



ESG Report



Year ended 31 March 2026

TelecomPlus

Foreword

This year, we are delighted to have helped more UK households than ever before to stop wasting time and money. As families face continued cost-of-living challenges, we're proud of our role in supporting customers and Partners through these difficulties.

Our ESG Framework puts 'community' and the power of 'people helping people' at the heart of how we deliver impact, contributing to our business goals while embedding sustainability across Utility Warehouse. We have made strong progress on the objectives set out in our FY25 ESG Report and in integrating these priorities into how we operate as a business every day.

This year, we launched our updated Diversity, Inclusion and Belonging vision to create an inclusive workplace where people from all walks of life can achieve their full potential. Our seven Belonging Groups, ranging from Women in Leadership to African-Caribbean and Neurodiversity, continue to thrive, holding regular events throughout the year. We are also pleased to have again been recognised in the FTSE Women Leaders Review and to have exceeded our targets for management roles held by women.

Our Partner opportunity offers hard-working people from all walks of life the ability to earn additional income flexibly in their spare time, fulfilling their immediate needs as well as contributing to longer-term financial security. We are proud that we have been able to quantify the positive socio-economic impact of our Partner opportunity, with 86% of the Partners who participated feeling that being able to earn flexibly through Utility Warehouse had improved their quality of life, 79% saying that this income had provided them with a greater sense of financial empowerment, and 53% stating the boost in skills and confidence enabled them to increase their income outside Utility Warehouse, change jobs, progress their career or start their own business.

Beyond the financial empowerment of our Partners, we are inspired by the way they give back. So many of them donate time, money, and skills to help those who need it most in their local communities. We are delighted to have been able to celebrate these efforts through our new Community Champion Awards, having proudly presented the first four Community Champions at our Power Up and Amplify events with each of them winning a £10,000 UW Foundation donation for their chosen charities.

Through our unique business model, we share the benefits we derive as an integrated multiservice supplier directly with our customers, giving them sustainable, long-term savings on their essential household services. We continue to support vulnerable customers nationwide through our partnership with Citizens Advice Plymouth. Meanwhile, our Electric Vehicle (EV) tariff and enhanced Smart Export Guarantee (SEG) tariff help us better serve our customers as the energy retail market evolves alongside the UK's transition toward net zero.

The UW Foundation continues to give back to causes that matter to our employees and Partners, donating over £137,000 to charities across the UK, including £30,000 to the Fuel Bank Foundation. FY26 also saw us continue to support ecological restoration and biodiversity in the UK. Through our community tree-planting partnerships with the National Trust, Moor Trees, and Stump Up For Trees, we planted a further 156,185 trees across North Devon, Dartmoor, and the Brecon Beacons.

We are incredibly proud of how we have delivered for our customers, employees, and Partners this year while maintaining sustainable long-term growth. Looking ahead, our FY27 ESG objectives demonstrate our continued commitment to our strategy, and we look forward to advancing this further in the year ahead.



Stuart Burnett,
CEO



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Approach and Strategy

About this report

This ESG report (the report) covers Telecom Plus PLC (the Company) and its subsidiaries (the Group). The Company trades as Utility Warehouse and all Utility Warehouse customers are based in the UK.

The report covers the financial year 1 April 2025 to 31 March 2026 (FY26). We publish our ESG report annually and it complements our full year Annual Report and Accounts for FY26 (Annual Report). It shares our progress against the targets we set last year and presents our objectives and initiatives for the coming year.

The report has been prepared with reference to the Global Reporting Initiative Standards (GRI Standards).

The GRI Standards create a common language for stakeholders, through which the economic, environmental, and social impacts of organisations can be communicated and understood. They are designed to enhance the global comparability and quality of information on these impacts, enabling greater transparency and accountability of organisations.

In this report, we aim to follow the eight reporting principles outlined by the GRI as being fundamental to achieving high quality sustainability reporting: accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.

FY26 Ratings and awards

ESG Ratings

In FY26, Telecom Plus PLC received the following ratings:

- C+ Prime in the ISS ESG Corporate Ratings assessment. Prime ratings are awarded to companies with an ESG performance above the sector-specific Prime threshold, which means that they fulfil ambitious absolute performance requirements;
- A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment; and
- ESG Risk Rating of 12 from Morningstar Sustainalytics, assessed to be at low risk of experiencing material financial impacts from ESG factors.



Awards

During the year, we were proud to have also received a number of other industry awards:



In no event shall the ESG Risk Rating be construed as investment advice or expert opinion as defined by the applicable legislation.

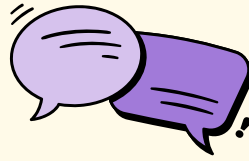
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FY26 Highlights

1,434,403

We now help 1,434,403 Utility Warehouse customers to stop wasting time and money through our unique multiservice proposition.



Our 7 Belonging Groups continue to enable employees to come together to share individual and collective experiences, provide peer-to-peer support, raise awareness, and advocate for change.

400

We launched our Good-hearted Go Getter awards with 400 nominations across six award categories based around our values and behaviours.

77,200

We now have 77,200 Partners in 'Team Purple' - our Partner network.



We installed 57,693 smart meters - resulting in a 76.45% penetration rate.



We launched Connectors, a new initiative designed to help our Partners grow their businesses through local referrals.

8,497

Our EV tariff was utilised by 8,497 Customers.



We have continued to support vulnerable customers across the country through our partnership with Citizens Advice Plymouth.



We awarded our first 4 Community Champion Awards to Partners who go above and beyond for their communities.

£137,797

Our UW Foundation has continued to support numerous good causes, donating £137,797 to charities.

£233,895

We have donated a further £233,895 to tree planting projects to support ecological restoration in the UK with 156,185 trees planted in North Devon, Dartmoor, and the Brecon Beacons by the National Trust, Moor Trees, and Stump Up For Trees.



Our story on a page



We want people to stop having to think about the cost and hassle of running their home.

Which is why we bundle everything onto a single monthly bill, managed via a single app, to deliver a straightforward and cost-effective experience. The more services a customer takes from us, the more they save.



We grow when happy customers choose to become Partners and talk about us to their friends and families.



Utility Warehouse is the UK's only genuine multiservice provider of essential home services (including energy, broadband, mobile, insurance as well as a pre-paid Cashback Card).



By earning money for referring people to Utility Warehouse who go on to become loyal customers, our Partners can also achieve their personal goals.



ESG governance

ESG related topics impact on multiple stakeholders including customers, employees, Partners and investors. It is therefore critical that our ESG strategy becomes integrated across all of our functions, supports company performance, and is part of our culture. Our ESG governance plays a vital role in embedding our strategy. It provides rigour, transparency, effective implementation and strategic oversight, by being focussed on regular collaboration, effective challenge, and robust reporting. It contributes to ensuring that we deliver on our ESG strategy whilst helping to drive our business priorities at the same time.

The **Board** has ultimate responsibility for our ESG strategy and tracks our progress towards our objectives. Carla Stent, Chair of the Audit & Risk Committee, is our ESG Board Champion. Our CEO, Stuart Burnett, has responsibility for overseeing our ESG Strategy. Our General Counsel has operational responsibility for ESG, including managing and delivering on our ESG strategy, and is supported by our Head of Sustainability. Our General Counsel prepares monthly Board updates on ESG-related matters.

The **Audit & Risk Committee** monitors risk management and internal controls, including ESG-related risks. The internal controls in respect of ESG topics are reviewed and updated annually by our General Counsel and the Head of Sustainability.

The **ESG Strategy Committee** supports the Board in its strategic and operational oversight of ESG. The Committee considers and monitors ESG-related goals and initiatives. The ESG Strategy Committee is chaired by our General Counsel and is formed of our ESG Board Champion, CEO, CFO, Company Secretary, Executive Leadership Team and Head of Sustainability, and is attended by members of our Business Leadership Group and our ESG Working Group. The Committee meets every quarter.

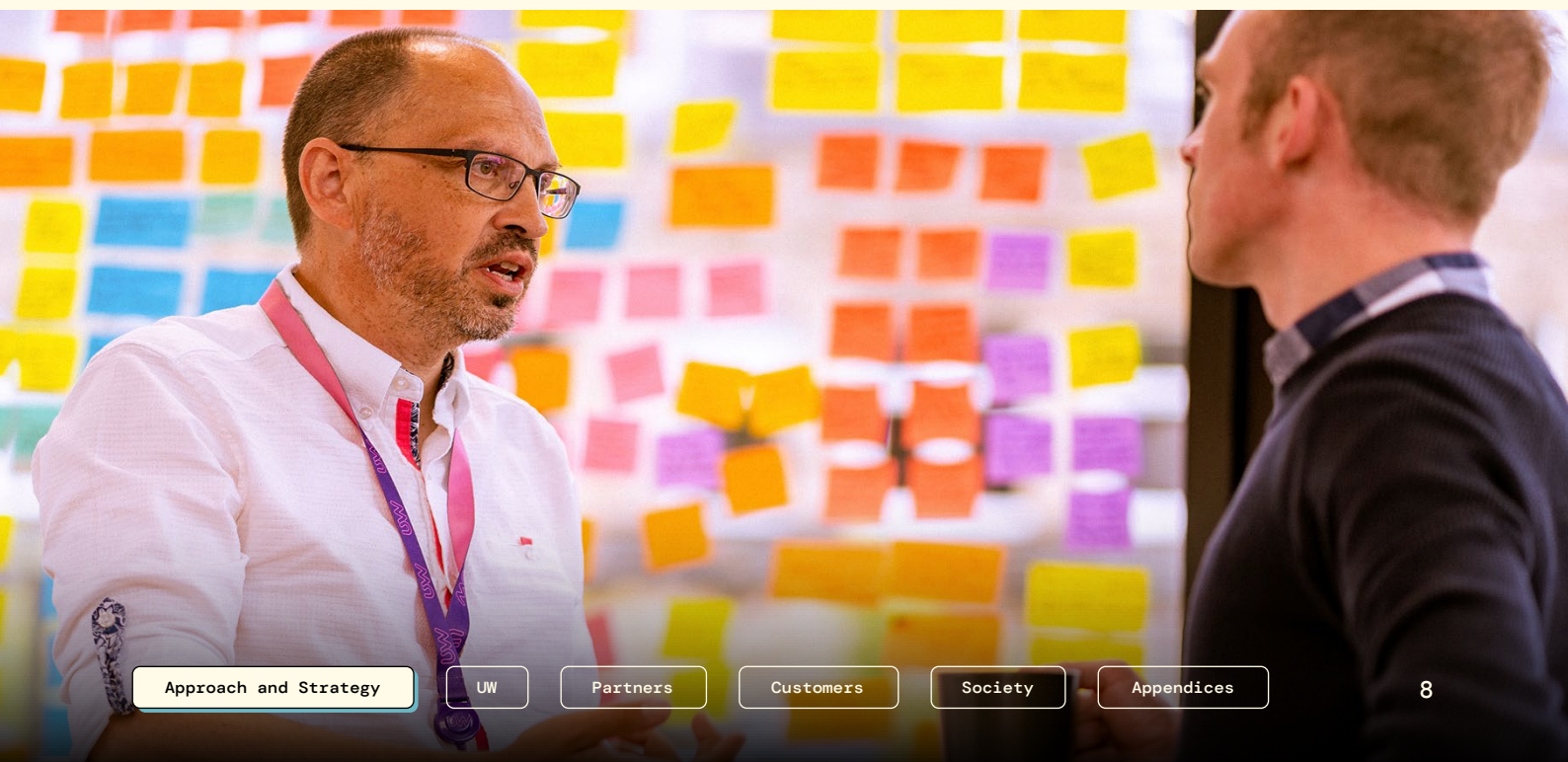
The **ESG Working Group** manages the day-to-day ESG-related goals and initiatives on behalf of the ESG Strategy Committee. The ESG Working Group meets every six weeks and reports back to the ESG Strategy Committee on a quarterly basis. The Working Group comprises the functional and operational ESG leads across the business. It is chaired and led by our Head of Sustainability, and is supported by specialist external consultants, as required.



Engaging with our stakeholders

We regularly engage with our employees, investors, Partners, suppliers and regulators, to gather insight and understand their priorities, views, concerns and needs. We use a variety of tools and methods to do so, from our employee 'Heartbeat' survey to bilateral meetings with investors.

Stakeholder group	Engagement and communication channels
Customers	<ul style="list-style-type: none"> • Customer surveys • Customer service interactions • Social media • Trustpilot • Partner feedback • Feedback from partnership with Citizens Advice Plymouth
Employees	<ul style="list-style-type: none"> • Dedicated intranets for all staff and people leaders • Employee meetings — Town halls (x8 per year), All Hands (x4 per year) • Employee surveys (monthly heartbeat) • Employee Forum (held 3 times per year) • Utility Warehouse Champions (meeting 6 times per year as culture/brand advocates) • Belonging Groups (7 groups meeting on regular basis)
Partners	<ul style="list-style-type: none"> • Facebook Group • Partner Marketing Forum • Partner Training Forum • Monthly Partner Leader call • Partner conferences (Power Up and Amplify)
Investors	<ul style="list-style-type: none"> • Investor roadshows • Investor conferences • Ad hoc meeting with investors • Investor and broker feedback
Suppliers	<ul style="list-style-type: none"> • Supplier evaluation • Regular meetings with main suppliers
Board	<ul style="list-style-type: none"> • Board representation on quarterly ESG Strategy Committee • Monthly Board updates
Regulators	<ul style="list-style-type: none"> • Industry, Ofgem and Department for Energy Security and Net Zero (DESNZ) advocacy and engagement • Senior roundtables and workshops with Ofgem and DESNZ • Ofgem bilaterals • FCA engagement • Ofcom bilaterals, industry meetings, consultations and via UKCTA • ICO collaboration workshops



