



One neighbour at a time

**Our Environmental, Social &
Governance Strategy for FY21**



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Introduction

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Foreword



There is little need for a lengthy explanation as to why sustainability is an important topic for our business. We have always thought of ourselves as being focussed on the long term, not least as this is a key component of what we offer our Partners - an opportunity to build a better future through a sustainable income stream that provides long-term financial security, in return for recommending UW to their friends and families.

To that end, the rising scrutiny of the sustainability of businesses, and the future direction of travel for us all, is something we welcome and support.

Today, we are a company that employs well over a thousand people, supports tens of thousands of Partners, and serves over half a million consumers throughout the UK. How we operate as a business affects a huge number of people, so doing the right thing is ever more important as we continue to grow.

As a sizeable supplier of electricity and gas to households throughout the UK, we clearly have a significant role to play in the transition to net zero. We are hugely aware of the detrimental environmental impact of the essential household services we supply, and alert to our significant Scope 3 emissions. This is our greatest ESG challenge.

We cannot simply stop supplying energy to our customers - and we neither generate, nor directly source the energy we supply to our customers - so we currently have limited ability to control our Scope 3 emissions.

However, wholly recognising the shared challenge ahead, we are fully committed to playing an active part in supporting and enabling us all as a nation, and as global citizens, to reduce our impact on the climate. That said, we are clear that it is not the calling of our business to be the pioneer of innovative, new technologies to drive the decarbonisation of electricity, heat and transport - but we do recognise that ensuring our customers can access them is critical to the UK's transition to net zero. We are, at heart, a business aimed at helping people to get on in life - whether as customers, or as our Partners - and we do this by supplying a uniquely wide range of household services, including electricity and gas.

This sustainability report builds on the results of talking with our own people and our external stakeholders, and by considering the issues that are most relevant to our business. Our ambitions and commitments align with the UN Sustainable Development Goals (SDGs), and we look forward to making progress towards each of them.

Andrew Lindsay
Chief Executive Officer

Our approach



Two decades ago, UW was born of an idea for a more human way of doing business.

Distinct from the faceless bureaucracy of the corporate world and the incumbent providers of our everyday essential household services. And, critically, not making the same old mistakes of turning people into numbers.

What if we could build a big business by acting small?

We believe that the only way to do business is one-to-one. Yes, we have over 650,000 customers, and each one of them has the latest digital tools to make managing their household services easy.

But every one of those customers had their life made a little bit simpler by someone they know, someone in their town, someone on their street. This is the way we do business. One neighbour at a time.

We're on first name terms with each one of our 650,000 customers. Literally. Because all our business is done in person, by people who live just around the corner from you: UW Partners. They're what makes us different. And, unlike the cold corporates that dominate our markets, they're what makes us truly local.

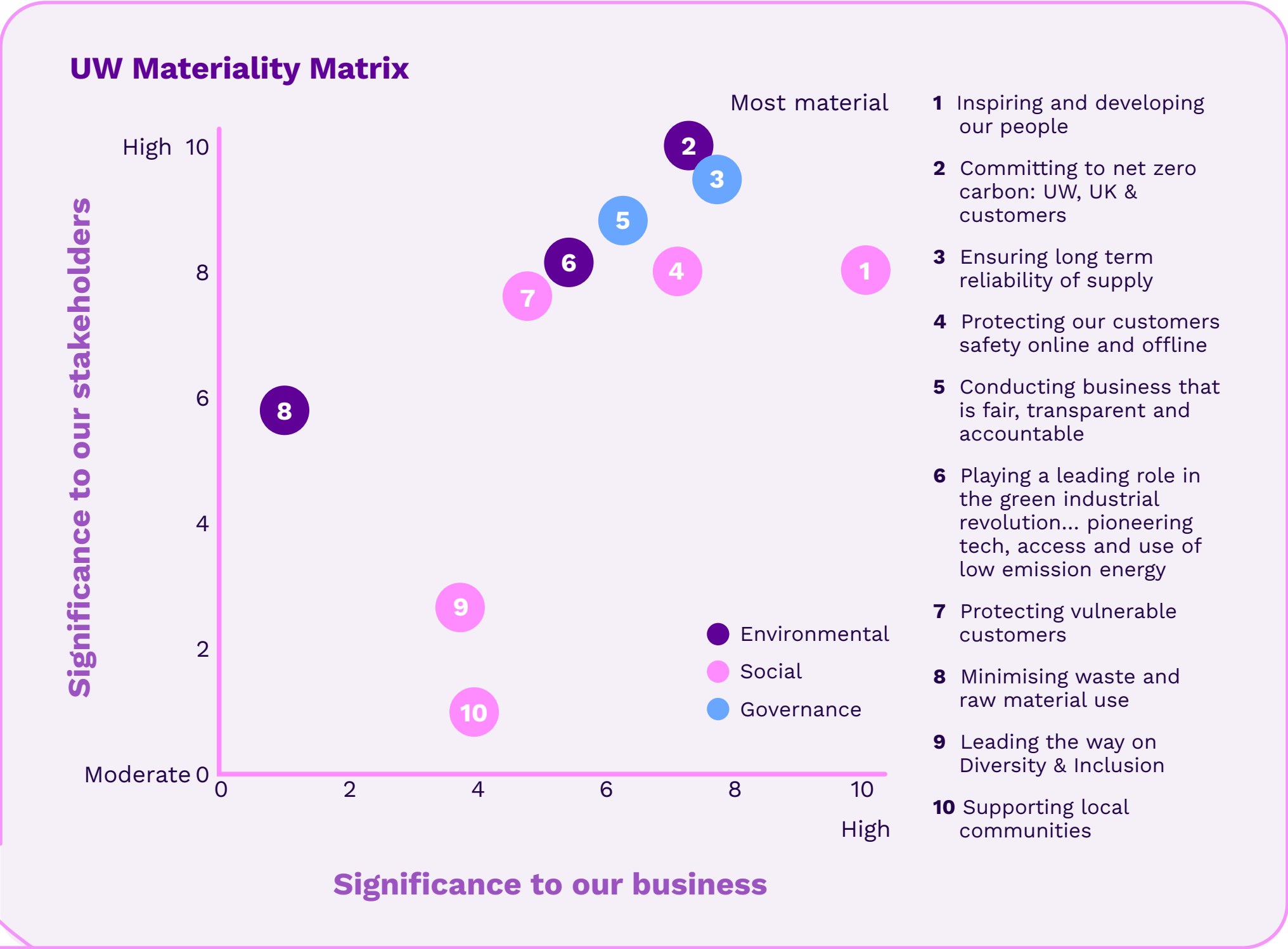
UW Partners recommend our services one neighbour at a time. They recommend the Partner opportunity one neighbour at a time. And through their passion and drive, we make local lives that little bit better, one neighbour at a time.

