and brings together our Chief Executive, members of our senior leadership team, National Energy Officers and trade union representatives, to collaborate on key issues for colleagues and customers. In 2024, we engaged on many issues including ways of working, organisational and contractual changes together with how we could further enhance colleague engagement. Key outcomes from engagements are shared openly with colleagues including via trade union representatives, or leader and manager-led communications like townhalls. As an example of the positive difference engagement like this can have, we held proactive talks about the reintroduction of our Share Incentive Plan which we will introduce in 2025 to better support colleagues financially.

A snapshot of our 2024 performance



Award winning

Including:

- Being ranked as a Tier 1 leader in the CCLA Mental Health Benchmark UK for the third year running
- Securing a top 10 position in the Great Place to Work Best Workplaces for Wellbeing™
- Winning the Best Benefit to Support Reproductive Health at the Employee Benefit Awards

81,700

MyHealth positive interventions
(2023: 80,836)

30,000

Wellbeing sessions completed by colleagues on the OneHub Wellbeing app

+88

MyHealth Net Promoter Score (NPS)
from colleagues (2023: +86)

165

Incidence of work-related mental health
per 100,000 colleagues (2023: 163)



123

Mental Health First Aiders



64%

Colleagues who experienced a sickness absence and took up support via MyHealth, returned to work earlier than medical condition averages



8.1/10

Top quartile engagement score
for our sector (2023: 7.7)



60%

Leaders who have completed mental health training (2023: 50%)

The action we've taken during 2024, has enabled us to be there for colleagues when they've needed a helping hand. We continue to closely monitor and measure our performance to ensure the support we provide remains effective.

In 2024, our work-related mental health incidence rate⁽¹⁾ was 165 per 100,000 employees against the national average of 2,296 per 100,000 employees. Although slightly higher than last year, our performance reflects the dedicated support and focus that has gone in to ensuring colleagues can easily access the support they need, as and when they need it. Meanwhile, absence⁽²⁾ remained steady, averaging 12 days per full time employee, which is two days more than the previous year.

The support provided to colleagues via our MyHealth wellbeing offer, makes a big difference in helping them feel better and reducing absence. For example, 99% of colleagues who received wellbeing support reported no further absence during the year, whilst 64% of colleagues with a sickness absence who utilised the support available, were able to return to work earlier than medical condition averages. We estimate around £7.7m in savings as a result of reduced absence due to proactive health interventions.

Consequently, colleagues continued to rate the MyHealth support service highly. NPS in 2024 was +88, having climbed two points since 2023. Additionally, 92% of colleagues who provided feedback rated the service as effortless to use, which was up 2% from last year.

Support like this has contributed to our top quartile colleague engagement score and retention improving by 1% to 91%.

(1) Based on UK where most of our workforce is based. 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.



The health and wellbeing support and guidance I've received has been outstanding, it has helped me understand, adjust and accept that what I'm going through is challenging but there are things available to help me and things I can do to help myself.

A colleague from Centrica

Looking ahead

With our health and wellbeing strategy proving effective, our 2024 focus areas will remain the same for 2025.

We will however evolve and integrate our health and wellbeing support package to better serve colleagues and their families, whilst continuing to care for customers and communities.

- Providing a strong suite of support** — In 2025, we'll maintain and grow colleague awareness of why mental health is important and how to access support, so that one day all colleagues will feel comfortable to talk about mental health and have the confidence to seek help. In particular, we'll focus on initiatives that raise awareness of our support during the cost of living crisis, as well as inspire colleagues to get more active whilst improving nutrition and sleep. This will help tackle financial stress amongst colleagues as well as the underlying risk factors of cases we manage which include being inactive, overweight and not getting enough sleep. We'll also continue to be there for our customers and communities, including through prioritising energy bill support during the cost of living crisis. By providing dedicated money and energy advice alongside grants, we can reduce the negative impact financial stress can have on mental health and wellbeing.
- Building a more inclusive culture** — Throughout the year, we'll maintain focus on creating a more inclusive and supportive place to work via our DE&I Positive Action Plans as we work towards our goal of reflecting the full diversity of the communities we serve by 2030 (see page 6). As part of this, we're enhancing our paternity policy which will increase paternity leave from two to eight weeks fully paid from July 2025. We're also aiming to expand the number of line managers completing mental health training to ensure they can have more meaningful conversations with their team as well as identify early warning signs if someone is struggling; and
- Listening and acting on feedback** — In 2025, we remain fully committed to listening to colleagues and adapting our approach for them. For instance, our colleague-led diversity networks and Shadow Board will continue to play a key role in shaping the support we provide as well as our business activities, to ensure every colleague feels counted and included. This includes thinking about our workplace strategy to optimise how we all work together in a hybrid world, with the aim of ensuring colleagues feel empowered, motivated and connected.