Materiality

Identifying and prioritising what matters most

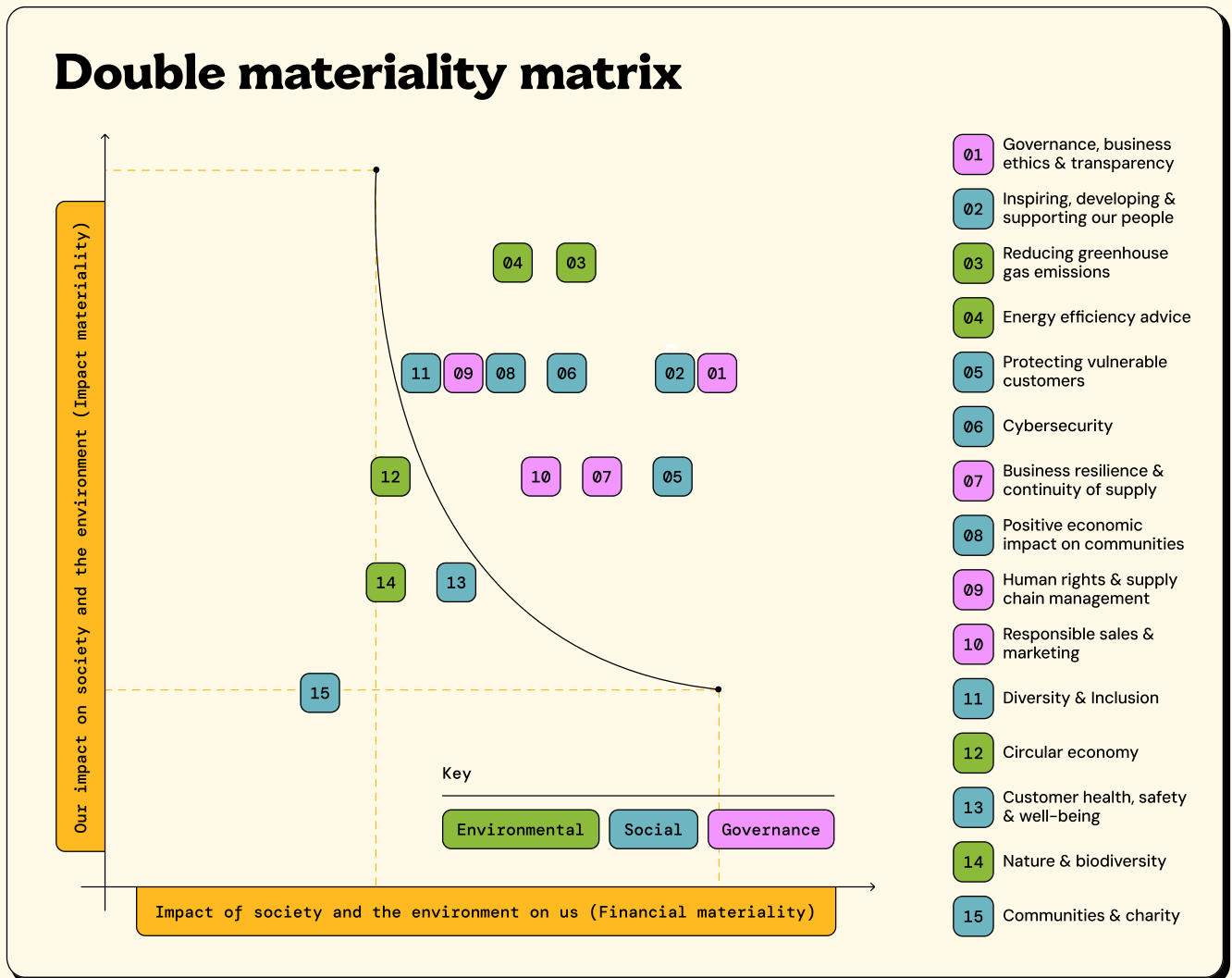
In FY23, we carried out a comprehensive 'Double Materiality' assessment to gain insight into which ESG topics are the most important to our business and our stakeholders. The methodology we used assesses which ESG topics our business has the greatest impact on – 'impact materiality' – and which ESG topics impact our business the most – 'financial materiality'.

Our process included the following steps:

1. Identifying key topics through value chain analysis. These were then cross-referenced and aligned to external standards, including GRI Standards and SASB (Sustainability Accounting Standards Board). The full list of key topics, and their definitions, are included in Appendix 3.
2. Assessing the relative impact the business has on each key topic to determine the 'impact materiality'.
3. Asking our stakeholders (customers, investors, employees, suppliers, Partners, Business Leadership Team and the Board) to rank which key topics have the greatest impact on our business to determine the 'financial materiality'.
4. Ranking the key topics using both the impact materiality results and the financial materiality results to determine our 11 most material topics. These are shown in the top right corner of the Materiality Matrix.

In FY24 we refreshed our 'Double Materiality' assessment to ensure that our ESG strategy focus remains relevant in an ever-changing context. We combined desktop analysis of industry changes and trends with insight sessions held with key internal stakeholders at Utility Warehouse (employees and Partners). The outputs were aggregated with insight from stakeholder engagement and feedback received throughout the year from investors, Partners, customers and employees.

The outcome of this materiality assessment informed, and continues to drive, our ESG strategy.



Our ESG strategy

In FY25, we undertook a comprehensive review and refresh of our ESG strategy and framework, as several of our commitments and targets had FY25 end dates. We used the results of our double materiality assessment, last updated in FY24, to inform our review. Our updated framework puts 'community' and the 'power of people helping people' at the heart of how we deliver impact. It ensures that our ESG strategy contributes to our wider business goals and ESG continues to be embedded across Utility Warehouse. As we continue to embed our refreshed framework, we will focus on developing and refining the appropriate metrics to effectively measure and track our impact across our unique business model. Our framework consists of four pillars: Utility Warehouse, Partners, Customers, and Society.

Our ESG framework has people and community at its heart


Society	Put people at the heart of Utility Warehouse's approach to the energy transition, enabling Utility Warehouse, our Partners and our customers to benefit	Be at the heart of communities, including through charitable giving	Across our essential home services, advocate for policy and regulation that puts people first
Customers	Develop our product offering with the right solutions for our customers as Utility Warehouse's energy transition evolves	Celebrate the social impact of Utility Warehouse's proposition for our customers	Protect vulnerable customers, including through our Citizens Advice partnership
Partners	Promote the social impact of being a Partner, helping more people to access the financial and professional growth, and the community benefits on offer		Ensure robust governance and transparency of the Partner model
Utility Warehouse	Decrease our greenhouse gas emissions, achieving Net Zero by 2050	Evolve our distinct Utility Warehouse culture, powered by our DNA, to attract, develop and keep great people	Maintain compliance with our regulatory and reporting obligations, and monitor forthcoming ESG disclosure requirements

Utility Warehouse

Our operations and employees are at the heart of Utility Warehouse and are fundamental to how we enable our Partners and serve our customers. Our culture and management of regulatory obligations underpins all that we do.

The Utility Warehouse pillar covers the following material topics:

- Reducing greenhouse gas emissions
- Inspiring, developing & supporting our people
- Diversity & Inclusion
- Governance, business ethics & transparency
- Business resilience & continuity of supply
- Human rights & supply chain management

<p>These topics align with the following</p> 	
<p>SDG 7</p>	<p>Affordable and clean energy</p> <p>Target 7.2 – Increase substantially the share of renewable energy in the global energy mix</p>
<p>SDG 8</p>	<p>Decent work and economic growth</p> <p>Target 8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>

<p>SDG 10</p>	<p>Reduced inequalities</p> <p>Target 10.2 – By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
<p>SDG 8</p>	<p>Decent work and economic growth</p> <p>Target 8.7 – Take immediate effective measures to eradicate forced labour, end modern slavery and human trafficking. Secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>
<p>SDG 12</p>	<p>Responsible consumption and production</p> <p>Target 12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>



Utility Warehouse continued

We are pleased to report on the progress against our FY26 Utility Warehouse commitments:

✔ Achieved
 ✔ Partially achieved
 ✔ On track
 ✔ Ongoing

FY26 objective	Description	Progress during FY26
Environment		
Decrease our greenhouse gas emissions, achieving net zero by 2050	Achieve net zero across Scopes 1, 2 and 3 by 2050	✔ We remain committed to obtaining validation of our targets by the Science Based Targets Initiative (SBTi) (following finalisation of its revised corporate reporting standard), and tracking and disclosing progress against them.
	Reduce emissions by 63% across Scopes 1, 2 and 3 by 2035	✔ Our Scope 1 and 2 emissions remain below our 1.5° emissions reduction pathway with a 90% reduction on our FY22 baseline. Our scope 3 emissions have increased by 53% from our FY22 baseline, primarily due to significant customer growth.
	Maintain 100% renewable electricity for our Utility Warehouse-owned buildings	✔ Our Utility Warehouse-owned buildings are on a renewable electricity tariff.
Social		
Evolve our distinct Utility Warehouse culture, powered by our DNA, to attract, develop and keep great people	Roll out our updated monthly employee pulse survey to better monitor sentiment, support devolution of responsibility and action down to functional team / local level, and allow us to more quickly adjust our approach in response to feedback by the end of FY26	✔ Our updated Heartbeat process was rolled out and has been live since August 2025. The new survey is now deployed every month to all people. With only 5 questions for each person, distributed in a way that ensures we get a response across all questions. This provides us more regular and actionable data moving forward and provides all leaders with live dashboards.
	Continue to achieve at least 40% of management roles held by female employees and 30% of management roles held by ethnically diverse employees	✔ Of management roles: 41.15% female employees and 28.51% ethnically diverse employees. In FY26, organisational restructuring led to a reduction in our overall management headcount. This contraction, combined with limited external hiring and natural attrition, decreased the representation of ethnic minority leaders).
	Activate and embed our Diversity, Inclusion and Belonging vision and strategy by end of FY26 with a key focus on driving inclusive leadership and accelerating the impact of our Belonging Groups	✔ We launched our updated DIB Vision to all employees in September 2025, including a Belonging Groups reset. All seven groups continue to actively work on their agendas.
Governance		
Maintain compliance with our regulatory and reporting obligations, and monitor forthcoming ESG disclosure requirements	Monitor the UK Government's consultation of IFRS S1 and S2, and evolve our disclosure approach in preparation for these forthcoming obligations	✔ Following the adoption of the UK Sustainability Reporting Standards (SRS) standard on a voluntary basis, we will continue to monitor the FCA's consultation on UK listing rules and prepare for the forthcoming obligations.
	Continue to embed our decentralised ESG governance structure	✔ Through our governance structures we continue to drive accountability for meeting our ESG obligations and commitments.
	Embed our refreshed culture and DNA into our governance framework by the end of FY26	✔ Our core corporate policies have been updated to integrate a greater focus on our DNA and culture. For example, our 'Keep it simple' behaviour is at the forefront of our updated fraud prevention training, which uses practical examples to clearly demonstrate the behaviours expected of our people.

Our net zero transition plan



We are committed to working towards a more sustainable, low-carbon future. Climate change is a challenge we all must face and we want to play our part in the UK's path to net zero. Our Task Force on Climate-related Financial Disclosures (TCFD) are available on pages 50–58 of our FY26 Annual Report and Accounts.

In FY23, we developed our near-term and long term net zero' targets and initial net zero transition plan, based on detailed modelling of our emissions trajectory. This includes assumptions on external factors that, as a reseller, will strongly influence our decarbonisation ability — namely our key suppliers' decarbonisation plans, and the UK government's published projections on the decarbonisation trajectory of the UK energy grid.

Following the publication of the UK Sustainability Reporting Standards (SRS) standard for use on a voluntary basis, we will continue to monitor the FCA's proposals to align listed-company sustainability disclosures with UK SRS, and to prepare for the potential obligations on climate and transition plan disclosures.

The following is a summary of our net zero targets, emissions and initial plans.

Our net zero targets

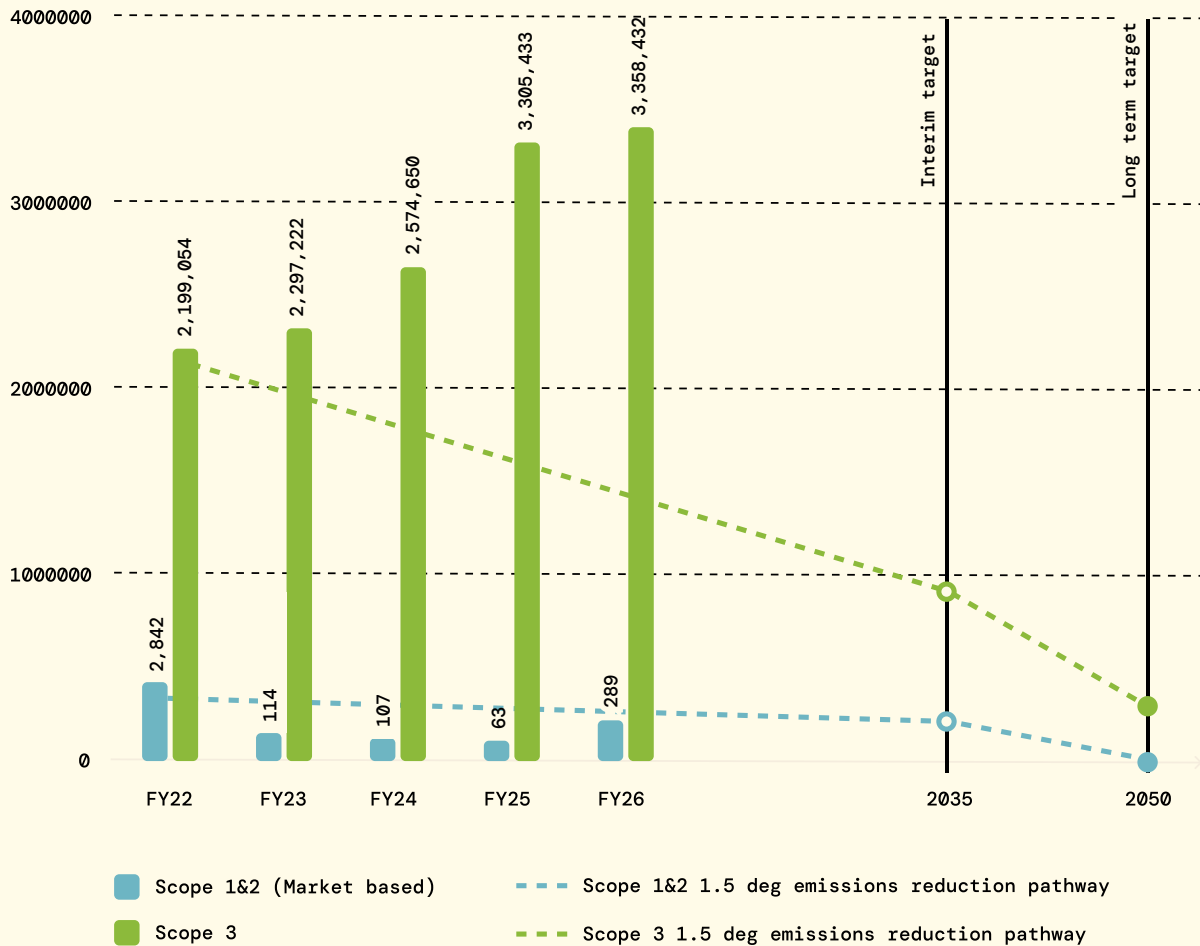
We are committed to the following:

- Achieving Net Zero emissions by 2050 across Scopes 1, 2 and 3 in line with a 1.5°C world;
- Reducing our emissions by 63% by 2035 across Scopes 1, 2 and 3 from a FY22 baseline year; and
- Obtaining validation of our targets by the Science Based Targets Initiative (SBTi) (following finalisation of its revised corporate reporting standard), and tracking and disclosing progress against them.

1. "net zero" as used herein means the Science-Based Targets Initiative ("SBTi") net zero definition, from the SBTi Net-Zero Standard (<https://sciencebasedtargets.org/resources/files/Net-Zero-Standard.pdf>) pursuant to which we are committed to (a) reducing our Scopes 1, 2 and 3 greenhouse gas (GHG) emissions to zero or a residual level consistent with a 1.5°C pathway and (b) will neutralise the impact of any residual emissions by permanently removing an equivalent volume of GHG emissions.