So while this is our first year of setting a clear and actionable Environmental, Social & Governance strategy, we're approaching it in exactly the same way. Not just our impact on a global scale that can sometimes be hard to relate to or act upon. But the difference we can make with the people we see, the places we know, the neighbourhoods where we live.

This is why we're concentrating our efforts on the most important challenges we've identified as part of our materiality analysis across our culture, our neighbourhoods and our planet, where we believe we can make the most difference.

In order to best serve a global agenda, we start by thinking local and acting local. And we're already being recognised for our efforts. In October 2020 we were awarded the CFI.co 'Best ESG Multi Utility Provider UK 2020'.

Our materiality analysis



To build a clear picture of what was important to the wider UW neighbourhood, we asked our employees, customers, Partners, suppliers, investors and our Board to prioritise the issues that were most material to them.

The analysis of their responses is shown in the matrix below, and has helped inform the areas of focus of our ESG strategy. *Inspiring and developing our people* topped the list of material topics, while *Committing to becoming a net zero business* and *Ensuring the long term reliability of supply*, are also of high importance to our key groups.

We address these most material issues as part of our strategy.

Our strategy

This year we have engaged with our stakeholders in order to understand what is important to them in respect of our business, our ESG strategy and building a more accurate understanding of our emissions and our impacts on the environment.

Our ESG strategy is based on a combination of these insights, our purpose and business ambition. We're concentrating our efforts on the challenges where we believe we can make a difference, as well as what is fundamentally the right thing to do.

This has been a very unusual year for us and for all businesses, and the impact of covid will be felt for many years to come. As we reflect on what we've achieved during this time and what we want to achieve as we look to the years ahead, there are some key tenets of what we offer today that have become front and centre in our approach to this strategy.

First, as a supplier of electricity and gas to our customers, we're aware that our biggest challenge and our biggest impact is our Scope 3 emissions. We'll be working with our wholesale energy supplier in order to understand how we can reduce our emissions going forwards and our path to net zero over the coming year.

Secondly, we're also aware that the UW Partner opportunity is one of our biggest strengths and we can provide a meaningful, flexible income to thousands of people in the UK.

As we've developed our overarching ESG strategy, we have built on these foundations to create a meaningful plan for change under three key pillars:

We want to build a strong UW culture - **One Culture** - where people are respected as individuals and valued for their contribution.

We want our neighbourhoods to thrive - **One Neighbourhood** - and we want to focus on the best interests of the people, businesses, customers, teams and individuals we serve and work with. We also want to do more to improve our communities and neighbourhoods.

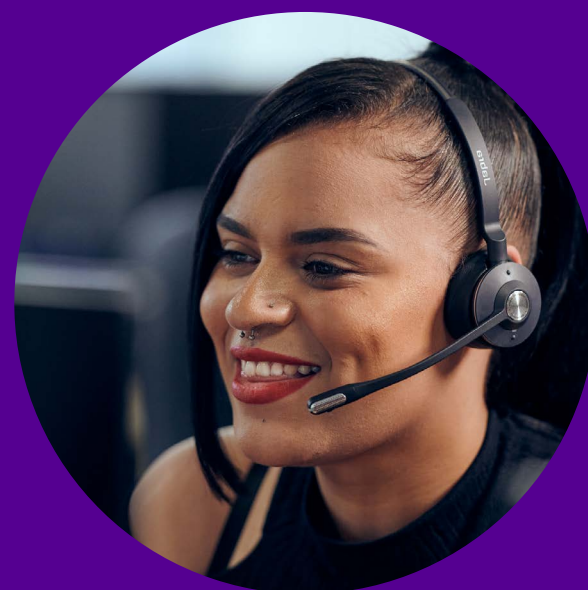
We want to safeguard our planet - **One Planet** - for future generations.

We also recognise we're part of something much bigger and we fully support the ambitions of the United Nations Sustainable Development Goals (SDGs) and our One Culture, One Neighbourhood, One Planet strategy aligns with these as set out below.





**One
Culture**



**One
Neighbourhood**



**One
Planet**



Our strategy



Investing in growth and belonging

Respecting our employees and our Partners and **inspiring and developing** them to enable them to reach their full potential is critical to our business and to the lives of those we work and partner with. We're also committed to improving the **diversity and inclusivity** of our business and to making the UW Partner opportunity, providing a **meaningful flexible income** for thousands of people, even more accessible and to make UW a **great place to work and thrive**.

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Our goals

We want to transform the lives of more people than ever before through UW Partnership, and we believe that a flexible income opportunity like ours has never been more relevant than it is today. Our aim is that anyone, anywhere is able to earn a **meaningful income from UW** simply by helping their neighbours.

We also want to transform our employee experience, focusing on the key moments that matter, from onboarding through to development and retention. In doing so, we aim to achieve an **employee Glassdoor rating of over 4** and a **'recommended to a friend' measure of 80%**.

We are growing an increasingly diverse UW. We have signed up to and are **embedding the Race at Work Charter** within the business, and we will provide **career progression for all**, specifically focusing on activities that support the progress of ethnically diverse employees.

We have also set Diversity & Inclusion targets for all management roles (employees who manage others). By the end of FY2025, at least **30% of all management roles will be held by ethnically diverse employees** and at least **40% will be held by female employees**.

Our strategy



One Neighbourhood



Investing in how we work with others

We recognise that part of being a business providing essential household services is to ensure we're supporting our communities, customers, employees, Partners and suppliers by being a reliable, ethical, and sustainable business. We have a key role to play to ensure we work with **reliable suppliers, we do business ethically**, and take care of our **vulnerable customers and our customers' safety** - both online and offline.

We're setting high standards for how we do business and how we want to support all of our customers as they face the impacts of covid. In addition we want to play an even bigger role in supporting our communities. That's why we're pledging to **donate 1% of our annual reported profits to the UW Foundation** which we set up in 2020 to support environmental and social causes.



Our goals

Our goal is to ensure that we are able to reliably supply our customers with their services; that we run our business in a fair, transparent and accountable manner; and that we protect our customers' safety and support vulnerable customers effectively. **We want to ensure that all new suppliers have signed up to our ways of working in our Supplier Code of Conduct by the start of FY2023.** This year we will also be working closely with Citizens Advice Plymouth to learn how to better support our **vulnerable customers** and develop strategies and targets we'll report against by **FY2023**.