Governance

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

Governance across our business

Our Code sets out the standards we expect for everyone who works for us or with us and applies to all colleagues and contractors across our different businesses and geographies, as well as our associated suppliers, partners and customers. The code of conduct includes a summary of our key policies and commitments — from ensuring colleagues are valued and their wellbeing cared for, to making sure colleagues are paid fairly, have access to career progression as well as the right to collective bargaining and consultation. As Our Code spans our wider value chain, it enables us to work in a way that benefits our customers, communities and supply chain. In doing so, Our Code provides all relevant stakeholders with a clear view of the standards we expect and ensures compliance with relevant legislation including those protecting health and wellbeing.

To embed Our Code at the core of how we do business, we require all colleagues to undertake Our Code training annually (see page 6). A range of supporting policies are then 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 and our Health, Safety and Environment Policy.

The Board has ultimate responsibility for ensuring the health and wellbeing of colleagues. They are fully committed to continuous improvement and transparent reporting. Our Group Chief Executive supports the Board in this duty by delegating oversight to the Group Chief People Officer, who reviews plans and performance quarterly to ensure frequent oversight and challenge, with improvements made as needed. Our Centrica Leadership Team reviews monthly updates on absence and its drivers as well as interventions delivered amongst other KPIs, which fully incorporate mental health and wellbeing.

A detailed MyHealth report with key insights and actions are also shared quarterly with business leaders, HR Partners, safety teams and trade union working groups. This enables key people across the business as well as those connected to our business, to better understand colleague wellbeing and take action to support improvements in real-time.

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 creating positive results.

Governance day-to-day

We have a dedicated team of six individuals that are 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.

Team collaboration spans the business. To support colleague wellbeing, we engage teams such as Internal and External Communications, Health & Safety, Industrial and Employee Relations, HR Partners and trade unions, as well as colleague-led diversity networks and our Shadow Board. Working with these teams and forums, helps to deliver campaigns that gain cut-through whilst securing insight and crucial feedback from colleagues so that we can ensure their needs are being met. As an example, collaboration with the Health Care team helps manage and enhance the suite of support available for colleagues, whilst exploring strategies to inspire colleagues towards proactive health and wellbeing management. Across the value chain, wider teams are engaged. These include Ethics and Compliance, Responsible Sourcing, Responsible Business and Consumer Vulnerability, who play an important role in delivering initiatives that target high standards and protect wellbeing whilst ensuring adjustments for the local context (see pages [5](#) and [9](#)).

Absence is fully governed and recorded in our HR management system. This formalises the process and ensures colleagues receive the right help at the right time. Line managers are responsible for supporting their team's health and wellbeing during this process and are empowered to do so via access to a 24/7 advice line amongst other support (see pages [3](#), [7](#) and [9](#)). They have regular conversations with their team members during an absence, to see what support they may require and how best to support colleagues return to work which may include a phased return.

Should there be a need for additional support, our MyHealth team of healthcare professionals are there to help. Depending on the nature of sickness, MyHealth may offer further intervention to deliver appropriate treatment or action, with underlying issues identified and addressed wherever possible. It's in everyone's interest for colleagues to feel well and MyHealth are there to support both the colleague and their mine manager along the journey to recovery.



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