Our net zero transition plan **continued**

Our emissions, progress and decarbonisation plans



Scope 1

Our Scope 1 emissions are driven by the fuels used to heat our buildings and a small fleet of company-owned vehicles. In FY26, our Scope 1 emissions were 244.25 tCO₂e. While this is an increase from 51.67 tCO₂e in FY25 (due to a temporary rise in refrigerant gas emissions from building cooling systems), our underlying long-term trend remains highly positive — representing an 86.10% reduction against our FY22 baseline.

This significant overall reduction is due to:

- Using our buildings more efficiently;
- The sale of the majority of our historic fleet of vehicles and remaining vehicles being predominantly EVs;
- The sale of Utility Warehouse Home Services Limited at the end of FY22; and
- The sale of Utility Warehouse’s 75% shareholding in Glow Green Limited in July 2022.

To reduce our remaining Scope 1 emissions we have identified, at a high level, potential projects to further decarbonise how we heat our buildings. We will further develop and refine our plans in the coming years.

Our net zero transition plan **continued**

Scope 2

Our Scope 2 emissions are made up of the electricity we purchase to power our buildings. Since April 2022, we have procured a 100% renewable electricity tariff for all Utility Warehouse owned and operated buildings. In FY26, this was through a named asset and Renewable Energy Guarantees of Origin (REGO) backed tariff. Alongside the buildings that we own and operate, we also utilise serviced office spaces for our Utility Warehouse Hub offices. Our Farringdon Hub is on a renewable electricity tariff. Through the structural changes outlined above, and the procurement of renewable electricity in FY26, our Scope 2 market-based emissions reduced by 95.88% from our FY22 baseline, from 1085.30 tCO₂e to 44.75 tCO₂e. Going forward we remain committed to procuring 100% renewable electricity for our Utility Warehouse operated buildings.

Scope 3

The vast majority of our Scope 3 emissions are made up of the emissions associated with the products we sell, particularly the electricity and gas we sell to our customers, which make up almost 96% of our total Scope 1, 2 & 3 emissions. Our Scope 3 emissions also include Purchased Goods and Services (including Partner holiday incentives), Waste Generated in our Operations, Downstream Leased Assets, Use of Sold Products, and Business Travel. This year our overall Scope 3 emissions were 3,358,432.99 tCO₂e, a 1.60% increase from FY25. From our FY22 baseline year, Scope 3 emissions have increased by 52.72% in absolute terms, which is primarily driven by the significant increase in Utility Warehouse customers from our FY22 baseline (a 96.85% increase) and removal of our REGO-backed tariff in FY25 (which is explained in our FY25 ESG Report). To decarbonise our Scope 3 emissions we continue to work closely with key suppliers, including E.ON (our wholesale energy supplier) to minimise our emissions wherever possible. As our decarbonisation journey is dependent on external factors, we recognise the importance of engaging with the wider industry and government to progress towards our net zero target. Further detail on our policy engagement can be found on page 46.

Supporting our customers and the wider net zero transition

There is an important role for Utility Warehouse to play to support our customers as the UK transitions to net zero. We continue to support our customers in helping them use energy more efficiently by installing smart meters, and generate renewable energy at home. We also continue to offer our popular electric vehicle (EV) tariff. These topics are covered in the customer section of this report on pages 33–34. Further detail on our policy engagement can be found on page 46. We will continue to review our energy transition product offering in line with evolving customer demand.

Residual emissions & offsetting

We recognise the need to prioritise investment in decarbonisation. While offsetting emissions is not the solution, in the short term it allows some contribution to the transition to net zero. With this in mind, we will continue to use appropriate offsetting projects, where it is not possible to reduce our Scope 1 and 2 emissions, or those from hard to abate activities. We will update our policy on residual emissions and offsetting to align with the latest relevant guidance as this emerges.

We have been offsetting our Scope 1 and 2 emissions since FY21. This year we have offset FY25 Scope 1 and 2 (location-based) and Scope 3 emissions from business travel flights and Partner holiday flights, which amounts to 1,508.11 tCO₂e. We worked with our offsetting partner Ecologi to purchase 1,508.11 tonnes of carbon credits. We have chosen to fund a portfolio of projects that have been curated to maximise the impact of our funding. We are supporting projects that balance carbon avoidance and carbon removal, are aligned to the Oxford Principles for Net Zero Aligned Carbon Offsetting guidance, and make contributions across a range of environmental and social outcomes. Details of the projects we have funded are summarised, and more information is available on [Telecom Plus' Ecologi profile](#).

Our net zero transition plan **continued**

	Macaubas	Katingan Peatland Restoration	Community Carbon	Delta Blue Carbon	Humbo	Brodie Biomass
Amount (tCO ₂ e)	420	420	450	105	105	10
Country	Brazil	Indonesia	Uganda	Pakistan	Ethiopia	UK
Vintage	2020	2019	2023	2020	2021	2025
UN SDGs	3,7,13	4,6,8,12,13,15,17	1, 3, 5, 6, 8, 12, 13, 15	1,2,3,4,5,6,7, 8,10,13,14,15	1,2,6,12,13,14,15	8, 13, 15, 17
Type	LFG	Cookstoves	REDD+	Blue Carbon ARR	ARR	Biochar
Standard	VCS+CCP	VCS +CCBS	GS	VCS +CCBS	GS	Puro
Category (Oxford Taxonomy)	Avoidance (I)	Avoidance (II)	Avoidance (I)	Removal (IV)	Removal (IV)	Removal (V)



Supporting a circular economy

There is increasing demand for key raw materials (such as lithium, cobalt and nickel) that are necessary to build a range of technologies needed in the net zero transition and beyond. In addition, the increase in electronic waste generation is a growing concern², leading to greater focus on creating a more circular economy as a potential solution. Although the majority of our environmental impact comes from the carbon emissions associated with the energy and other services we sell, we provide routers to our broadband customers and sell mobile handsets.

Recognising the increasing challenges of electronic waste, and the imperative of building a more circular economy, one of the key ways we are able to support this is through our router refurbishment scheme. We take back routers and eeros, a type of WiFi system, from customers and refurbish them ready for use by a new customer. In FY26, we shipped 16,143 refurbished routers to our customers. As the circular economy agenda develops, we will continue to identify opportunities across our business and implement best practices where possible.

2. <https://unu.edu/media-relations/releases/global-e-waste-surg-ing-up-21-in-5-years.html>

Employees

Our people are at the heart of how we deliver for our customers and enable our Partners. Our culture, powered by our DNA: We're people helping people; We get it done together; and We're all about impact – is the "how" behind everything we do. This section focuses on the ESG aspects of our 'people' agenda, with a particular focus on employee engagement and wellbeing, and on Diversity, Inclusion and Belonging (DIB). Fuller detail on our wider people strategy can be found in our FY26 Annual Report and Accounts.

Inspiring, developing and supporting our people

Listening to our people

In August 2025, we launched a new monthly Heartbeat Pulse Survey. Powered by Peakon, the platform puts feedback into the daily flow of the business, rather than treating feedback as an isolated exercise. Our People Leaders have real-time access to team dashboards and can see and respond to anonymous comments as they arise, allowing us to address issues, have honest conversations and act in the moment.

The business has embraced the new approach, with an aggregated participation rate of 91%, giving us a highly reliable view of workforce sentiment. We use Heartbeat to track our DNA Index, which measures how well we are living the three strands of our culture. The index has risen to 65%, up from 62% at launch.



We are open about where we have further to go. Our current engagement score stands at 6.8 out of 10 – 0.9 points below the energy and utilities benchmark. We are already seeing movement in the right direction across our key focus areas, with our career pathways metric improving by 0.8 points between August 2025 and March 2026. With the platform now firmly established, our focus is on using these real-time insights to close the gap to our sector and lift overall engagement.

Developing our people

We are committed to helping our people grow, and we prioritise developing and promoting talent from within.

This year we continue to invest in our learning and development platform Spark. In FY26 we moved beyond learning content to include objectives-setting, the ability to capture structured 1-2-1 conversations with Leaders, and Continuous Professional Development (CPD) recording. This enabled high levels of engagement, including:

- 67% of our people accessed Spark monthly during FY26
- 82% of our People Leaders accessed Spark monthly
- 371 events were delivered across the year to 2,422 people
- 173 coaching sessions throughout the year

Our internal speaker series, Spark Speaks, continued to connect people leaders with the wider business. This year, we ran two seasons of four to five talks each, with an average attendance of 140 leaders per session. Topics spanned servant leadership, design thinking, privacy, partner engagement, innovation, and customer loyalty. Across all sessions, leaders gave the programme an NPS of 78 and rated every session above 4.5 out of 5 for inspiration and strategic connection.

Employees **continued**

In December 2025, we brought our leadership community together for Elevate, a full day event with over 300 of our People Leaders, built around one big idea: connected leadership for focused growth. The day combined keynote sessions from our ELT, an exclusive reveal of our new brand, an inspiring talk from Sarah Furness on leadership, resilience, and performance under pressure, and a Create-a-Thon that put real business challenges in leaders' hands. Our leaders left with real clarity, shared purpose, and a collective sense of responsibility for what comes next. The feedback said it all, with leaders rating the overall experience 8.9 out of 10.

We're lucky to have incredible people working at Utility Warehouse, and as a business it's important that we continue to attract and develop great talent. We are proud that in FY26, 47% of roles were filled internally and that our offer acceptance rate remained strong at 92%, reflecting the strength of our employer brand in a competitive market.

Further detail on our learning, talent and career development approach is set out in our FY26 Annual Report and Accounts.

People stories

We are incredibly proud of our people and the ways internal mobility can transform careers. Here are just a few examples of how our colleagues are growing alongside Utility Warehouse:



From Quality and Compliance to Compliance Assurance

After spotting an opportunity to drive more effective outcomes, four members of our operations Quality and Compliance team transitioned to report directly to our Energy Compliance Auditor within Legal and Compliance. This proactive move has strengthened feedback mechanisms and driven more consistent customer outcomes, notably within debt management processes. Demonstrating the success of this initiative, two of these team members have since progressed into new roles focused on regulatory data reporting and energy support schemes. They have been succeeded by two other colleagues from that same operations team, showcasing our continued effort to foster and develop talent.

From the People Team to Partner Training

A colleague in our People function with a passion for learning and development saw an opportunity to bring her expertise to our Partner network. Since stepping into this space, she has led multiple Partner training and development sessions to glowing feedback, and has recently progressed into a People Leader role.



From Complaints Handling to Product Secondment

Having joined Utility Warehouse in 2022 as a Customer Complaints Handler, our colleague consistently embraced new opportunities for growth. After progressing through various roles within Customer Services and becoming a UW Champion, he was offered a secondment within our Product team as a Content Writer, helping to enhance our customer knowledge base.

Employees **continued**

Wellbeing

We continue to invest in our wellbeing approach, aiming to better understand and support our people's needs. We offer our people access to tools to support them to navigate their finances, a mental health wellbeing app (Unmind), nutrition support, and crisis support. In FY26 we launched Perkbox as our employee reward and recognition programme, so far this has helped colleagues save over £200,000.

We continue to celebrate and recognise key wellbeing awareness events across the year.

In FY26 this included:

- World Mental Health Day with our “Prioritising Mental Health in the Workplace” session.
- Supporting financial and wider wellbeing through our combined Talk Money Week and Stress Awareness Week events, including an in-person event at our Colindale hub with our benefits providers.

Alongside the key events we want to support colleagues across the year with a drum beat of communication and education opportunities, including:

- Our monthly Wellness Wednesday newsletter which includes a key focus area and our 4 pillars of wellness to encourage colleagues to take a moment to focus on wellbeing each week building good wellbeing habits.
- Monthly Unmind refresher session, where we show colleagues how the platform works and the benefits to them.
- We also run regular specialist education webinars and events with our reward and wellbeing service providers focusing on key life event topics such as house moving and pensions.

Two key areas that were highlighted within the Heartbeat responses in Operations were:

- Employee health and wellbeing is a priority at Utility Warehouse: 7.1 out of 10.
- My manager cares about my wellbeing: 8.7 out of 10 (Operations and company wide).

Diversity, Inclusion and Belonging

Diversity, inclusion and belonging (DIB) remain central to how we build a high-performing business. We want a culture where diversity of thought is sought out and valued, because it helps us innovate, better represent the customers we serve, and accelerate performance. In July 2025 we launched our refreshed DIB vision, starting with our People Leaders before rolling out across the business during National Inclusion Week in September.

Our DIB vision

- **A better way:** Together, we're driven by a shared ambition to create an inclusive workplace where people from all walks of life, bound by our DNA, can thrive. Our reasons to believe are:
 - **Diversity of thought drives impact:** We believe that diversity isn't just about representation. It's about diversity of thought, experiences and approaches to drive progress and change.
 - **Empowering leadership for impact:** We believe it starts with our leadership team. Empowering and equipping them to lead diverse and inclusive teams that deliver results.
 - **Purpose-driven inclusion and community:** We believe in creating a community and environment for our people and company to thrive



The Big Get Together & Good-Hearted Go-Getter Awards

The Big Get Together is our end-of-year celebration for all employees. This year we refreshed the format, introducing a sit-down dinner and debuted our brand new Good-Hearted Go-Getter Awards.

With over 400 nominations across six categories, from Customer Champion to the new Belonging Champion Award, the awards were a brilliant showcase of the talent and heart that runs through this business. The event scored 4.68 out of 5 overall, with likelihood to attend next year hitting 4.8 — a format we'll be building on.

Employees **continued**

Throughout the year several initiatives have built momentum:

- **Inclusive leadership:** we trialled a reverse mentoring programme with our Executive Leadership Team and launched new modules on Spark, including our "Making Inclusive Decisions" workshops on unconscious bias and an "Understanding Neurodiversity" module to support a needs-led approach to leadership.
- **Diversity of thought at scale:** at our Elevate leadership conference, 300 leaders used design-thinking techniques to generate over 2,500 ideas to address real business challenges, narrowing these to four solutions to take forward.
- **Celebrating inclusion:** we introduced the Belonging Champion "Good-hearted Go-getter" award to recognise those who go the extra mile to make Utility Warehouse more inclusive.
- **Employee-led impact:** our seven Belonging Groups continue to provide community and support, working with the People team to help shape our Supporting Individual Needs Policy and our new approach to performance.

Diversity in hiring

We remained committed to building diverse teams throughout the year, including when we bring new talent into the business. Within our hiring process we have been proactively sourcing and balancing our shortlists, implementing our new framework and skills assessments, and remaining people-centred in our approach.



Female representation

39% of roles filled by women



Underrepresented groups

36% of roles filled by candidates from underrepresented minority groups.



Data transparency

21% of candidates chose to opt out of sharing diversity data.