Our strategy



Investing in a low carbon future

Mapping our Scope 3 emissions highlighted the impact that the electricity and gas we supply to our customers has on our planet. We realise that climate change is a challenge we all must face and we want to play our part in the UK’s path to net zero. **We want UW to be a net zero business by 2040**, but we acknowledge that there is a lot we need to do to achieve this and we will be working with our wholesale energy supplier over the coming year to understand how to get there.

We also want to **help our customers to reduce their carbon impact** by offering green tariffs and emissions saving technology, such as smart meters and electric vehicle charging point installation, which is critical to the UK’s net zero target. Whilst we recognise that tree planting and carbon offsetting is not the solution, we do believe that supporting UK tree planting and accredited carbon offsetting projects play an important role in sustaining our planet.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

15 LIFE ON LAND

Our goals

Based on the work we have undertaken this year, we believe that our target to be **net zero by 2040** is eminently achievable, and we’re playing our part in the UK’s broader transition plans. **Working with our wholesale energy supplier**, we will significantly reduce our emissions and the carbon intensity of electricity we supply, and **over the course of FY2022 we will establish clearly defined targets to reduce our emissions and plot our path to net zero.**

With regards to our **Scope 2 emissions, we aim to be net zero by the end of FY2023** by using 100% renewable electricity in our operations. We’re already using electricity backed by low-carbon generation in our office building. We’re also investigating how to introduce electric vehicles into our fleet.

We’ll lead on supplying energy saving technology, primarily in the form of **smart meters**. We aim to install these in **70% of our customers’ homes by the end of FY2022 and 85% by the end of FY2023**. We’re aiming to meet Ofgem’s industry target much sooner than FY2024 and we are already significantly ahead of almost all suppliers in our rollout program.

Holding ourselves to account

As we've developed our strategy and goals, we recognise that the way we make decisions and the governance structures we have in place are important and there to help us to make sure we are building our business on solid foundations, as well as to realise our ambitious goals, one neighbour at a time.

Our Board oversees our ESG strategy and will be tracking our progress towards our goals. Andrew Lindsay has overall responsibility for our ESG strategy and is supported closely by the Executive Leadership Team, the Company Secretary, People and Culture Director and Legal and Compliance Director as an ESG Strategy Group. This group meets quarterly to discuss our ESG strategy, goals and initiatives and progress, particularly with regards to climate-related risks and opportunities as we develop our approach to the Taskforce on Climate-related Financial Disclosures (TCFD) disclosures over the coming year.

Transparent reporting

We'll ensure that our ESG reporting is open and transparent and communicated to all of our stakeholders clearly, consistently and using recognised frameworks.

This ESG Report references the Global Reporting Initiative Index (GRI). We have also used the Sustainable Development Goals (SDG) to map our targets and ambitions.

We report on our key ESG goals and progress on an annual basis in our Annual Report and our ESG Report. Our ESG reporting period aligns with our financial year. With regards to our Environmental Reporting, we calculate emissions using the globally recognised Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol).



Q&A with Andrew

Why the focus on ESG now?

We fully recognise that we need to play our part in the UK's transition to net zero and that we can have a big impact on our communities and neighbourhoods. It's all part of being a responsible and sustainable business, which is absolutely core to UW and to our stakeholders. We recognise there's still lots more to do but we're pleased with the progress we've made this year.

What's different about our approach?

What we offer through our Partner opportunity is what makes UW a genuinely unique business. Giving people the chance to earn more than an income - a flexible way to earn a living and develop as part of a broader team of like-minded people - is core to what we do, and we've been able to make this a key pillar of our ESG strategy.

What surprised you about the views of the key groups you spoke to?

The importance of development and inspiring our employees and Partners was key to a number of our stakeholders. Whilst this didn't surprise us, it meant we have to look more closely at our employee and Partner experiences and work out ways we can improve them moving forwards.

Has covid affected your approach to sustainability?

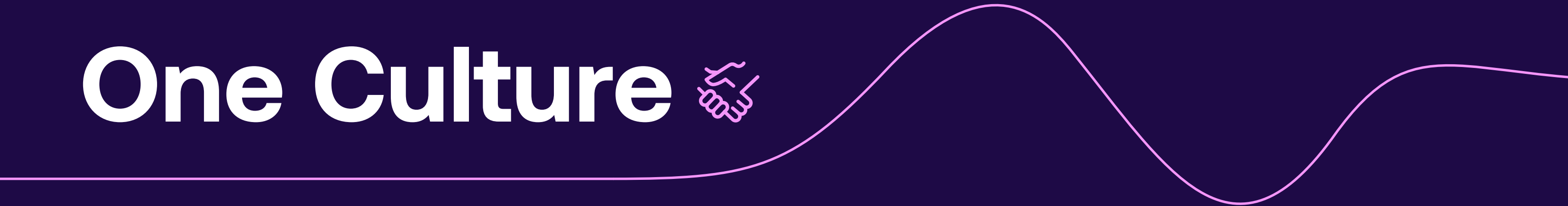
It's definitely had an impact. Making sure we're able to continue to supply and support our customers through a period of uncertainty is something we recognise is crucial to our business, and we need to make sure we have the structures in place to continue to do this. We also realise we have a big part to play in the UK government's 'Build Back Better' and the transition to net zero, to ensure we have a sustainable business and economy over the long term.

What are the key challenges and opportunities ahead?

We realise there's a lot still to do and we're going to spend the next year improving and implementing our ESG initiatives and building on the foundations of our strategy. We think there's a huge opportunity for our customers, Partners and employees at the heart of this strategy - it's all about building a strong UW for the future and playing our part in the neighbourhoods where we live and work.



One Culture



Introduction and management approach

Vibrant neighbourhoods are places where people are respected as individuals and valued for their contribution. This is as true inside our four walls as it is outside.



To that end, we're developing **an employee experience where everyone can flourish**, enabling our team to work where it works for them and us, supporting their health, safety and wellbeing and providing genuine opportunities to progress and grow.

And we're also helping tens of thousands of people across the UK, wherever they live, to achieve their goals one neighbour at a time, by **providing a flexible income through our Partner opportunity**.

People are at the heart of our business, not just our 1,800 employees but also our 48,000 self-employed Partners. They carry out very different roles but both are fundamental to the success of UW and delivering for our customers.

