

# Group Chief People Officer's Report



**Jill Shedden**  
Group Chief  
People Officer

2022 has been an extraordinary year for Centrica. I am really proud of what all our colleagues have achieved together to support our customers, each other and our Company throughout the year.

Amongst our many successes we've donated £4.5 million to make a big difference to causes our colleagues are passionate about in our local communities and we are helping colleagues and customers as much as possible with ongoing energy and cost of living issues. We restarted returns to shareholders which will also benefit the majority of our colleagues who are or will become shareholders due to our Global profit share award.

Our HR function has made a huge contribution to Centrica as we have adapted to significant change in the business, supported our businesses during the most challenging of times and flexed with pace to meet unprecedented recruitment needs to ensure we have sufficient colleagues to support our customers.

## Health, safety and wellbeing

Health and wellbeing is part of everything we do and we are building a supportive environment with an open and honest culture.

Our healthcare plan has been enhanced with additional wellbeing benefits and continues to be available to all UK-based colleagues and their dependants, giving peace of mind to colleagues and their families. Our data-driven approach provides real insight into our colleagues' key health risks and drives our strategy: to improve the health and wellbeing of all colleagues.

We utilise and leverage technology, have a 100-strong network of mental health first aiders across the UK business and provide a 24/7 emotional support line. Mental health training programmes are in place to support leaders and colleagues.

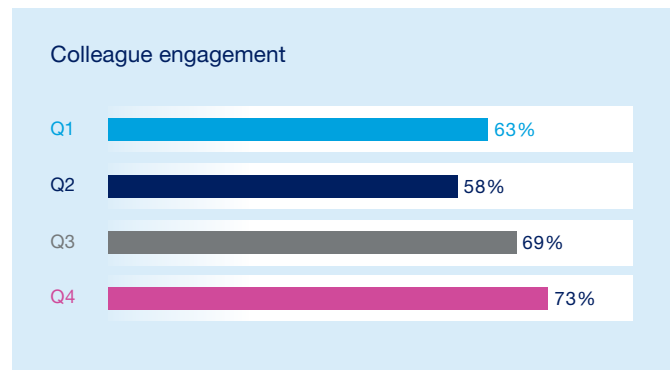
Through our wellbeing programme we are able to raise awareness of difficult and taboo subjects, such as the menopause, fertility, cancer and mental health. Our regular events with external and internal participants allow our colleagues to learn more and to share their experiences.

## Looking after our colleagues through the rising cost of living

This year has presented many challenges and Centrica is committed to supporting colleagues especially through the cost of living crisis. We have set up a dedicated team to focus on cost of living support. A number of financial and non-financial initiatives have been implemented to support colleagues ranging from £1 lunches at all of our sites to providing additional mental health and wellbeing assistance for customer-facing colleagues. The team continues to monitor the external situation closely and to recommend additional intervention and assistance where necessary. In 2022 we made two separate cost of living payments to the majority of our colleagues and in the UK we continue to provide an allowance through payroll for all colleagues that are British Gas customers, to help with managing rising energy bills.

## Colleague engagement

I am delighted that colleague engagement has continued to improve quarter on quarter throughout the year. In Q3 we exceeded our internal target of 63% and the Q4 result was 10% higher than our target at 73%. An engaged workforce ensures we are all focused on our Purpose, helping our customers to live sustainably, simply and affordably.



## Global profit share award

In 2022 we also granted our first global profit share award to all colleagues, relating to our profits in 2021. The award was made in shares as we want our colleagues to share in our success as we continue to grow our business in the future. We will be making a similar award in shares in 2023, relating to our 2022 profits and this time, our improved absence performance across the business has also boosted the profit share pool which will be shared with all colleagues.

## Supporting our colleagues' journey to net zero

Centrica is helping colleagues on the journey to cleaner and greener transportation, by leveraging Centrica products and services including a salary sacrifice scheme for electric vehicle (EV) leasing. This offers savings for both Centrica and our colleagues and it's a great opportunity for UK colleagues to access 'green' electric cars to support our commitment to net zero, reducing the carbon footprint of our fleet over time.

## Listening to our people

We have put in place a Shadow Board which is a unique partnership with the Centrica Leadership Team to provide impartial insight, review and assurance on strategic topics relating to colleagues, customers and cash.

The role of the Shadow Board is to be a forum that the Group Chief Executive and Centrica Leadership Team will engage with to bring diverse perspectives from across the organisation into key discussions to ensure our values and standards are upheld. Through the Shadow Board, colleagues will be able to influence decisions, positively disrupt assumptions, and challenge the thinking of our leaders to support colleague-centred decision-making. The Shadow Board consists of nine colleagues from across Centrica.



### Centrica stories



#### Jacqui's reflections on the Shadow Board

Having left school with a few GCSEs many years ago, I've had the opportunity to develop a wealth of experience and skills at Centrica. So when I heard they were creating a Shadow Board, I jumped at the chance to become its Chair, because I wanted to give something back.

The Shadow Board meets leaders regularly to share diverse perspectives from across the business and deliver colleague-centric decisions. And I'm incredibly proud of how we've worked together during our first year – from raising awareness and developing and supporting solutions for the challenges our engineers face, to strengthening our colleague engagement survey and providing feedback on how to bring our Purpose, Values and Strategy to life for colleagues.

In 2023, we'll build on this with priorities that include how to develop closer relationships with colleagues overseas and better support managers to ensure success. Following feedback, we will also run quarterly diversity network sessions to ensure our engineers are aware of, and have the same level of access to our support groups as our office-based colleagues.

## 9

Diverse colleagues on the Shadow Board, each serving an 18-month term

## Developing our people

I am delighted that this year we recruited a further 367 apprentices, continuing to create new, highly skilled and well-paid British jobs. In addition to this we recruited 258 new employees via other training opportunities, including newly qualified and trainee pathways. 20% of our new colleagues were female via the combined engineering entry routes. In addition, our Ex-Forces programme got off to a strong start in 2022, hiring 143 former service personnel, spouses or family members.

- 3,010 internal moves & promotions happened in 2022
- 3,700 new colleagues joined us across the Group including 51 graduates, 57 summer placements and 15 Year in Industry colleagues

### Colleague headcount full-time equivalent (FTE)



## Colleague networks

I am incredibly proud that we have a number of active colleague-led networks that operate across Centrica. Our networks cover areas such as gender/sexual orientation, family, disability and ethnicity. I have highlighted some examples below.

Centrica Forces Network is a group of colleagues across all areas of Centrica who have either served in, or are serving reservists in the Armed Forces, or have an interest in being part of a community that supports these groups of colleagues. The objective is to create a diverse community that supports veterans and reservists within Centrica ensuring that we become an employer of choice for these groups.

Our Carers Network is a supportive group where colleagues are able to connect with others (who may or may not be carers) who can share ideas and information about any aspect of caring. This year the network and Carers UK collected two trophies at the Corporate Engagement Awards. Following the success of our three-year strategic charity partnership with Carers UK, we won bronze for Best Collaborative Approach and were highly commended in the Best Charity, NGO or NFP category. The partnership was recognised for its work to bring about a step change in the way that society recognises, values and supports carers. Whilst our strategic charity partnership has now ended, we continue to work closely together.

**Jill Shedden**, Group Chief People Officer

15 February 2023