Belonging groups driving change

Our seven Belonging groups continue to thrive, they are: **Menopause Support Group, Carers Network, African-Caribbean Group, Pride Group, Women in Leadership (WIL), Neurodiversity Group, and Working Parents.** Led by our people, with sponsorship from senior leaders, our groups provide an effective means of raising awareness, supporting group members, and working with the People team in the development and evolution of relevant policy and best practice.

Enhancing colleague support:

Following a targeted survey on customer behaviour initiated by our African-Caribbean Group, a company-wide project was launched to provide better procedural guidance and post-incident care for frontline staff. A cross-functional working group has since finalised a new process, training curriculum, and monitoring framework that is now nearing deployment.

Advancing workplace neuro-inclusivity:

Our Neurodiversity Group partnered with Magenta Research to conduct an internal study on neurodiversity in the workplace. While the findings recognised Utility Warehouse as a caring and inclusive employer, they also highlighted areas for growth. Led by our Neurodiversity Group, we have implemented immediate practical adjustments and established a long-term plan to remove barriers and support neurodivergent colleagues.

Connecting and educating through events

Our groups host regular knowledge-sharing events throughout the year. For Talk Money Week, Working Parents and WIL collaborated with our benefits provider, Nudge, to run a "Money Masterclass: Family Funds" session. To mark International Day, the WIL group hosted a change mastery workshop with author Eleanor Tweddle and organised a successful workwear donation drive for the charity Smart Works.



Employees continued

Measuring our DIB progress

Following the launch of our DIB vision, we established a baseline for diversity of thought through our monthly Heartbeat survey. On a scale of one to 10, our Diversity of Thought score moved from 7.8 in August 2025 to 7.9 in March 2026, and our Belonging score rose from 6.9 to 7.1 over the same period.

We also made progress on senior leadership representation. In the FTSE Women Leaders Review, we ranked fourth among all FTSE 250 companies for progress over the last five years, with an increase of 22.22%, and were the only FTSE 250 business to feature in the top five for the utilities sector. We continue to meet the Parker Review target of at least one minority ethnic board director. We know there is more to do, and our focus going forward is on sharpening our internal targets so that progress is reflected at every level of the business.

Board diversity

The Board sets the tone for inclusion and diversity across the business, remaining committed to developing a diverse and inclusive organisation. Our Nomination Committee ensures that new director appointments are of the highest calibre, bringing a strong combination of skills, experience, and varied backgrounds to the Board, as reinforced by our Diversity and Inclusion policy. The Committee remains mindful of the guidance and targets issued by the FTSE Women Leaders Review, the Parker Review, and the FCA. As of 31 March 2026, the Company met all FCA diversity targets: the Board has 50% female representation, Suzi Williams serves as our Senior Independent Director (SID), and one director is from an ethnic minority group. For further details on these objectives and policies, please refer to our Annual Report and Accounts.

Governance

We continue to deliver a high standard of service to our customers, whilst treating them fairly and making their lives easier by getting their home services in one place. This helps ensure our customers remain with us for the long term, and that we continue to grow through the trusted personal referrals of our Partners.

Working with all our stakeholders in an ethical and transparent way, and conducting business in a fair, accountable, and sustainable manner, inspires trust and is critical as we look to the future.

Our systems and processes are built and developed to ensure high standards of compliance, data security, and business continuity, and we are committed to respecting human rights across our business and our supply chain.

Supporting the long-term sustainable growth of the Company through effective ESG governance

As we continue to embed our ESG strategy across the wider business, we remain focused on enabling long-term sustainable growth through strong and transparent governance. As outlined on page 07, the Board retains ultimate responsibility for our ESG strategy. Our ESG Board Champion works closely with our Chief Executive and General Counsel to support the delivery of our ESG objectives.

To ensure our ESG governance remains effective and aligned with the evolving needs of the business, we regularly review and – when appropriate – update our ESG governance structures and processes. Building on last year’s transition to a decentralised ESG governance structure, we have continued to strengthen ownership of key sustainability initiatives across core business functions. Supported by our Head of Sustainability, this distributed approach enables us to stay responsive, accountable, and aligned with the Company’s strategic direction.

AI in the Workplace

In FY26, we formally implemented our new AI in the Workplace Policy to establish a robust, principled framework for the adoption of artificial intelligence across our operations. The policy focuses on maximising the operational efficiencies and innovative potential of generative AI while strictly safeguarding sensitive customer information, protecting intellectual property, and ensuring compliance within a rapidly evolving regulatory landscape. Overall responsibility for the policy is held by our AI Governance Committee, which brings together cross-functional specialists from our Privacy, Legal, Security, Data, and Product teams.

Ensuring robust and responsible supply chain management

Conducting business in a fair, accountable, and sustainable manner is critical to our continued success. Our systems and processes are built and developed to ensure high standards of compliance, data security, and business continuity, as well as ensuring robust and responsible supply chain management. We remain committed to future-proofing our supply chain management as our business scales.

We have continued to develop our procurement capabilities with the deployment of Luminance, our new Legal-Grade™ AI-enabled contract management system which replaced DocuSign CLM.





Key policies

The following key policies facilitate robust and responsible supply chain management:

These, along with our Gender Pay Gap Report and our other corporate policies, can be found on the Telecom Plus PLC website.

Anti-Bribery and Corruption policy:

We have a zero-tolerance approach to bribery and corruption, which is embedded through our Anti-Bribery and Corruption Policy and training. Our policy describes our values and approach to counter bribery and corruption.

Supply Chain Policy and Supplier Code of Conduct:

Our Supply Chain Policy and Supplier Code of Conduct set out the standards we expect our suppliers to adhere to, including respecting human rights and a zero-tolerance approach to bribery and corruption.

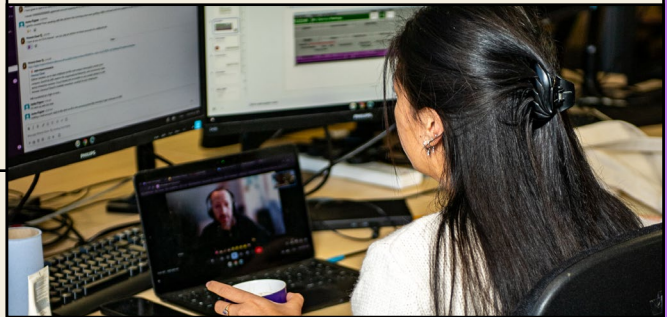


Whistleblowing Policy:

We have a Whistleblowing Policy to encourage employees to report suspected wrongdoing (including human rights violations, and bribery and corruption matters), and an independent whistleblowing hotline provided by SafeCall.

Fraud Risk Management Policy:

We have a zero-tolerance approach to all forms of fraud, ensuring we conduct our business honestly, ethically, and with integrity. This policy outlines our framework for identifying, preventing, and reporting fraudulent activities in compliance with relevant legislation, including the Economic Crime and Corporate Transparency Act 2023, and the Fraud Act 2006. Our commitments are embedded across the Group through robust prevention procedures, clear escalation channels, and mandatory staff training.



Human Rights Policy and Modern Slavery Statement:

Our Human Rights Policy covers human rights, modern slavery, and forced labour, and provides the basis for embedding responsibility for respecting human rights throughout the Group. Our Board reviews and approves our annual Modern Slavery Statement, which is available on our website.

Board and Conflict of Interests Policy:

Our directors have an obligation to avoid placing themselves in a position where their personal interests conflict with those of the company. This policy provides guidelines on identifying and managing conflicts of interest, and outlines the procedure to be followed in the event that an actual or potential conflict of interest is identified.





Utility Warehouse objectives

FY27 and beyond

Looking ahead to our FY27 ESG Framework and Reporting Structure, our Utility Warehouse pillar will focus on delivering on the following commitments:

Objective	Description
Environment	
Decrease our greenhouse gas emissions, achieving net zero by 2050	Achieve net zero across Scopes 1, 2 and 3 by 2050.
	Reduce emissions by 63% across Scopes 1, 2 and 3 by 2035.
	Maintain 100% renewable electricity for our Utility Warehouse-owned buildings.
Social	
Evolve our distinct Utility Warehouse culture, powered by our DNA, to attract, develop and keep great people	Build and maintain a high performing culture, increasing performance accountability by implementing our new performance ratings and performance based bonus scheme - that measure the level of impact our individuals and teams have on our business results and reward appropriately.
	Continue to embed our Diversity, Inclusion, and Belonging (DIB) vision and strategy, utilising our monthly Heartbeat survey to monitor how we are doing by tracking employee feedback on belonging and diversity of thought.
	Continue to exceed the FTSE Women Leaders Review targets by maintaining at least 40% female representation on the Board and at least 40% across senior leadership roles (Exec and Exec direct reports).
	Continue to meet the Parker Review targets for board-level ethnic diversity.
Governance	
Maintain compliance with our regulatory and reporting obligations, and monitor forthcoming ESG disclosure requirements	Monitor the FCA's consultation and final policy on the UK SRS and evolve our governance and disclosure approach in preparation for these forthcoming obligations.

Partners

Our community of self-employed Partners continues to be instrumental to our growth. The network now comprises over 77,200 Partners each a member of their local community: “people helping people”. Our Partners are seeking the opportunity to flexibly earn an additional long-term income through referring Utility Warehouse to family and friends, who then choose to sign up to our services and save money on their essential household services. This opportunity is becoming increasingly relevant for people seeking more versatile ways of earning income as the cost of living pressures continue.

The Utility Warehouse Partner pillar covers the following material topics:

- Reducing greenhouse gas emissions
- Positive economic impact on communities
- Diversity & Inclusion
- Governance, business ethics & transparency





These topics align with the following UN Sustainable Development Goals:





SDG 7	Affordable and clean energy
Target 7.2 – Increase substantially the share of renewable energy in the global energy mix	
SDG 8	Decent work and economic growth
Target 8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	
SDG 10	Reduced inequalities
Target 10.2 – By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	



Partners continued

We are pleased to report on the progress against our FY26 Partner commitments:

 Achieved
  Partially achieved
  On track
  Ongoing

FY26 objective	Description	Progress during FY26
Environment		
As Utility Warehouse's product offering evolves in line with the UK's energy transition, ensure our Partners remain confident and equipped to promote our services to their networks	Continue to develop training for Partners as our products develop	 We continued to provide Utility Warehouse Partners with training materials on our energy products, including pricing updates, our EV and SEG tariffs, and other key updates on our energy products. This can be accessed via our dedicated Partner portal and Ask Mii (our always on support tool).
Social		
Promote the social impact of being a Partner, helping more people to access the financial and professional growth, and the community benefits on offer	Leverage the findings from our FY24 social impact study in our Partner proposition refresh to further drive the positive impact of the Utility Warehouse Partner opportunity	 Findings have fed into our brand strategy, Partner proposition, and our ESG Framework.
Governance		
Communicate the Partner model and its benefits in a way that helps to attract new Partners	Integrate findings from our Partner social impact work into our Partner marketing materials, to demonstrate a more complete picture of the social benefits on offer from becoming a Utility Warehouse Partner	 We have utilised the findings from our Partner social impact work in our social media campaigns and the development and launch of our Community Champion awards.
Ensure robust governance and transparency of the Partner model	Continue to transparently communicate the mechanics and benefits of the Utility Warehouse Partner model	 We provide information on our company website and dedicated Partner Portal to transparently communicate the mechanics and benefits of the Utility Warehouse Partner model.

Partners continued

Partner Social Impact

Quantifying the social impact of our Partner opportunity

We aim to increase our socio-economic impact by promoting the Partner opportunity as a second income to a wider audience. In FY24 we worked with an expert external consultancy to quantify how becoming a Utility Warehouse Partner can help people meet their financial goals in the short term, and also contribute to longer term socio-economic empowerment. To assess the impact at an aggregate level, we developed a robust impact measurement methodology, adapting a rigorous social impact theory of change for our Partner model. This year, we have used these findings to inform our Partner marketing and social media communications, including creating a video helping to bring to life the breadth of benefits Utility Warehouse's unique Partner opportunity offers. The insights from this work were

also central to the refresh of our ESG Strategy and Framework last year, as we look to expand the positive impact that our business model creates as we continue to grow our Partner network and customer numbers.

Alongside financial impacts, Utility Warehouse Partners value flexibility, confidence and community³:

- 86% said that being able to earn more flexibly through Utility Warehouse had improved their quality of life
- 79% said the income they had received from Utility Warehouse had provided them with a greater sense of financial empowerment
- 65% had found that being part of Utility Warehouse had made them feel more comfortable in professional or social settings
- 53% stated that being a Utility Warehouse Partner had allowed them to increase their earnings outside of Utility Warehouse, change jobs, progress their career, or start their own business

³ Based on an FY24 survey of 348 Utility Warehouse Partners.

We identified four social impact categories relevant to the Partner opportunity.

These impact areas were used as the foundations for a new social impact framework that will inform our approach to engaging and supporting Partners going forward. The framework sets out the benefits we found our Partners value in the short term, and how those develop into longer term impacts.

Financial empowerment

Of the Partners surveyed, 79% said that the income they received from UW had provided them with a greater sense of financial empowerment. Our Partners valued both the opportunity to earn in the short term via commission and bonuses as well as the opportunity to build a source of residual income over time.

“What started as my Plan B is quickly becoming my Plan A”

Utility Warehouse Partner

Skills & confidence

Our Partners reported increased confidence since becoming a Partner, primarily driven from the skills they develop earning through UW, as well as the access to a network of like-minded people. Overall, 86% of Partners stated that the UW Partner opportunity had increased their confidence, benefiting them socially, professionally or economically.

“Since joining Utility Warehouse I’ve done things I never would have done before – like standing up in front of a room full of people at a Buzz event.”

Utility Warehouse Partner

Community & belonging

The feeling of community is a big part of being part of UW, both for our employees and Partners. Of the Partners surveyed, 51% reported that being part of UW had given them a feeling of shared sense of identity and collective purpose. We were proud to find that in a time when social isolation and loneliness is a growing issue in the UK, 25% of our Partners reported that becoming a UW Partner had resulted in reduced feelings of loneliness and isolation or an improved sense of social connection.

“Community is a massive part of the opportunity for me. It’s about being able to trust the people around you”

Utility Warehouse Partner

Flexible around life

Flexibility is a core part of the UW Partner offer, offering unprecedented flexibility for people to earn an additional income in a way that fits around their existing commitments. 90% of the Partners we surveyed indicated that this flexibility had benefited them, with 86% saying that the ability to earn more flexibly with UW had improved their quality of life.

“Life shouldn’t be about work; UW lets you spend time doing the things you actually enjoy”

Utility Warehouse Partner

Partners continued

What's next for our social impact framework?

The way people in the UK are earning money continues to change. Flexible earning opportunities, like the Utility Warehouse Partner opportunity, offer an important second income solution for many people. Going forward we will continue to find ways to understand and drive the positive impact of the Utility Warehouse Partner opportunity, and use these insights to continue to build the strength of our communications on the Partner opportunity to existing and prospective Utility Warehouse Partners.