So it is little surprise that inspiring and developing our Partners and all our employees through the opportunities we offer, through our company purpose and culture of personal development and through the support we provide, was ranked as the most important topic in our materiality assessment.

Our business model is rooted in helping tens of thousands of individuals, from any background, to improve their lives. The UW opportunity enables self-employed Partners to generate income on their own terms and in their own time but with the unwavering support of the UW infrastructure to ensure they are not alone. We're here to help all our Partners to take control of their futures and achieve their goals, and at the same time are pioneering a new flexible way of working based around individual goals and lifestyles.

Connecting and feeling a sense of belonging to UW is paramount. We're a diverse organisation who want everyone to be able to be themselves at work. As a result, we will continue to invest in developing our people and working environment, so that we can be confident we're creating a culture where everyone can progress personally and drive progress for the business through delivering our promises to our customers and our Partners.

Our Partner opportunity

UW enables anyone - regardless of their background - to get on in life and achieve their goals through the UW Partner opportunity. Partners recommend us to their friends, family and others they know and meet - by arranging an appointment, explaining UW to them, and answering any questions while the customer signs up.

In return, they receive an upfront bonus and a trail commission down the line for customers they introduce as well as customers introduced by Partners they recruit. Partners can work as much or as little as they want; there's no obligation to do anything and through residual income, many are paid monthly whether they are active that month or not.

Partners are recruited and supported by other Partners; some Partners have built up a strong team culture, whereas others prefer to work on their own. All have the same opportunity to succeed in order to achieve their personal goals, and contribute towards our shared ambitions to grow.

But we offer so much more than an income: we have an incentive programme which includes virtual training with world-class speakers, cook-at-home meals and, when the world opens up, eco weekend breaks in the UK, trips to Europe and further afield. We take great care to ensure our incentives are as inclusive as possible, catering to those with families as well as without, and allowing for different tastes and preferences.

Speak to any active UW Partner and they will explain how the work they do is genuinely meaningful in their local neighbourhood and beyond. Helping others local to them to save time and money with their bills or find an additional income stream are themselves ways of providing support and opportunity within the community.

We continue to develop and enhance the earning potential, benefits and rewards people can achieve through being a UW Partner, and in doing so, make it more appealing and more accessible to more people. But it is through encouraging the passion and belief of our growing Partner network that will really open this opportunity up, and help to transform the lives of thousands more people around the country.

GG

I'm saving people money on boring household bills. I'm giving people an opportunity to create an extra income as well as being rewarded with that. It's absolutely fantastic.

James Thomas, Cardiff

GG

It's given me so many more choices.

Rob Evans, London

Supporting our employees

Our employees are vital to UW's success, supporting our Partners and providing award-winning customer service day in, day out.

Although we have 1,800 employees we aim to treat everyone as an individual, each of whom is a valuable part of the UW community. We strive to create a sense of belonging and for everyone to feel welcome and included wherever they work.

We offer fully remote working as well as 'Smarter Working' (spending 2-3 days in the office and the rest at home), enabling our teams to work more flexibly.

We use numerous channels to connect everyone: Babble (our internal communication channel), monthly Town Halls, our Purple Forum (our employee representative group) as well as our Diversity & Inclusion forum. We regularly hold listening groups, Q&A sessions and run periodic employee engagement surveys. All of these have the aim of keeping everyone informed, involved, engaged and connected to the UW neighbourhood and to help us to understand where we need to adapt and make changes.

Our Diversity & Inclusion forum, sponsored by our Board on which our Chief Operating Officer also sits, meets every month to drive our 'Belonging at UW' agenda. This year we have revamped our Diversity & Inclusion policy and set targets for the next 5 years. We want everyone to feel connected to UW and for everyone to have that sense of belonging.

Our Purple Forum, with representatives from across the business meet monthly and help us strive to create the best environment and experience for all our employees. This is in addition to the many different ways we bring people together to recognise both individual and team achievements, and celebrate key moments together throughout the year.

Our employees' mental and physical wellbeing is a key priority. We offer appointments with our mental health nurses, have an employee counselling helpline and deliver extensive programmes of mindfulness sessions, yoga, meditation and personal training for all. One of our most recent initiatives was a four week campaign #TogetherWeGrow (for Stress Awareness Month) focusing on our employees' mental and physical wellbeing.

From a learning and development perspective, we aim to deliver engaging onboarding experiences that provide our new employees not only with the tools to do their jobs, but also ensure a smooth transition to our business. We're constantly evolving our offering and have implemented a cutting edge learning management system, enabling us to deliver relevant, on-demand learning, as well as tailored leadership development paths. This all contributes to improving the moments that truly matter in our employee experience.



Our goals

This year, we've set a combination of clear targets and broader ambitions to build an ESG strategy for the long term:

1

To transform the lives of more people than ever before through the UW Partner opportunity. Our aim is for thousands of families throughout the UK to be benefiting from a reliable UW Partner income of over £1,000 a month, purely by helping their neighbours.

2

To transform our employee experience, focusing on the key moments that matter, in particular onboarding, development and improving retention. And in doing so, achieve an employee Glassdoor rating of above 4 and a 'recommended to a friend' measure of 80%.

3

We're embracing diversity. We have updated our Diversity & Inclusion policy to include a clear strategy and targets and have signed up to and are embedding the Race at Work Charter in our business.

To help us to achieve our goal, we've set Diversity & Inclusion targets for our management roles (employees who manage others):

By the end of FY2025:

At least 30% of all management roles will be held by ethnically diverse employees

At least 40% of all management roles will be held by female employees



Workstreams to deliver our goals in FY2022

Based on the materiality assessment and to achieve the goals we've set out above, we've identified these key workstreams:

1. Transform more lives through the UW Partner opportunity

Whilst the financial incentives that we offer our Partners are important, the UW Partner opportunity offers so much more than an income. We are wholly committed to helping 'Team Purple' - our 48,000-strong community of Partners - to achieve their goals through UW, whatever they may be.

The network of support from other Partners and their teams is fundamental to every Partner's success, but the tools and training we provide are also key enablers for that success.

We are building on-demand training support for all Partners - whatever their status or tenure - to help them continue to develop their skills and build their businesses through a programme of online and in-person training courses. We'll make a particular investment in training for Partners who joined in remote environments.

We're developing enhanced tools to support the onboarding of new Partners through the new Fast Start app, to make it easier for them to categorise and prioritise their existing contacts, and to simplify the process of acquiring new customers with a redesigned online sign-up experience.