Connectors

This year, we launched Connectors, a new initiative designed to help our Partners grow their businesses through local referrals.

A Connector can be anyone with a network who could benefit from our customer proposition. So far our network is highly diverse, encompassing local small businesses, such as estate agents, mortgage brokers, school PTAs, charities, and well-connected individuals within the community.

The process is straightforward: Connectors simply introduce people looking to save money on their household bills to a Partner. When that individual becomes a customer, the Partner and the Connector share the financial reward.

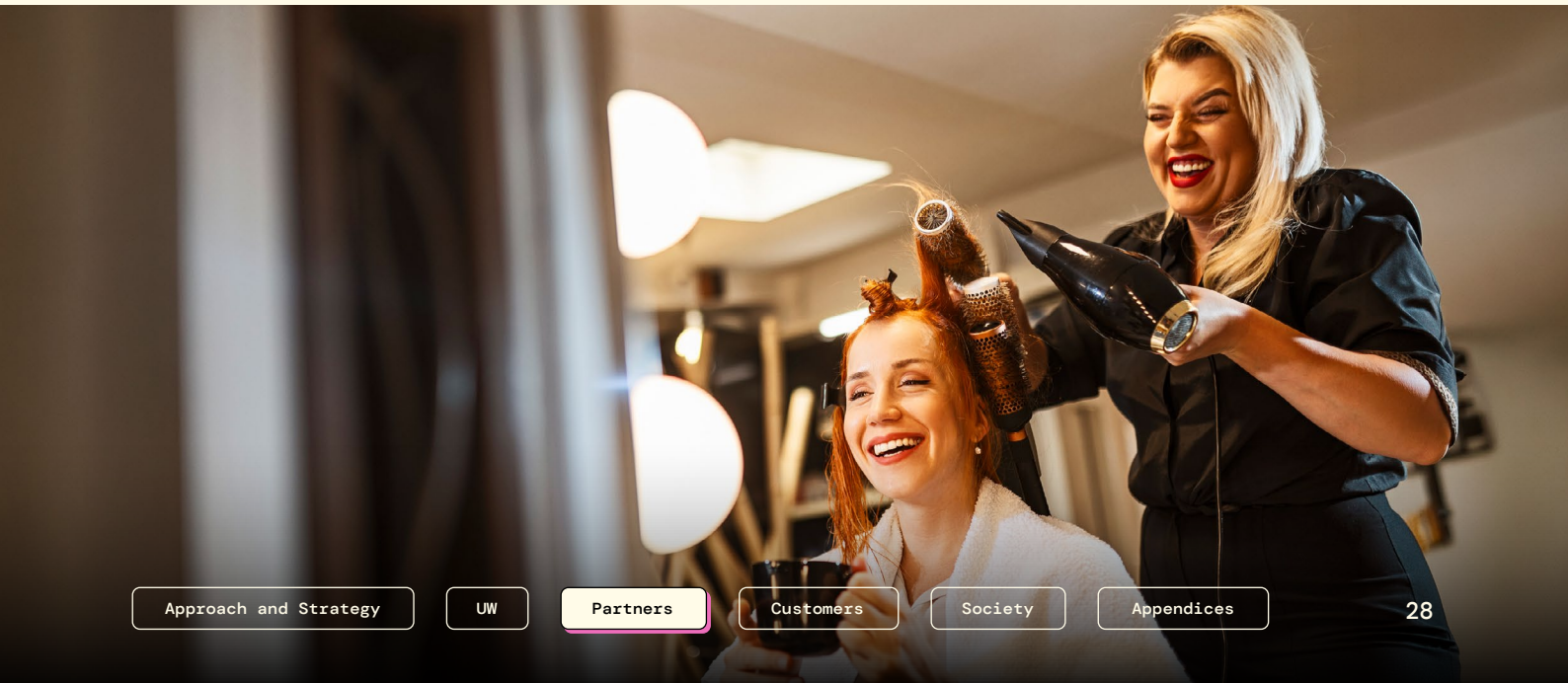
“

“We’re proud to be part of the Connectors Programme and it’s thanks to Renata’s ongoing support. By referring others to Utility Warehouse, she’s helping us fund compassionate care for local people with life-limiting illnesses.”

Lisa Hamblett,
HR Officer

For local charities and community groups, this has become an effective, hassle-free fundraising tool. A wonderful example of this is our Connector, Wigan & Leigh Hospice. As Lisa Hamblett, their HR Officer, explains:

By focusing on trusted, real-world relationships, the Connectors programme helps households look after their budgets while driving meaningful, grassroots support where it matters most. Over 9,000 Connectors have already joined the movement, and the network continues to grow every day.



Partners continued

Ensuring robust governance and transparency of our Partner model

We are committed to ensuring robust governance and transparency of our Partner model. Our dedicated webpage provides further information on the Partner opportunity — more information can be found at uw.co.uk/partner. Our community of self-employed Partners get paid for referring friends and family who then choose to sign up as Utility Warehouse customers. Partners receive up to £300 upfront commission for every multiservice homeowner, and can go on to earn an ongoing monthly commission based on the services being used by the customers they have referred for so long as the customers stay with Utility Warehouse. They can also build their own team of Partners and provided those Partners are also successfully referring customers who go on to take services, the Partner who built the team can earn an additional monthly commission. Being a Partner is rewarding and flexible and, as with most things in life, Partners get out what they put in.

Key benefits from becoming a Utility Warehouse Partner



Upfront income

Commission paid for referring friends and family who then sign up as Utility Warehouse customers on our mobile, broadband and energy products, as well as bonuses for achieving certain stretch targets.



Ongoing income

Calculated as an incremental percentage of your customers' bills – and a flat pence rate for those of your team's customers bills – paid monthly for as long as they stay with Utility Warehouse.



Rewards

A variety of rewards and incentives, ranging from chocolates and champagne, to meals out, weekends away and holidays in the UK and abroad



Support

Training and tools, as well as mentoring and personal development, plus events for the wider Utility Warehouse Partner community.

Supporting our Partners from day one

To join as a Partner there is a £10 joining fee – this covers the cost of setting up the account and providing new Partner training. Partners have access to the Partner app and the Partner Portal where they can access training, support and tools to help them make the most of the Utility Warehouse Partner opportunity. From month four, there is a £3 monthly fee to cover this ongoing support. All of our training courses have been developed with or are delivered by successful Partners. Training is available on a range of topics including: on our products and services to get started; data protection and information security; securing and carrying out appointments; and much more. All Partners are required to complete mandatory training and adhere to our Partner Guidelines and our Partner Code of Conduct. These set out our requirements and the standards we expect our Partners to maintain when referring our services. All Partners are mentored by the Partner that introduced them to Utility Warehouse for at least the first six customers they refer and, in most cases, this mentoring relationship continues well beyond this initial period. Support is also offered via formal and informal Partner events organised both by Utility Warehouse and by individual groups of Partners. We organise two all Partner conferences a year, Power Up and Amplify, to enable Partners to network, build skills and learn more about Utility Warehouse, our products, and our services.

Partners continued

Ask Mii

How we are supporting Partners with AI tools

Our Partners are key to our word-of-mouth model and we want to give them the best possible tools to develop their businesses. That's why this year we introduced advanced AI tools to help our network work smarter, faster, and with greater confidence. By embedding digital tools into our training and support ecosystem, we are helping Partners build more efficient and resilient businesses, meaning they can help more people save time and money with Utility Warehouse.

A key milestone this year was the launch of AskMii (askmii.co.uk), an AI-powered virtual assistant available 24/7. AskMii provides Partners with instant answers to everyday questions, how-to guides, and immediate assistance with pricing, scripts, and onboarding timescales. By acting as an on-demand support hub for appointment preparation, AskMii helps Partners stay focused on what matters most, already saving thousands of hours across the network.

Alongside operational support, we are investing in skill development through our AI-enabled conversation coach. The coach provides a space for Partners to sharpen their communication skills through interactive roleplays, simulating everything from booking appointments to handling objections. The tool offers instant, tailored feedback so Partners can refine their approach and boost their confidence. Currently running as a popular, limited-space pilot, we are monitoring its active impact to understand how to best scale this advanced coaching to more Partners in the future.

By pairing human relationship-building with cutting-edge technology, we are ensuring our Partners have the best possible toolkit to succeed.





Utility Warehouse Partner objectives

FY27 and beyond

Looking ahead to our FY27 ESG Framework and Reporting Structure, our Partner pillar will focus on the following commitments:

Objective	Description
Social	
<p>Promote the social impact of being a Partner, helping more people to access the financial and professional growth, and the community benefits on offer</p>	<p>Continue to integrate findings from our Partner social impact work into our Brand strategy and Partner proposition / marketing to further drive the social benefits and positive impact of becoming a Utility Warehouse Partner.</p>
Governance	
<p>Ensure robust governance and transparency of the Partner model</p>	<p>Continue to transparently communicate the mechanics and benefits of the Utility Warehouse Partner model.</p>

Customers

We help our customers to get on with more important things in their lives than managing their bills, by delivering consistently fair value and great service.

Continuing to support our vulnerable customers, particularly in the context of continued cost-of-living challenges, remains a key priority within our ESG agenda. Over the last year, we have continued to partner with Citizens Advice Plymouth to support vulnerable customers.

Our Customer pillar covers the following material topics:

- Reducing greenhouse gas emissions
- Energy efficiency advice
- Positive economic impact on communities
- Protecting vulnerable customers
- Cybersecurity
- Responsible sales and marketing

These topics align with the following UN Sustainable Development Goals:

SDG 7	Affordable and clean energy
<p>Target 7.2 – Increase substantially the share of renewable energy in the global energy mix</p>	

SDG 1	No poverty
<p>Target 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	



Customers **continued**

We are pleased to report on the progress against our FY26 Customer commitments:

✔ Achieved
 ✔ Partially achieved
 ✔ On track
 ✔ Ongoing

FY26 objective	Description	Progress during FY26
Environment		
Develop our product offering with the right solutions for our customers as the UK's energy transition evolves	Continue to review our energy transition product offering in line with evolving customer demand	✔ We continue to offer our customers EV and SEG tariffs and are monitoring the evolving energy landscape to ensure our energy transition products remain aligned with customer needs.
	Exceed our Ofgem specified target for total smart meter installation during calendar year 2025	✔ We exceeded both our electricity meter installation target with 29,529 electricity meters installed vs a target of 2,400 and our gas meter installation target with 28,164 gas meters installed vs a target of 16,751.
	Utility Warehouse pledges to plant a tree on behalf of all new customers who take 3 or more core services, and employees who reach their fifth anniversary with Utility Warehouse	✔ Over FY26 we committed (based on our tree planting pledge) to plant 62,252 trees. Our total FY26 tree planting activities (exceeding our tree planting commitment) consisted of: 93,558 trees planted by Stump Up For Trees, 45,555 trees planted by the National Trust, and 17,072 planted by Moor Trees.
Social		
Celebrate the social impact of Utility Warehouse's proposition for our customers	Review the social impact of Utility Warehouse's proposition for customers by the end of FY27	✔ In FY26, a cross-functional group commenced work to understand the social impact of our unique proposition for our customers. This work will be completed in FY27.
Protect vulnerable customers, including through Citizens Advice and the Hardship Fund	Continue to support specific needs of vulnerable customers through our specialist support teams	✔ Continuing to support our vulnerable customers, particularly in the context of the rising cost of living, remains a key priority within our ESG agenda. Key initiatives to support this aim include our continued participation in the Energy UK Vulnerability Commitment, specialist customer support teams, and partnership with Citizens Advice Plymouth to support customers across the country.
	Support the deployment of the Utility Warehouse-funded £5 million Hardship Fund over FY24-FY26	✔ The £5 million fund has now been fully deployed to support customers.
	Continue to support vulnerable customers through the UW Foundation donations to the Fuel Bank Foundation	✔ In FY26 the UW Foundation donated £30,000 to the Fuel Bank Foundation.



Customers continued

Helping our customers to navigate the energy transition

We're committed to helping our customers manage the energy they use in their homes, not only to enable them to better control their energy costs, but to also further support the UK's transition to net zero.

Our energy transition tariffs

In FY25, we were delighted to launch our first EV tariff, offering five hours of low-cost overnight electricity, with pricing tailored to the number of services a customer takes with us. This tariff type continues to gain momentum, with 8,497 customers adopting this tariff in FY26 (up from 2,974 in FY25).

To support low-carbon energy generation, we offer a Smart Export Guarantee (SEG) tariff, which pays self-generating households for excess renewable electricity they export to the grid. In FY26, our SEG tariff rates were:

- 2p/kWh for customers on our Value and Gold tariffs
- 8p/kWh for customers on our Double Gold tariff

4,572 customers utilised our SEG tariff in FY26 (up from 3,609 in FY25), highlighting customer interest in self-generation and grid contribution.

Smart meter rollout

Smart meters are a key part of the UK's transition to net zero, supporting a more efficient and flexible electricity grid. The adoption of smart meters and the free in-home display has many benefits to customers. These include making it easier for them to understand and track their energy usage, which in turn helps them to take steps to save energy. Alerts can be set for when they are using more energy than they want to, providing further control over their consumption. Automatic meter readings also mean customers are billed accurately and automatically, reducing the risk of overpayment or unexpected debt, and removing the need for estimated bills.

Our smart meter installation targets are set by Ofgem, and are for a calendar year (rather than a financial year). In 2025 we once again exceeded both targets, with 29,529 electricity meters installed (against a target of 2,400) and 28,164 gas meters installed (against a target of 16,751).

Energy efficiency advice

Energy efficiency advice is provided in a variety of ways, including year-on-year comparisons on bills, energy efficiency advice on our website, and a dedicated energy efficiency phone line. Together, these services help customers better understand their energy use, identify opportunities to reduce it, save money while doing so, and contribute to the net zero energy transition.

In FY26, engagement with our energy efficiency webpage more than doubled, receiving 33,669 visits (up from 15,649 in FY25). Meanwhile, our dedicated energy efficiency phone line - operated by Scarf to provide independent, tailored advice to households and businesses - received 171 calls in calendar year 2025, compared to 475 in 2024.

Customers **continued**

Protecting our customers' data, privacy and online safety

We remain committed to protecting our customers' data, privacy and online safety.

Online safety

Our Staying Safe Online webpage continues to inform our customers about security risks. We also offer our fixed broadband customers eero routers, which allow them to put in place parental controls to help keep their families safe.

Data, privacy and cybersecurity

Protecting our customers' data and privacy is critical to our business and something we continue to invest in. We have robust information security and data privacy policies maintained and governed by our Security Operations Centre and Data Privacy teams. All our employees are provided with security and privacy training on an annual basis, and our call centre agents are provided with additional training on how to deal with customer-related security issues.

We also continue to invest in our cybersecurity, and have a dedicated Security Operations Centre, who work alongside our security engineering and compliance teams. We are active members of the Forum of Incident Response and Security Teams (FIRST) ([first.org](https://www.first.org)). We participate in a number of industry threat intelligence programme to ensure we can quickly respond to the constantly changing information security landscape. We remain fully committed to continuing to improve our information security systems and were delighted to have expanded our ISO 27001 certification for Information Security Management Systems to the whole business in May 2026.