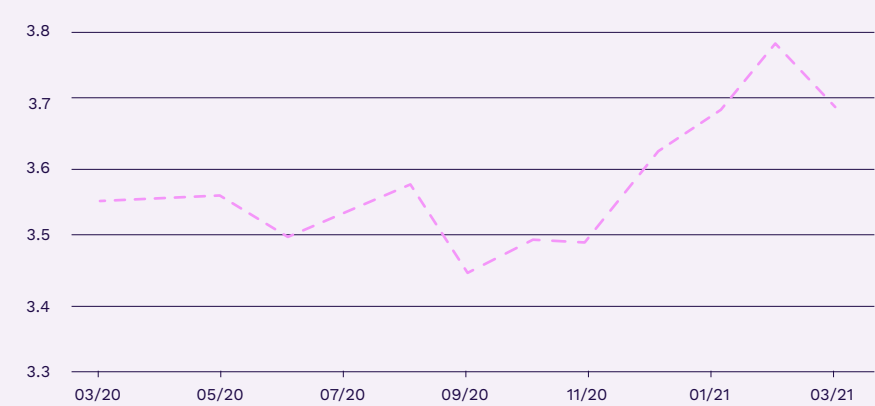
We're subsidising a nationwide programme of 'Feet On The Streets' initiatives to help Partners get out and about again following the prolonged lockdowns. We're doing this both at a team level with multiple Connector events for around 30 Partners at a time and providing business-building opportunities to engage local communities with stands at garden centres and litter-picking days. As social distancing restrictions ease we will be continuing to invest in these initiatives to re-engage increasing numbers of Partners.

We'll continue to provide a programme of frequent and varied incentives, to be enjoyed either at home or away as covid restrictions allow. These will not only help to strengthen the team spirit amongst existing Partners and their friends and families, but also help showcase the benefits of UW Partnership in a bid to attract and transform even more peoples' lives through this opportunity.

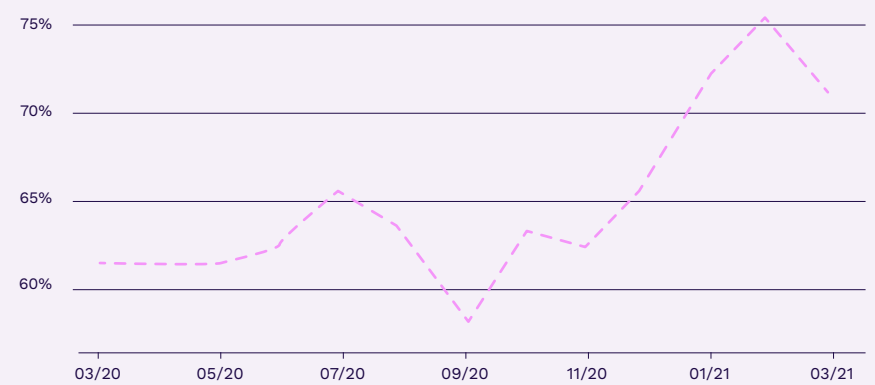


Workstreams to deliver our goals in FY2022

3.8 Glassdoor Rating Trend
Overall



77% Glassdoor Opinion Rating
Recommended to a Friend



2. Transform the employee experience and Glassdoor

We’re embedding our Smarter Working model giving our employees the opportunity to work from home at least 2 days a week or on a fully remote basis, giving them greater flexibility. We are providing them with all of the tools and equipment to do their job anywhere in the UK. We also aim to transform our offices into neighbourhoods and increase dedicated spaces to make our working environments a better place to collaborate.

We’ll continue to provide comprehensive support for employees’ mental health and wellbeing, wherever they are working - something that is of growing importance. We will provide a comprehensive mental health wellbeing toolkit, upskill our mental health first aiders as well as offering 1-1 sessions with our mental health nurses.

We’ve committed to paying the Real Living Wage from 1st April 2021 and the London Living Wage for those who have over 1 year’s service.

We’re revitalising our learning and development programme including personal development and resilience training, line manager training and investing in a new learning management platform.

3. Diversity & inclusion

This year, we will identify additional relevant Diversity & Inclusion objectives and key actions to deliver against them over the coming years.

We’ll embed the Race at Work Charter and our commitments, championed by our Chief Operating Officer.

We’ll capture diversity data and publicise our progress in areas where we need to make the most progress. We’ll specifically capture ethnicity data to enable reporting of ethnicity pay differentials and any further actions we then need to commit to over the course of FY2022.

We’ll make clear that supporting equality in the workplace is the responsibility of all leaders and managers through training as part of their onboarding. We’ll make progress in developing an objective-setting culture that will include leadership objectives to ensure fairness for their employees.

We’re developing our initiatives to support career progression for all, specifically focusing on activities (reverse mentoring, tailored development plans) to support ethnically diverse and female employee progression.

Progress in FY2021

“ I couldn’t work for six months and had I not had my Residual Income, I don’t know what I’d have done.

Vicky Cutler, Colwyn Bay

“ UW is that great opportunity you can devote as much time as you want to and... keep a better work-life balance than I had previously. It’s perfect.

Neil Postlethwaite, Hartfield

Transforming more lives through our Partner Opportunity

In response to the initial lockdown in spring 2020, we replaced the traditional lines of communication between our Partners and the business with online alternatives, introduced home-based incentives, mental and physical wellbeing sessions, and remote personal development training.

We accelerated elements of our product roadmap to enable Partners to sign up both new customers and new Partners remotely. These new tools were responsible for the vast majority of new customer and Partner applications in the second half of the year, and we expect them to continue to be an important channel, allowing Partners to access a wider pool of prospects all around the country, rather than just locally to them.

We ran a series of lead generation campaigns across digital marketing channels, which both drove awareness of the Partner opportunity amongst audiences who’d not previously come across UW, and supported Partners who had previously been reliant on traditional word-of-mouth referrals to build and sustain their UW businesses.

We made it easier for new Partners to succeed by developing the Partner onboarding journey (making it an entirely digital app-based experience), developing the My Planner tool (to automatically identify the most attractive prospects amongst

a new Partner’s existing contacts), paying experienced Partners to support others (primarily new Partners) to gain the confidence to sign up customers unaided in future, and introducing a simplified Customer Bonus to strengthen the appeal of our opportunity for those seeking an immediate income.

We also reduced the new Partner registration fee from £50 to £10 to make the opportunity more accessible to those affected by covid and remove a potential barrier in times of financial stress. **Partner recruitment was up 40% in FY2021 versus the previous year.**

By making the Partner opportunity more accessible, we’ve helped transform lives around the country.

Progress in FY2021

Supporting and developing our employees

We quickly responded to the pandemic by enabling our employees to work from home, providing them with the tools they need to do their job. This switch also included moving all meetings to Google Meet, having virtual Town Halls as well as us providing remote fitness sessions, mental health support and engagement events.

“**The regular opportunities to give feedback, frequent little perks... and regular communication on what’s going on in the wider company really help me feel like a valued employee.**

User Experience Designer

“**Flexibility and a better work/life balance are the highlights... I have all the tools I need and a mixture of being in office and working from home.**

Energy Manager

Throughout the pandemic we have continued to focus on keeping our teams motivated and engaged. We’ve had numerous remote team events including quizzes, cake and cocktail making. We’ve also made sure to celebrate with Christmas presents for all, Valentine’s Day dinner takeaways, brownies and sweets in recognition of awards that the company has won, and many more.

A trial on remote working prior to covid helped ensure a smooth transition to this new model, and we’ve since accelerated our remote hiring as well as offering current employees the choice of working remotely should they wish to do so. We’re taking all the learnings from lockdown for our return to our office with the introduction of Smarter Working creating the flexibility for people who want to, to work 2-3 days in the office and the rest from home.



Progress in FY2021

Diversity & Inclusion

We're committed to creating an inclusive environment where everyone can bring their whole self to work, contribute their best work and develop to their full potential. We want to maintain an environment that reflects the diversity and characteristics of the customers and communities we operate in and which is free from any form of harassment, bullying and discrimination.

We have created a workspace Belonging@UW on our learning experience platform where employees have shared stories about their lives and background. This helps everyone build a better understanding of our broader work community and learn more about the experiences of our colleagues.

This year, we signed up to the Race at Work Charter and its commitments. We've appointed our Chief Operating Officer as Executive Sponsor to make sure we have visible leadership on diversity and inclusion and help drive our culture and commitments forward. We have a board-level commitment to zero tolerance of harassment and bullying and we're against all forms of unlawful and unfair discrimination. We'll take appropriate action with those that don't follow this policy.

Our commitments - some of which we've already achieved - are as follows:

1. We've appointed an Executive Sponsor
2. We'll capture diversity data and publicise our progress
3. We have a board-level commitment to zero tolerance of harassment and bullying
4. We'll make clear that supporting equality in the workplace is the responsibility of all leaders and managers
5. We'll take action that supports career progression for all, especially for ethnically diverse and female colleagues.

We acknowledge that we have more to do this year to develop and embed our commitments, which we will report on next year.



One Neighbourhood



One Neighbourhood

Introduction and management approach

As with everything we do, we start small and local. The UW neighbourhood has grown, but we're always focussed on the best interests of the people, businesses, customers, teams and individuals we serve and work with. We also want to do more to improve our communities and neighbourhoods.

This is why we established the UW Foundation in 2020 focusing on key environmental, social and charitable projects and which provides a focal point for our Partners and employees and their charitable activities.

We're committing to contributing 1% of our reported annual profits to the UW Foundation to support the environmental and social causes we're supporting.

We promise fair and transparent working practices, and we demand the same from our suppliers.

We work hard to protect vulnerable customers who need additional support.

And we're helping everyone who signs up to UW to get on with their lives by delivering reliable supply, service and security, and making it really easy for people to engage with us.

We recognise that good corporate governance and our responsibility for looking after our customers are key foundations of a solid business, and they run core to our purpose.

The results of our materiality assessment highlighted four clear areas of the Governance and the customer agenda for us to focus on:

1. Ensuring reliability of supply, service and product delivery through periods of uncertainty and risk such as extreme weather events and global pandemics.
2. Conducting business that is fair, transparent and accountable both within UW and across its supply chain, including respecting Human Rights.
3. Protecting our customers' safety both online and offline, through the delivery of safe products and services and protecting our customers' data and privacy.
4. Protecting vulnerable customers who need additional support. This is especially pertinent given the covid pandemic where supporting vulnerable customers was critical.



Our goals

We have set a combination of targets and ambitions:

1

We're building stronger relationships with key suppliers to mitigate potential risks to service levels and supply throughout periods of uncertainty.

We've launched a new Supplier Code of Conduct which is on our website and are asking all current suppliers to sign up to it. We'll require all of our new suppliers during FY2022 to sign up to our Supplier Code of Conduct and will continue to improve our monitoring and diligence of our supply chain. We'll also support efforts to tackle modern slavery.

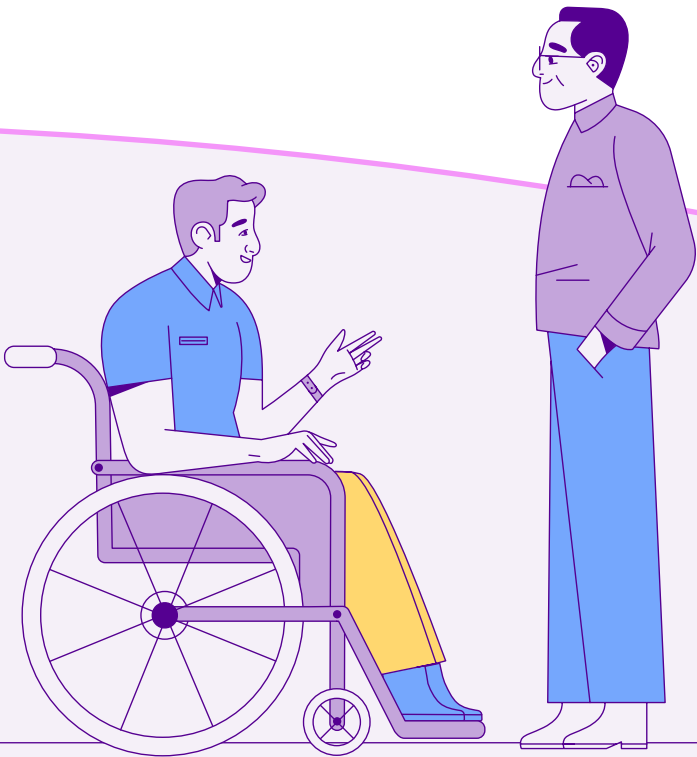
2

We'll support our customers and Partners to stay secure online and continue to improve how we support, interact and communicate with our vulnerable customers.