Protecting vulnerable customers

Continuing to support our vulnerable customers, particularly in the context of the rising cost of living, remains a key priority within our ESG agenda. Key initiatives to support this aim include our continued participation in the Energy UK Vulnerability Commitment, specialist customer support teams, partnership with Citizens Advice Plymouth to support customers across the country, and the Utility Warehouse Hardship Fund.

Energy UK Vulnerability Commitment

Utility Warehouse was a founding member of this vulnerable customer service charter standard when it launched in 2020. We have passed the annual assessment by its independent panel every year since then. The Commitment standards are above and beyond regulatory requirements and require ongoing additional investment in priority communication channels, employee training, financial support, and customer feedback insights.

Specialist customer support teams

In alignment with our belief that there is nothing more powerful than people helping people, we have continued to evolve specialist teams. Our dedicated Payment Solutions Team remains committed to supporting each individual customer's specific needs.

Our friendly, knowledgeable advisers continue to provide critical support, ensuring we remain a vital lifeline for vulnerable or financially struggling customers. Our specialist prepayment capabilities allow us to:



Prioritise Human Connection

Ensure customers have a direct line to dedicated support, maintaining a powerful human alternative to AI and chatbots for complex and sensitive queries.



Deep Dive into Customer Journeys

Maintain our focus on analysing the journey for customers requiring support with their energy costs to understand what we do well and identify key areas where we can develop our services further.



Deliver Specialist Expertise

Provide tailored support from experienced, in-house professionals equipped to address each customer's specific circumstances.

Customers continued

Citizens Advice Plymouth

Through our dedicated partnership with Citizens Advice Plymouth, targeted, frontline support is available for Utility Warehouse customers who are experiencing, or are at high risk of, fuel poverty and severe financial hardship. Recognising that complex financial struggles require more than standard customer service, expert advisers and caseworkers at Citizens Advice Plymouth provide our customers with comprehensive, holistic debt advice. This includes working one-on-one with households on income maximisation through thorough benefit entitlement reviews, practical budget planning, and efficiency advice (covering energy and other utility services) to help lower ongoing consumption.

Beyond advice, during FY26 these caseworkers continued to serve as a vital gateway to direct financial relief. They assessed eligibility and provided end-to-end support with applications for the Utility Warehouse Hardship Fund, which included a one-off £150 payment via our Financial Assistance Scheme to help with immediate financial shocks, as well as administering applications for debt relief through the Utility Warehouse Customer Support Scheme.

By combining expert advice with tangible financial intervention, this partnership has ensured vulnerable households receive the sustainable support they need.

Utility Warehouse Hardship Fund

In FY26, the £5 million Hardship Fund (funded by Utility Warehouse) became fully deployed – providing a lifeline to both Utility Warehouse and non-Utility Warehouse customers as the increased cost of living continues to impact families across the UK.

“

As pressure on cost of living continues to impact households across the UK we are proud of the support we are able to provide our vulnerable customers.

Rob Harris,
Executive Vulnerability Sponsor





Customer objectives

FY27 and beyond

Looking ahead to our FY27 ESG Framework and Reporting Structure, our Customer pillar will focus on the following commitments:

Objective	Description
Environment	
Develop our product offering with the right solutions for our customers as the UK's energy transition evolves	Continue to review our energy transition product offering in line with evolving customer demand.
	Exceed our Ofgem agreed target for total smart meter installation during calendar year 2026.
	Utility Warehouse pledges to plant a tree on behalf of all new customers who take 3 or more core services, and employees who reach their fifth anniversary with Utility Warehouse.
Social	
Celebrate the social impact of Utility Warehouse's proposition for our customers	Review the social impact of Utility Warehouse's proposition for customers by the end of FY27.
Governance	
Protect vulnerable customers, including through Citizens Advice	Continue to support specific needs of vulnerable customers through our specialist support teams.
	Continue to support vulnerable customers through Utility Warehouse Foundation donations to the Fuel Bank Foundation.

Society

Our position as a trusted provider of essential home services is important to us. We recognise both the impacts we can have on society and the ways in which changes in society can influence us. As a result, we've integrated Society as one of the key pillars of our ESG Strategy and Framework.

Our Society pillar covers the following material topics:

- Reducing greenhouse gas emissions
- Positive economic impact on communities

These topics align with the following UN Sustainable Development Goals:

SDG 15	Life on Land
<p>Target 15.2 – Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>	

SDG 1	No poverty
<p>Target 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	



Society continued

We are pleased to report on the progress against our FY26 Society commitments:

✔ Achieved
 ✔ Partially achieved
 ✔ On track
 ✔ Ongoing

FY26 objective	Description	Progress during FY26
Environment		
Put people at the heart of Utility Warehouse's approach to the energy transition, enabling Utility Warehouse, our Partners and our customers to benefit	By the end of FY27, conduct research to identify the ways in which Utility Warehouse's unique model can help overcome the barriers to the energy transition	✔ This project will be a focus in FY27.
Social		
Be at the heart of communities, including through charitable giving	Develop and embed new Utility Warehouse Community Champion awards initiative for Utility Warehouse Partners by the end of FY26	✔ In FY26 we launched our new Utility Warehouse Community Champion awards at our April 2025 Power Up event presenting our first champions with their award. Following a nomination process, 3 further Champions were awarded at Amplify in September 2025.
	Continue to encourage our employees to give back to causes they care about through our employee fund-matching schemes	✔ In FY26 we had 27 employee fund-matching requests, with £13,407 raised by Utility Warehouse employees and £10,048 matched by the UW Foundation. In our payroll giving scheme £15,506 was donated by Utility Warehouse employees and £7,249 was matched by the UW Foundation.
	Contribute £350,000 to the UW Foundation and tree planting / energy transition /community initiatives during FY26	✔ £350,000 was donated to our UW Foundation and tree planting initiatives.
Across our essential home services, advocate for policy and regulation that puts people first	Advocate for energy policy and regulation that will put people first by the end of FY26	✔ We engaged constructively with Ofgem, Government and industry stakeholders to promote energy policies that support fair bills, a real fuel poverty solution, and better regulatory outcomes for consumers.

The UW Foundation

Through our UW Foundation (UWF), we continue to contribute to charitable initiatives. Over the course of FY26 UWF donated £137,797 to charities across the UK. We remain very proud of the work we do through the Foundation.

Our aim

Established in 2019 and administered by the Charities Trust (Charity Registration number: 327489), the aim of UWF is to have a positive impact on the environment, disadvantaged groups and other organisations that exist for public benefit and can demonstrate their charitable purpose.

Our commitment

In our FY25 Annual Report, Telecom Plus PLC committed to contribute £350,000 to the UW Foundation and tree planting / energy transition / community initiatives. For FY27, Telecom Plus PLC will contribute £200,000 to the UW Foundation.

FY26 direct donations

In FY26 the UWF made direct donations to:

- The Fuel Bank Foundation - £30,000
- University College London Hospitals Charity UK - £10,000
- Food For The Poor - £5,000
- British Red Cross Hurricane Melissa Emergency Relief - £5,000

Employee activity

We encourage our employees to give back through volunteering and charity fundraising.

Belonging Groups

In support of our Belonging Groups, the UWF donated a total of £10,500 to charities nominated by group members:

- Menopause Support — Daisy Network and The Menopause Charity
- African-Caribbean — Food For The Poor
- Carers — Caring Together Charity and Carers Trust
- Women in Leadership — Smart Works
- Pride — akt, Cultivating Mindfulness, GIRES and Switchboard
- Working Parents — Buddy Bag Foundation, Family Fund, Kinship, National Deaf Children's Society, Working Families
- Neurodiversity — ADHD UK, National Autistic Society, and The British Dyslexia Association

Hubs

In support of charities local to our Utility Warehouse Hubs, UWF donated a total of £10,000 to charities close to our locations:

- Colindale Hub - Colindale Foodbank
- Farringdon Hub - Euston Foodbank
- Selkirk Hub - Works+
- Horseshoe Close Warehouse - Caritas St Joseph's
- We also made a donation to Mellon Educate, a charity supported by our outsourcing partner in South Africa

Employee fund matching

Through our employee fund matching scheme, Utility Warehouse employees who raise funds for causes close to their hearts can have this fundraising matched by UWF, up to £500 three times per year. This year we were delighted to receive 27 fund matching requests, with employees raising £13,407 and the UWF donating £10,048 in fund matching to 22 different charities

Payroll giving

Payroll Giving launched in May 2024, with UWF fund matching up to £50 per employee, per month. This year our employees donated £15,506, with the UWF matching £7,249.



Partner activity - Community Champion Awards

Through our Utility Warehouse Community Champion Awards our aim is to shine a spotlight on the amazing Utility Warehouse Partners who have gone above and beyond in supporting charities and local communities, donating their time, money, and skills to help those who need it most. To celebrate their incredible dedication, not only do our Community Champions receive an award and recognition on stage, but the UWF also donates £10,000 to the chosen charity of each Champion.

Our very first Community Champions, Karen and Chris Williams, were celebrated on stage at Power Up 2025. Following this, we were proud to present a further three awards at our Amplify event in September, cementing these stories as a core pillar of our Partner recognition.

Our FY26 Community Champions stories

Karen and Chris Williams

Buddy Bag Foundation

Founded by Karen and Chris in 2015, the Buddy Bag Foundation supplies children entering emergency accommodation with backpacks full of essentials like toiletries, pyjamas, and comfort items. Karen's incredible dedication was formally recognised in 2021 when she was awarded an OBE by Her Majesty the Queen.

Jo Mountjoy-Dixon

Thetford and District Dementia Support Group

Eleven years ago, Jo founded this registered charity to provide a crucial lifeline for individuals living with dementia and their caregivers. Through her leadership, she has established 14 dementia-friendly communities across Norfolk and continues to run weekly, entirely self-funded support sessions alongside a dedicated volunteer team.

Ian & Jen Sutton,
Senior Group Leader

TAVS | Hope Cardiff

Over the past seven years, Ian and Jen have dedicated themselves to weekly volunteering with Cardiff's homeless community, including cooking hundreds of meals during the pandemic, alongside providing nine years of continuous support to a local refugee family.

Natalie Richardson, Group Leader

MND Association and St Gemma's Hospice

Widely known as a "superstar fundraiser" and the "heart of the community," Natalie has spent more than a decade raising thousands of pounds annually through community Christmas parties, pop-up charity shops, and tree sales. Demonstrating her innate generosity, she even routinely donated her personal Utility Warehouse commission back to St Gemma's Hospice long before the official Connector role existed.

Christmas wish

The UWF also donated £1,000 to each of the following 10 charities nominated by our Partners at Amplify 2025:

- The Sensory Place
- The Chronicle Sunshine Fund
- The Children's Hospice South West
- Oliver Steeper Foundation
- Newburn Sea Cadets
- Milly-Rose Stirrup Foundation
- Mama to Mama
- High Peak Baby Bank
- Chemo Giftbags
- Blue Bear Freedom (UK)

Tree planting at Utility Warehouse

Bringing woodlands back to the UK

We take a considered, long-term approach to supporting ecological restoration through woodland projects that are putting life back into the UK, creating a legacy for our customers and staff. Our commitment to planting trees is helping to create natural spaces that enhance wildlife and provide immeasurable benefits to people, nature and our planet. Since 2020, Utility Warehouse has supported tree planting projects that conserve and restore biodiversity in the UK. We have committed to planting a tree every time a multiservice customer, taking three or more new services, joins Utility Warehouse and every time a member of staff achieves their five-year anniversary with the company.

This commitment has grown from supporting one forward-thinking, bold restoration project in Bannau Brycheiniog (Brecon Beacons) in 2020, to a programme of support that now includes projects in England and Scotland, as well as Wales. Our vision is to enable people passionate about the natural heritage of the UK to restore and create some of our most biodiverse habitats. The projects we support are helping to reverse the decline of native species, create wildlife corridors, improve soil stability, reduce flood risk, lessen the impacts of drought, improve water quality, sequester carbon, and bring balance to fragile landscapes. They will also create opportunities for people to enjoy wonderful experiences within nature, boosting mental wellbeing and creating community connections. We support projects that ensure the lifelong benefits of the trees we help to plant by planting native species, locally grown, in conditions which mean they have the best chance possible of reaching maturity. These native woodlands include species such as oak, beech, lime, field maple, hazel and hawthorn. They are carefully chosen to support the areas' existing ecosystem and to provide the seed stocks of the future. We are proud to support four unique woodland creation projects which share our commitment to considered, long-term restoration of British woodland.

Tree planting project	Tree planting years	Trees planted to date	Status
Bryn Arw - Bannau Brycheiniog	FY21	117,400	Planting complete - establishment phase
Stump Up For Trees - S.E Wales	FY23 - FY26	320,865	Planting complete - establishment phase
National Trust - North Devon	FY23 - FY27	164,810	Planting ongoing
Gruinard Island - Scotland	FY24-FY25	83,000	Planting complete - establishment phase
Moor Trees - Dartmoor	FY25 - FY27	37,276	Planting ongoing

The UK is one of the least wooded areas in Europe with just 13.5%⁴ woodland cover compared with an EU average of 38%⁵. To meet the UK government's net zero targets, the Committee on Climate Change has recommended 17%⁶ woodland cover for the UK by 2050. Achieving this target will require the support of businesses, communities and governments working together. So here at Utility Warehouse, we are very proud of the small part we have played and continue to play in contributing to this national woodland cover target:

451,772

trees committed through our tree-planting commitment since FY21

723,351

trees planted across the UK by our partners so far

£233,895

donated to tree planting projects in FY26

156,185

trees planted by our partners in FY26

4. Woodland Trust State of the UK's Woods and Trees 2025

5. Friends of the Earth / Terra Sulis, Mapping English Tree Cover, March 2023

6. The Climate Change Committee, Land Use: Policies for Net Zero UK, January 2020

Tree planting at Utility Warehouse continued

Stump Up For Trees in Wales

Stump Up For Trees, based in Bannau Brycheiniog National Park, formerly known as the Brecon Beacons, was the first tree planting project supported by Utility Warehouse back in 2020. At the time, founders Keith Powell and Rob Penn held a bold vision to plant native woodland on Bryn Arw, a single hillside that was entirely overgrown with bracken.

We are extremely proud that Utility Warehouse initial funding in 2020 enabled the Bryn Arw project to become a reality, resulting in 117,400 trees planted in 2020–2021. The project also developed a highly considered model for working alongside commoners and landowners, securing vital community buy-in for habitat restoration. This well designed initiative, which ensures the best possible outcomes for both nature and people, has informed our corporate approach to woodland creation ever since.

Since those early days, we have continued to support Stump Up For Trees as they scale towards their ultimate ambition of planting 1 million trees.