We'll continue to clarify and simplify all our communications and ensure all customers are able to communicate with us. We will simplify our terms and conditions to ensure we're being open and transparent with our customers.

3

We will commit to contributing 1% of our reported annual profits to the UW Foundation to support the environmental and social causes we are supporting.



Workstreams to deliver our goals in FY2022

1. Relationships with our suppliers, our supplier Code of Conduct and reliability of supply and service

This year we'll be developing our ESG governance structure throughout UW, to help us and our Board assess and manage ESG risk, and supply chain risk including physical climate risks.

We'll roll out our new Supply Chain Policy including enhancing our due diligence processes for key suppliers to ensure ongoing reliable supply and service from those key suppliers. We're also going to ask all new suppliers to sign up to our Supplier Code of Conduct.

We've updated our policies and training for employees, Partners and suppliers covering Human Rights; modern slavery; anti-corruption and bribery; anti-discrimination, harassment and bullying; and our whistleblowing mechanisms. Our policies can be found on our website.

We're also continuing to recruit and develop our remote, distributed customer support workforce to ensure continuity of service in times of disruption, given the success of our remote working model throughout the covid pandemic.

2. Customer safety online and protecting vulnerable customers

We introduced parental controls in April 2021 through our partnership with eero - the Amazon-owned mesh WiFi system - which means our customers can control who sees what content and when. We'll also continue to add to and improve customer security assistance on our website.

We're a signatory to Energy UK's Vulnerability Commitment and we'll be building on this and the commitments we have made to support vulnerable customers as set out below.

We are also working in partnership with Citizens Advice Plymouth (CAB Plymouth), to establish a team of trained CAB advisors who will be dedicated to supporting UW customers who are experiencing severe financial difficulties. This aims to assist those customers who are at risk of or who are already experiencing fuel poverty. We'll be promoting this in our customer communications to encourage customers to engage with us if they're experiencing fuel poverty. As part of this, we will be using the Industry Initiative component of the national Warm Home Discount Scheme to establish a hardship scheme overseen by CAB Plymouth to provide further support.

During the course of FY2022, we're partnering with British Sign Language to enable deaf or hard of hearing customers to better engage and communicate with us. We're also investing in a new content management system to further improve accessibility to our website for blind and partially sighted users, which will include descriptions of images which can be read aloud to our blind and partially sighted customers using a screen reader.



Progress in FY2021

Relationships with Suppliers: Our working practices

We expect all of our suppliers, employees and Partners in our community to share our values. A big part of this is the way we do business together.

Our Anti-bribery and Corruption Policy makes it clear that we do not tolerate bribery or corruption within our business in any form. All of our new starters complete a mandatory anti-bribery and corruption e-learning module on our compliance learning platform. Employees who are in supplier-facing or procurement roles also complete additional training, and we'll be rolling out e-learning training as we move to more flexible working models. If violations of any of our policies occur, we deal with them transparently and, if necessary, take disciplinary action.

Our Supplier Code of Conduct describes the values and rules we expect our suppliers to uphold and we will require all of our new suppliers to sign up and comply with its terms.

We want to make sure we are open and transparent in our communications and the way we do business and we ensure anyone who wants to report an ethical concern to us can do so safely. We have recently refreshed our whistleblowing policy and we have an externally managed helpline via SafeCall where our employees, Partners, suppliers,

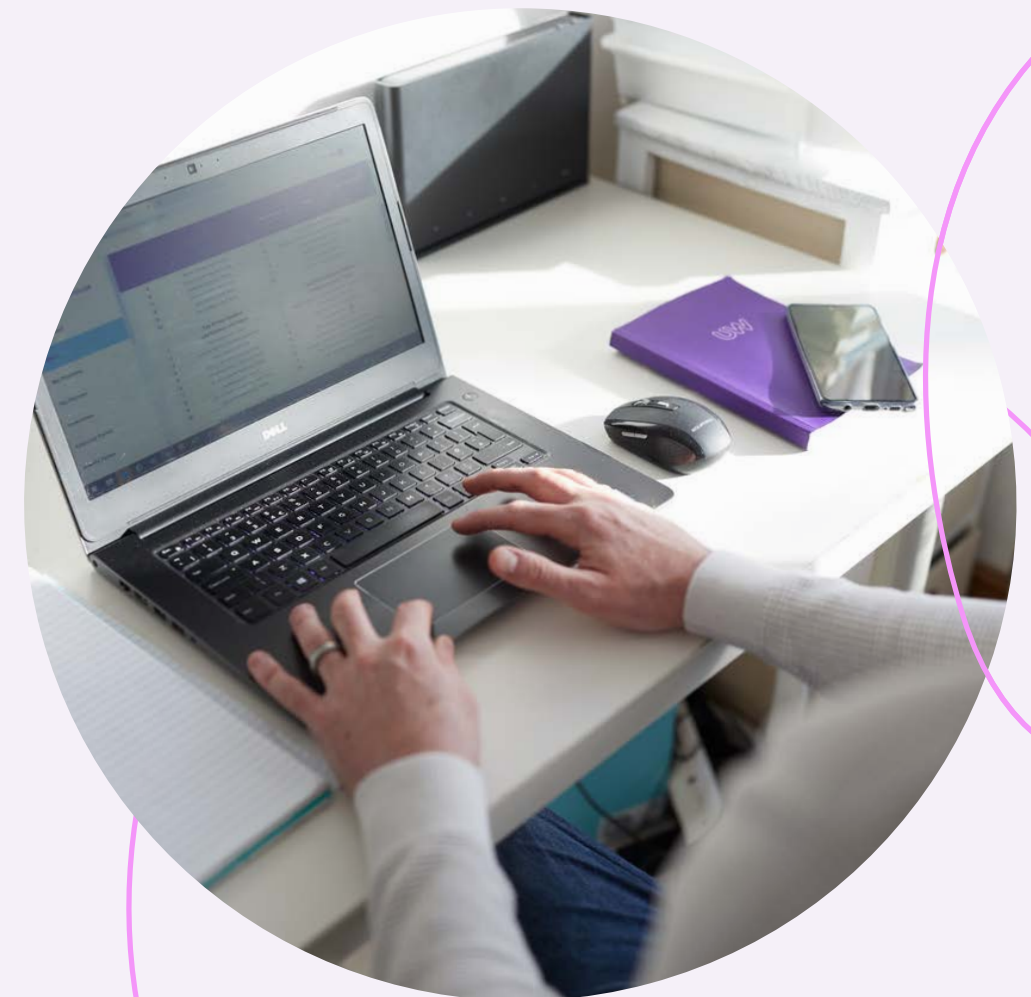
contractors and any other third parties can report concerns. We will report on the number of concerns we receive following the refresh of our policy in our ESG report next year.