In FY26, our funding supported the planting of 93,558 trees across 54 distinct sites throughout Bannau Brycheiniog. This massive effort was supported by over 1485 hours of community volunteer planting from 250 local people, bringing 20.5 hectares of land into active management for nature alongside 8.4 km of new hedgerows.

In total, Utility Warehouse funding has supported Stump Up For Trees to plant 320,865 trees over the last four years, which is in addition to the initial 117,400 trees established on Bryn Arw.

Alongside the creation of new planting sites, an immense amount of daily work takes place within the community nursery. This includes ongoing maintenance to ensure young saplings can successfully establish, which is a particularly vital task where trees are planted into dense bracken.

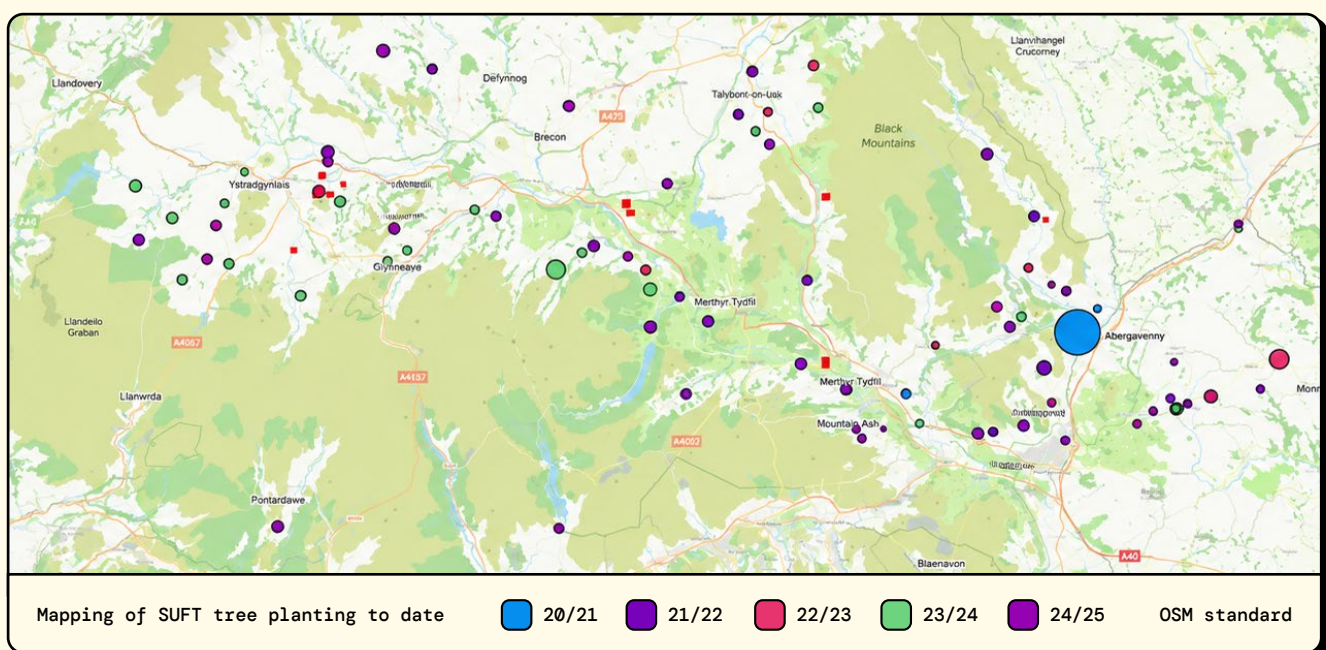
We are incredibly proud that this partnership has helped the charity cross the halfway mark, with over 500,000 trees now planted towards their goal of one million trees. We are excited for the bright future of this small but mighty charity and their community!

“

Utility Warehouse’s support has been instrumental. Their confidence and foresight to support Stump Up For Trees before a single tree was in the ground demonstrates a genuine commitment to create positive change for people and nature in the places where their customers live.

Rob Penn

Founder and Director of Stump Up For Trees



Tree planting at Utility Warehouse **continued**

Tree planting with the National Trust in North Devon

Since 2022, we've supported the National Trust in its ambition to plant and establish 20 million trees by 2030, focusing on the recreation of temperate rainforests. These lush habitats of ancient oak, birch, ash, pine and hazel that once blanketed most of western Britain and Ireland have been reduced to green pockets now representing just one percent of British land area.

In FY26, our funding supported the National Trust to plant 45,555 trees across more than 41 hectares of land in North Devon. This achievement means that Utility Warehouse has now supported the Trust to plant and establish 164,810 trees in total between 2022–2026.

With Utility Warehouse's support, a particularly exciting project is now underway after many years in development, through the Trust's nature restoration work at Churchill on the western edge of the Arlington Court estate. Here, the team are working on an ambitious programme to create a nature rich mosaic of habitats. They are diversifying grasslands, establishing wetlands and reconnecting streams, whilst delivering the largest tree planting site currently in development on the estate. With over 20,000 trees having been planted over winter 2025/26 and another 60,000 in plan, this project exemplifies how the National Trust is managing its land to capture carbon, restore natural processes and create a richer, more connected home for wildlife, with support from Utility Warehouse. Community engagement has been key to the success of the Trust's tree planting programmes, with volunteers from across the local area getting involved, donating approximately 1,750 hours between them.



At the National Trust, we're working hard to restore nature – not just on our land, but everywhere. We know we cannot do this alone, which is why we are so incredibly grateful to partners like Utility Warehouse, whose support helps ensure we can continue to pave the way towards a future where both people and nature can thrive.

Rob Joules
General Manager, National Trust North Devon

Moor Trees, Dartmoor

Moor Trees works to restore temperate rainforest and other native woodland across Dartmoor, creating wildlife corridors and new opportunities for people to enjoy and connect with nature. In March 2024, we were delighted to sign an agreement to support Moor Trees to plant 90,000 trees between November 2024 and April 2027. This funding will help Moor Trees to significantly expand its efforts as they pursue their ambition of a third of Dartmoor National Park covered in trees and scrub, compared with just 12% today.

This past winter was the second tree planting season of the partnership, which saw 17,072 trees planted, utilising 1,456 hours of voluntary support by over 220 different people from the local community. This included Moor Trees' 200,000th tree being planted. The schemes Moor Trees planted were a range of new native woodland, adopting a mosaic planting design to create species rich habitats. Moor Trees will monitor the initial survival rates and growth rates of the sites.

Partner Volunteering Days

In February 2026, Moor Trees welcomed 35 volunteers to Knighton Down in Bickington. The group, which included Utility Warehouse Partners, their families, customers, and Moor Trees regular volunteers, came together to get hands on and participate directly in our ongoing partnership.

The day began with an educational brief highlighting the positive environmental impact of the partnership and the specific ecological details of the planting site. Following a demonstration on proper tree planting techniques, including fitting protective stakes, guards, and mulch mats, the team eagerly got to work.

The morning was filled with energy, fun, and laughter as everyone rolled up their sleeves. Volunteers then took a well earned break to enjoy a picnic lunch together overlooking Dartmoor, keeping warm with hot drinks and cakes provided by the Moor Trees team.



With changeable weather keeping everyone on their toes throughout the day, the atmosphere remained filled with happiness even when the afternoon rain arrived. Our Partners left the site engaged and inspired, thrilled by the opportunity to contribute directly to nature restoration while building deep connections with fellow Partners and the wider local community.

Further volunteer days are already planned for next year, giving local Partners the opportunity to contribute to this positive partnership.

“

Very grateful to have this partnership with Moor Trees here on our doorstep in Devon. Thank you to Utility Warehouse for choosing such a fantastic local charity to support.

Jo Mottershead
Utility Warehouse Partner

Gruinard Island, Scotland

While active tree planting on Gruinard Island concluded at the start of FY25, we remain deeply committed to tracking the long term stewardship and ecological recovery of this historic project.

In FY24, our funding helped to plant 75,000 trees on Gruinard Island on the west coast of Scotland, with a further 8,000 trees planted at the start of FY25. The uninhabited rocky island became known as the island of death after biological weapons testing in World War II left it contaminated with anthrax. Following decontamination, the island was declared safe in 1990 before being further decimated by fire in 2022.

“

What stood out most wasn't just environmental benefit, but the culture: People working at their own pace; families and children getting involved, new connections formed through shared purpose, sustainability, community and doing the right thing quietly and consistently.

Mark Tregenza
Utility Warehouse Partner

Now, a bold plan by the landowners is turning 31 hectares of coarse grasses, heather, and bracken on the southeast side of the island into biodiverse woodland of alder, birch, willow, and oak. Utility Warehouse's funding enabled this logistically challenging project to get off the ground, supplementing a grant from the Scottish government. More than 14 tonnes of tree saplings were helicoptered onto the island before being planted by a team through the harsh Scottish winter.

“

Utility Warehouse's funding has enabled the planting of over 83,000 trees on Gruinard Island. Our hope is that the island will remain wooded forever, with regeneration of indigenous woodland in addition to the planted trees. This will provide habitat and shelter for wildlife that did not exist previously.

Angus Dixon
Forester, Groves Forestry

Now in the ground, the trees will grow to form habitats for nesting birds and other wildlife. Over the next 60 years, silver birch will give way to oak, creating a natural mixed woodland that, in time, will regenerate the island's ecology, improving soil quality and biodiversity.

Policy and Public Affairs

Putting people first through policy and regulation

Utility Warehouse operates in a uniquely regulated position within the UK's essential services market, supplying energy, telecommunications and financial services products. This gives us a distinctive perspective on how policy and regulation affect customers in practice, and an opportunity to play a constructive role in shaping the markets in which we operate.

We believe regulation should put people first. That means supporting policies that help customers access fair value, protect vulnerable consumers, improve transparency and trust, and deliver positive long-term outcomes. It also means ensuring that regulation remains practical, proportionate and capable of being implemented effectively by industry.

During FY26, we achieved our objective to advocate for energy policy and regulation that puts people first. We engaged constructively with Ofgem, Government and industry stakeholders to promote policies that support fair bills, deliver meaningful solutions to fuel poverty and improve regulatory outcomes for consumers. Through consultations, industry forums, senior roundtables and ongoing engagement with policymakers and regulators, we shared operational insight on how policy and regulation work in practice, helping to inform more effective policy design.

Our ability to operate across multiple regulatory frameworks provides a valuable perspective on where greater simplicity, consistency and customer focus can improve outcomes. We continued to advocate for reforms that improve outcomes for customers whilst remaining operationally deliverable and commercially viable for industry. As the UK continues its transition to a lower-carbon economy, we also engaged on policy developments relating to energy market sustainability, recognising the importance of balancing environmental ambition with affordability and accessibility for households.

We view constructive regulatory engagement as an important part of our licence to operate and our responsibility as a participant in regulated markets. By combining deep regulatory expertise with real-world operational experience, we seek to contribute positively to the development of policy and regulation that strengthens market integrity, supports vulnerable consumers and delivers better outcomes for customers and wider society.

We do not make political donations. Our policy engagement activities are conducted transparently, supported by robust governance and oversight, and aligned with our commitment to helping households save time and money on their essential services.





Society objectives

FY27 and beyond

Looking ahead to our FY27 ESG Framework and Reporting Structure, our Society pillar will focus on the following commitments:

Objective	Description
Environment	
Put people at the heart of Utility Warehouse's approach to the energy transition, enabling Utility Warehouse, our Partners and our customers to benefit	By the end of FY27, conduct research to identify the ways in which Utility Warehouse's unique model can help overcome the barriers to the energy transition.
Social	
Be at the heart of communities, including through charitable giving	Broaden our Community Champion initiative by awarding two Utility Warehouse Partner Community Champions and two Utility Warehouse employee Community Champions during FY27.
	Continue to encourage our employees to give back to causes they care about through our employee fund-matching schemes.
	Contribute £200,000 to the UW Foundation during FY27.
Governance	
Across our essential home services, advocate for policy and regulation that puts people first	Advocate for energy policy and regulation that puts people first.



We are incredibly proud of how we have delivered for our customers, employees, and Partners this year while maintaining sustainable long-term growth. Looking ahead, our FY27 ESG objectives demonstrate our continued commitment to our strategy, and we look forward to advancing this further in the year ahead.

**Utility
Warehouse**

Appendix 1 – GRI content index

1. The organisation and its reporting practices

GRI Standard	Disclosure title	Our disclosure
2-1	Organisational details	Telecom Plus PLC (www.telecomplus.co.uk)
2-2	Entities included in the organisation's sustainability reporting	The Annual Report and ESG Report covers Telecom Plus PLC and its subsidiaries
2-3	Reporting period, frequency and contact point	The ESG Report and Annual Report both cover the period of 1 April 2025 – 31 March 2026
2-4	Restatements of information	No restatements have been made
2-5	External assurance	Annual Report Pages 75, 110-120
2-6	Activities, value chain and other business relationships	Annual Report Pages 2, 8-16

2. Activities and workers

GRI Standard	Disclosure title	Our disclosure
2-7, WDI 3.3, WDI 3.4	Employees	ESG Disclosures Appendix FY26 Social Data Table
2-8, WDI 3.5, WDI 3.8	Workers who are not employees	ESG Disclosures Appendix FY26 Social Data Table
WDI 8.12, WDI 8.13	Workers protected during sick leave	ESG Disclosures Appendix FY26 Social Data Table
WDI 5.1, WDI 5.5, WDI 5.6, WDI 5.7	Employee remuneration	ESG Disclosures Appendix FY26 Social Data Table
WDI 8.3, WDI 8.4	Work-related injuries	ESG Disclosures Appendix FY26 Social Data Table

1 - GRI content index FY26 **continued**

3: Governance

GRI Standard	Disclosure title	Our disclosure
2-9	Governance structure and composition	Annual Report Pages 51-52, 59-69. ESG Disclosures Appendix FY26 Social Data Table
2-10	Nomination and selection of the highest governance body	Annual Report Pages 70-72
2-11	Chair of the highest governance body	The Chair is a Non-Executive Chairman. Annual Report Page 59
2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report Page 51
2-13	Delegation of responsibility for managing impacts	Annual Report Pages 51-52
2-14	Role of the highest governance body in sustainability reporting	Our ESG Report is reviewed and approved by the CEO and reviewed by the ESG Board Champion
2-15	Conflicts of interest	Annual Report Pages 64-65
2-16	Communication of critical concerns	ESG Disclosures Appendix FY26 Governance Data Table
2-18	Evaluation of the performance of the highest governance body	Annual Report Pages 63-64
2-19	Remuneration policies	Annual Report Pages 77-101
2-20	Process to determine remuneration	Annual Report Pages 77-101
2-21	Annual total compensation ratio	Annual Report Pages 99-100

4: Strategy, policies and practices

GRI Standard	Disclosure title	Our disclosure
2-22	Statement on sustainable development strategy	ESG Report Page 2
2-23	Policy commitments	ESG Report Page 23
2-24	Embedding policy commitments	Annual Report Pages 51-52
2-25	Processes to remediate negative impacts	ESG Report Pages 9-16
2-26, WDI 10.4	Mechanisms for seeking advice and raising concerns	Through company policies including the Anti-Bribery and Corruption Policy and the Internal Grievance Policy.
2-28	Membership associations	Trade body membership of UKCTA, Energy UK

1 - GRI content index FY26 **continued**

5: Stakeholder engagement

GRI Standard	Disclosure title	Our disclosure
2-29, WDI 9.9	Approach to stakeholder engagement	Annual Report Page 47, ESG Disclosures Appendix FY26 Social Data Table
2-30	Collective bargaining agreements	ESG Disclosures Appendix FY26 Social Data Table

GRI 3: Disclosures on material topics

GRI Standard	Disclosure title	Our disclosure
3-1	Process to determine material topics	ESG Report Page 9
3-2	List of material topics	ESG Report Page 9
3-3	Management of material topics	ESG Report Pages 9–48

GRI 205: Anti-corruption 2016

GRI Standard	Disclosure title	Our disclosure
205-1	Operations assessed for risks related to corruption	ESG Disclosures Appendix FY26 Governance Data Table
205-2	Communication and training about anti-corruption policies and procedures	ESG Disclosures Appendix FY26 Governance Data Table
205-3	Confirmed incidents of corruption and actions taken	ESG Disclosures Appendix FY26 Governance Data Table

GRI 302: Energy 2016

GRI Standard	Disclosure title	Our disclosure
302-1	Energy consumption within the organisation	ESG Disclosures Appendix FY26 Environment Data Table
302-3	Energy intensity	ESG Disclosures Appendix FY26 Environment Data Table
302-4	Reduction of energy consumption	Annual Report Page 45
302-5	Reductions in energy requirements of products and services	ESG Report Pages 13–16

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GRI 305: Emissions 2016

GRI Standard	Disclosure title	Our disclosure
305-1	Direct (Scope 1) GHG emissions	Annual Report Pages 44–45, ESG Disclosures Appendix FY26 Environment Data Table
305-2	Energy indirect (Scope 2) GHG emissions	Annual Report Pages 44–45, ESG Disclosures Appendix FY26 Environment Data Table
305-3	Other indirect (Scope 3) GHG emissions	Annual Report Pages 44–45, ESG Disclosures Appendix FY26 Environment Data Table
305-4	GHG emissions intensity	Annual Report Pages 44–45, ESG Disclosures Appendix FY26 Environment Data Table
305-5	Reduction of GHG emissions	Annual Report Page 45

GRI 401: Employment 2016

GRI Standard	Disclosure title	Our disclosure
401-1, WDI 6.1, WDI 6.3	New employee hires and employee turnover	ESG Disclosures Appendix FY26 Social Data Table
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Disclosures Appendix FY26 Social Data Table
401-3	Parental leave	ESG Disclosures Appendix FY26 Social Data Table

GRI 404: Training and Education 2016

GRI Standard	Disclosure title	Our disclosure
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Disclosures Appendix FY26 Social Data Table

GRI 405: Diversity and Equal Opportunity 2016

GRI Standard	Disclosure title	Our disclosure
405-1, 2–9, WDI 4.5	Diversity of governance bodies and employees	Annual Report Pages 65–66, ESG Disclosures Appendix FY26 Social Data Table
405-2, WDI 5.2	Ratio of basic salary and remuneration of women to men	Gender Pay Gap Report

1 - GRI content index FY26 **continued**

GRI 406: Non-discrimination 2016

GRI Standard	Disclosure title	Our disclosure
406-1	Incidents of discrimination and corrective actions taken	ESG Disclosures Appendix FY26 Social Data Table

GRI 417: Marketing and Labeling 2016

GRI Standard	Disclosure title	Our disclosure
417-3	Incidents of non-compliance concerning marketing communications	ESG Disclosures Appendix FY26 Governance Data Table

GRI 418: Customer Privacy 2016

GRI Standard	Disclosure title	Our disclosure
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Disclosures Appendix FY26 Governance Data Table

Human Rights and Supply Chain Management

GRI Standard	Disclosure title	Our disclosure
WDI 2.1, WDI 2.6	Human rights due diligence	ESG Disclosures Appendix FY26 Governance Data Table
WDI 12.5, WDI 13.3, WDI 11.4	Supply chain management	ESG Disclosures Appendix FY26 Governance Data Table

Appendix 2 – Management approach tables

Material Topic	Topic definition	GRI reference	Boundary, aim and management approach
1. Governance, business ethics & transparency	Robust and responsible corporate leadership relating to business ethics, regulatory compliance, risk management, transparency in reporting and financial disclosures.	GRI 205: Anti corruption	<p>This topic impacts on all our internal and external stakeholders (customers, employees, Partners, investors, suppliers, and local communities).</p> <p>This topic is managed by having in place the right governance, accountability in decision making and transparent reporting.</p> <p>The aim is to ensure fair treatment of all our stakeholders and ethical behaviour in the marketplace.</p> <p>Relevant policies are: Anti-bribery & Corruption Policy; Fraud Risk Management Policy; Human Rights Policy; Supply Chain Policy; Modern Slavery Statement; Supply Chain Policy; Supplier Code of Conduct; Partner Code of Conduct and Whistleblowing Policy.</p>
2. Inspiring, developing & supporting our people	Promoting a positive company culture, providing employee training and skills development, ensuring employee engagement, and promoting the physical and mental health and wellbeing of our colleagues.	GRI 404: Training and education	<p>This topic impacts our employees and our self-employed Partners.</p> <p>The topic is managed through director level responsibility and business wide policies and practices. For our employees this is driven by the People & Culture strategy. For our self-employed Partners we make a range of training and business development tools and resources available to them.</p> <p>The aim is to enhance the positive impact for our employees and enable us to attract, develop and keep talent. We also aim to support our self-employed Partners to grow their businesses.</p> <p>Relevant employee policies are: Flexible Working Policy; Diversity, Inclusion and Belonging Policy; Grievance Policy; Staff Handbook; and Whistleblowing Policy. Relevant Partner policies are: Guidelines for UW Partners; The Opportunity; and the Partner portal which includes updates, toolkits and training to support business development.</p>
3. Reducing greenhouse gas emissions	Reducing GHG emissions from the products and energy that Utility Warehouse sells to customers and uses in their own offices by reducing fossil fuel-based energy and offering low carbon home solutions to customers.	GRI 305: Emissions	<p>This topic impacts on our Scope 1, 2, and 3 GHG emissions.</p> <p>This topic is managed through the ESG Steering Committee and Working Group. Our GHG emissions are measured and managed by the Head of Sustainability.</p> <p>The aim is to support in working towards a more sustainable low carbon future. Our target is to be a net zero business by 2050.</p> <p>Our net zero transition plan is outlined on pages 13–16 of this report. Our management approach to climate risk is further outlined in our TCFD disclosures within our Annual Report and Accounts.</p>

Appendix 2 – Management approach tables

continued

Material Topic	Topic definition	GRI reference	Boundary, aim and management approach
4. Energy efficiency advice	Providing customers with energy saving advice and information to enable them to reduce their energy usage.	GRI 302: Energy consumption	<p>This topic impacts the advice we offer our customers on how to use energy efficiently at home.</p> <p>This topic is managed through director level responsibility with regard to the services we offer our customers. The number of services offered to help reduce customer emissions (e.g. smart meter installation and energy efficiency advice) and is monitored by the ESG Strategy Committee.</p> <p>The aim is to enable customers to understand and manage their home energy use.</p> <p>Further information is available on page 34 of this report.</p>
5. Protecting vulnerable customers	Protecting and supporting vulnerable customers	No GRI reference	<p>This topic impacts our financially vulnerable customers.</p> <p>The increased cost of living is affecting us all but it is felt more acutely by our customers who are vulnerable and as a result we are focusing our efforts on continuing to support these customers.</p> <p>This topic is managed through our internal Ability to Pay team and through our partnership with Citizens Advice Plymouth. The Chief Operating Officer has been nominated as Executive Leadership Team Vulnerability Sponsor.</p> <p>Our programmes and targets to support vulnerable customers are further outlined on pages 35–36 of this report.</p>
6. Cybersecurity	Application of technologies, processes, and controls to protect systems, networks, programmes, devices and data from cyber attacks.	GRI 418: Customer privacy	<p>This topic covers anything that might compromise the security of our network, data, and technology.</p> <p>This topic is managed through Director level responsibilities. We have robust information security and data privacy policies maintained and governed by our Security Operations Centre and Data Privacy teams. All our staff are provided with security and privacy training and our call centre agents are provided with additional training on how to deal with customer related security issues.</p> <p>The aim is to ensure that we protect our business from disruption from cybersecurity threats and that we protect our customers' data, privacy and online safety.</p> <p>Our approach to Cyber and data security is further outlined on page 35–36 of this report. Relevant policies include Privacy Policy, Data Protection Policy; Retention Policy; Retention Matrix; Record Management Policy; Customer Privacy Policy; Partner Privacy Policy; Job Applicant Privacy Policy; Cookies Policy; and Staff Privacy Notice. We also have a Stay Safe Online area on our website, which provides customers with advice and raises awareness of scams and fraud.</p>

Appendix 2 – Management approach tables

continued

Material Topic	Topic definition	GRI reference	Boundary, aim and management approach
7. Business resilience & continuity of supply	Ensuring robust systems, processes and procedures are in place to manage any service disruption and ensure business continuity.	No GRI reference	<p>This topic impacts on the supply of all our services to our customers, and indirectly on our employees and self-employed Partners.</p> <p>The aim is to ensure a continuous supply of services to our customers and to ensure a stable energy market in the medium and long term.</p> <p>This topic is managed through director level responsibility and engagement with our wholesale suppliers. We proactively engage with the government and with regulators to advocate for a fair and transparent approach that focuses on long term stability.</p>
8. Positive economic impact on communities	Providing employment and flexible earning opportunities to support colleagues and partners respectively	GRI 401: Employment	<p>This topic impacts on our employees, Partners, and local communities.</p> <p>This topic is managed through Director level involvement.</p> <p>The aim is to provide employment opportunities to our employees and offer people from all walks of life the ability to earn an additional income through the Utility Warehouse Partner opportunity.</p> <p>Relevant policies include our Staff handbook, and The Opportunity.</p>
9. Human rights & supply chain management	Monitoring and ensuring the safety, wellbeing and respect for workers' rights in our own operations (e.g. employees, contractors) and in our supply chain	<p>GRI 2 General disclosures</p> <p>2-23 Policy commitments</p> <p>2-24 Embedding policy commitments</p> <p>2-25: Processes to remediate negative impacts</p> <p>2-26: Mechanisms for seeking advice and raising concerns</p>	<p>This topic impacts on all our internal and external stakeholders (customers, employees, Partners, investors, suppliers, and local communities).</p> <p>This topic is managed by having in place the right governance, accountability in decision making, and transparent reporting. Our Modern Slavery, Anti Bribery and Corruption, Fraud Risk Management, Data Protection, and Information Security training are available to our employees on our learning and development platform, Spark.</p> <p>The aim is to protect human rights, and to ensure fair treatment of all our stakeholders, and ethical behaviour in the marketplace.</p> <p>Relevant policies are: Anti-bribery & Corruption Policy; Fraud Risk Management Policy; Human Rights Policy; Supply Chain Policy; Modern Slavery Statement; Supplier Code of Conduct; Partner Code of Conduct and Whistleblowing Policy.</p>

Appendix 2 – Management approach tables continued

Material Topic	Topic definition	GRI reference	Boundary, aim and management approach
10. Responsible sales and marketing	Ensuring that marketing communications and creative content are clear, fair, inclusive and respectful and all customer product and marketing materials are accurate, transparent and not misleading.	GRI 417: Marketing and labelling	<p>This topic impacts our customers.</p> <p>The aim of our approach is to continue to deliver a trusted and reliable service for our customers. We continue to adhere to responsible sales and marketing practices by ensuring our advertising and promotional material is clear, unambiguous, accessible, accurate and fair.</p> <p>Our Partners are key to our word of mouth model. All Partners are required to adhere to our Partner Guidelines and our Partner Code of Conduct, which set our requirements and the standards we expect our Partners to maintain when referring our services, running their businesses, and interacting with customers.</p> <p>More information can be found on pages 29–30 of this report.</p>
11. Diversity & Inclusion	Creating a culture where diversity, of thought, background and approach, is proactively sought out and valued.	GRI 405: Diversity and inclusion GRI 406: Non-discrimination	<p>This topic impacts our employees.</p> <p>As an employer of over 2035 people, promoting diversity and inclusion is very important to our business.</p> <p>This topic is managed through our Chief People Officer with input from our Belonging Groups, who meet on a regular basis and have representatives from across the Company.</p> <p>Relevant policies include: Diversity, Inclusion and Belonging Policy, Parental Leave Policy, Adoption Leave and Pay Policy, Becoming a Parent Policy, Supporting Individual Needs Policy, and Carer's Leave Policy.</p>

Appendix 3 – Double materiality key topics and definitions

Key topic	Definition
Environment	
Reducing greenhouse gas emissions	Reducing GHG emissions from the products and energy that Utility Warehouse sells to customers and uses in their own offices by reducing fossil fuel-based energy and offering low carbon home solutions to customers.
Energy efficiency advice	Providing customers with energy saving advice and information to enable them to reduce their energy usage.
Nature & biodiversity	Understanding our company's impact on nature and biodiversity whilst supporting organisations and projects that protect and restore them.
Circular economy	Ensuring that products, services and operations support a circular economy model by promoting the redesign, re-use and recycling of devices, hardware and all associated packaging and collateral to reduce waste.
Social	
Positive economic impact on communities	Providing employment and flexible earning opportunities to support colleagues and partners respectively.
Diversity & Inclusion	Creating a culture where diversity, of thought, background and approach, is proactively sought out and valued.
Cybersecurity	Application of technologies, processes, and controls to protect systems, networks, programmes, devices and data from cyber attacks.
Inspiring, developing & supporting our people	Promoting a positive company culture, providing employee training and skills development, ensuring employee engagement, and promoting the physical and mental health and wellbeing of our colleagues.
Customer health, safety & well-being	Protecting customers' safety online and offline and providing health and safety advice in relation to the services provided by Utility Warehouse.
Protecting vulnerable customers	Protecting and supporting vulnerable customers.
Communities & charity	Supporting community groups and causes and contributing to local and national charities.
Governance	
Business resilience & continuity of supply	Ensuring robust systems, processes and procedures are in place to manage any service disruption and ensure business continuity.
Governance, business ethics & transparency	Robust and responsible corporate leadership relating to business ethics, regulatory compliance, risk management, transparency in reporting and financial disclosures.
Human rights & supply chain management	Monitoring and ensuring the safety, wellbeing and respect for workers' rights in our own operations (e.g. employees, contractors) and in our supply chain.
Responsible sales and marketing	Ensuring that marketing communications and creative content are clear, fair, inclusive and respectful and all customer product and marketing materials are accurate, transparent and not misleading.