We're committed to respecting Human Rights across our business and our supply chain and have a Human Rights Policy that outlines our approach. Our policy helps us to identify where we may have human rights impacts in our business. We require suppliers to sign up to our Supplier Code of Conduct which sets out our requirements in respect of human rights.

Our Board have approved a Modern Slavery and Human Trafficking Statement in compliance with section 54 of the Modern Slavery Act 2015, which is available on our website.

We are committed to doing business responsibly and transparently, and this includes our approach to tax. You can find our tax strategy on our website.

We recognise that late payment to suppliers may have a significant financial impact on them, and we take a responsible approach to payment. We publish our formal Payment Practices Report bi-annually which includes details of our payment practices to suppliers.



Progress in FY2021

Reliability of supply and service

In March 2020, we were able to migrate our entire customer service team of over 700 employees and our Partners to a remote working environment within a matter of weeks and continued to support them during FY2021. Supported by a significant investment in our technology capabilities and business continuity over the last three years, we were able to ensure our customers were able to continue to contact us, to offer support to our customers throughout the covid pandemic without having to turn our customers away. Given the success of our remote working, we are pleased to be able to continue to support a remote workforce alongside our home/office working colleagues across the UK moving forwards.

Our IT infrastructure has been designed and deployed to minimise disruption, with primary and secondary data centres and dedicated, specialist failover facilities that cover voice and telephony services, data and systems.

We have comprehensive business continuity plans, multiple data centre locations, and contracted office space available should a continuity impacting event occur. We make extensive use of cloud infrastructure providers to reduce single points of failure wherever possible.

We select our suppliers carefully, with significant Executive Team oversight and management of our supply relationships. We contract with reputable, reliable third party suppliers and we conduct regular, thorough relationship reviews with our suppliers. Our Executive Team and our Board are constantly reviewing risks and opportunities of key supplier arrangements. We are also building in additional processes this year to ensure we're satisfied with our suppliers' business continuity arrangements, particularly with respect to climate change risks so that we are able to assess any potential impact to us as part of our TCFD requirements.

Keeping customers safe online

We provide our customers with tips on our website to help them stay safe online and protect themselves from cybercrime. We have recently started to offer our customers eero WiFi mesh devices for their homes with built-in parental controls, meaning that our customers are able to control who is able to see what content at what time.

Our Information Security and Privacy Committee, which includes our Chief Financial Officer, Chief Operating Officer, Data Protection Officer and Chief Technology Officer, meets quarterly to assess and manage information security and privacy risks to ensure we keep our customers' and Partners' data safe. Any specific key risks are highlighted to the Board.

We've invested heavily in our information security team and our information security infrastructure, and operate a dedicated internal and external security operations center (SOC) to ensure 24x7x365 response.

Our employees are required to take data protection and information security training when they join us and a refresher on an annual basis.



Progress in FY2021



Protecting vulnerable customers

Protecting our customers, particularly those who are vulnerable is a key focus for our ESG strategy. In 2020, we signed up to Energy UK's Vulnerability Commitment. As a signatory, we aim to continuously improve the support we provide to our vulnerable customers and to get better at understanding our vulnerable customers' needs.

As a direct result of signing up to this Vulnerability Commitment we have:

- Introduced a free phone number for customers in financial hardship to be able to contact us without incurring any network charges.
- Set up regular contact and surveys of our customers to listen to their needs and gather feedback on a regular basis about how we can improve our support services for vulnerable customers.
- Refreshed and updated our training resources for customer service advisors on how to deliver the best outcomes for vulnerable customers.

Throughout FY2021 we've continued to invest in our Ability to Pay team who support our customers in payment difficulties and give them extra support. This is a 40-strong team who are skilled advisors adept at supporting our customers. Advisors are given extra training, support and time to deal with customers' complex needs when they face payment difficulties, which has been critical during the covid pandemic.

We've also rolled out our multiservice Vulnerable Customer policy and we're investing in training our advisors to ensure we give our vulnerable customers the best possible support for their needs.

During the covid pandemic, we've provided additional support to customers by offering emergency credit and given breathing space where customers have found themselves in payment difficulties.

Progress in FY2021

UW Foundation

The UW Foundation works with Charities Trust to focus on key environmental, social and charitable projects and provides a focal point for our Partners and employees and their charitable activities.

We set up the UW Foundation in March 2020, with the dual-purpose of helping the environment and supporting disadvantaged groups in society. Since March 2020, the UW Foundation has principally worked with Forest Carbon, planting the first UW Woodland in Bryn Arw; it has also supported Ocean Generation on its community and education projects to clear up the oceans and NHS Charities Together during the covid crisis. Our employees have also supported various community projects including Ashton Lodge, a care centre local to our offices in Colindale, the Young Barnet Foundation and St Luke's Hospice in Harrow. Our employees have also raised funds for Domestic Violence UK during the covid crisis through initiatives like 'Walking Around the World'.

The UW Foundation, via its match funding, has raised over £75,000 for these charitable projects in FY2021. Our UW Woodland is funded separately to this, via a donation from UW to the UW Foundation. Covid has had a severe impact on fundraising in FY2021 which we will hope to reverse in the next year.

As part of our 'Feet On The Streets' engagement initiative, our Partners are already actively participating in the 'Big Purple Clean Up' to encourage litter picking in local areas in partnership with the UW Foundation and a number of our employees are planning a cycle ride between our offices to raise money for the UW Foundation. Partners and employees are planning a number of charity events as lockdown restrictions are eased.

Over the coming financial year (and for years to come), we're committing to contributing 1% of our reported annual profit to the UW Foundation to further the environmental and social causes we are supporting.



One Planet



Introduction and management approach

Protecting the future of our planet feels like a daunting task. But if we break it down into hundreds of small actions, they soon start to add up.



We're acutely aware that as an energy supplier we carry huge responsibility in this area, and we're committed to both reducing our impact and playing our part to tackle climate change, and contributing towards the UK's transition to net zero. That starts by taking action in the areas in which we have direct influence, such as reducing our carbon emissions from the electricity consumed by our office buildings and the vehicles we operate.

Where we can have the biggest impact, however, is helping our customers to do the same, providing them all with energy-saving technologies to reduce their consumption, and increasing our supply of renewable energy where possible.

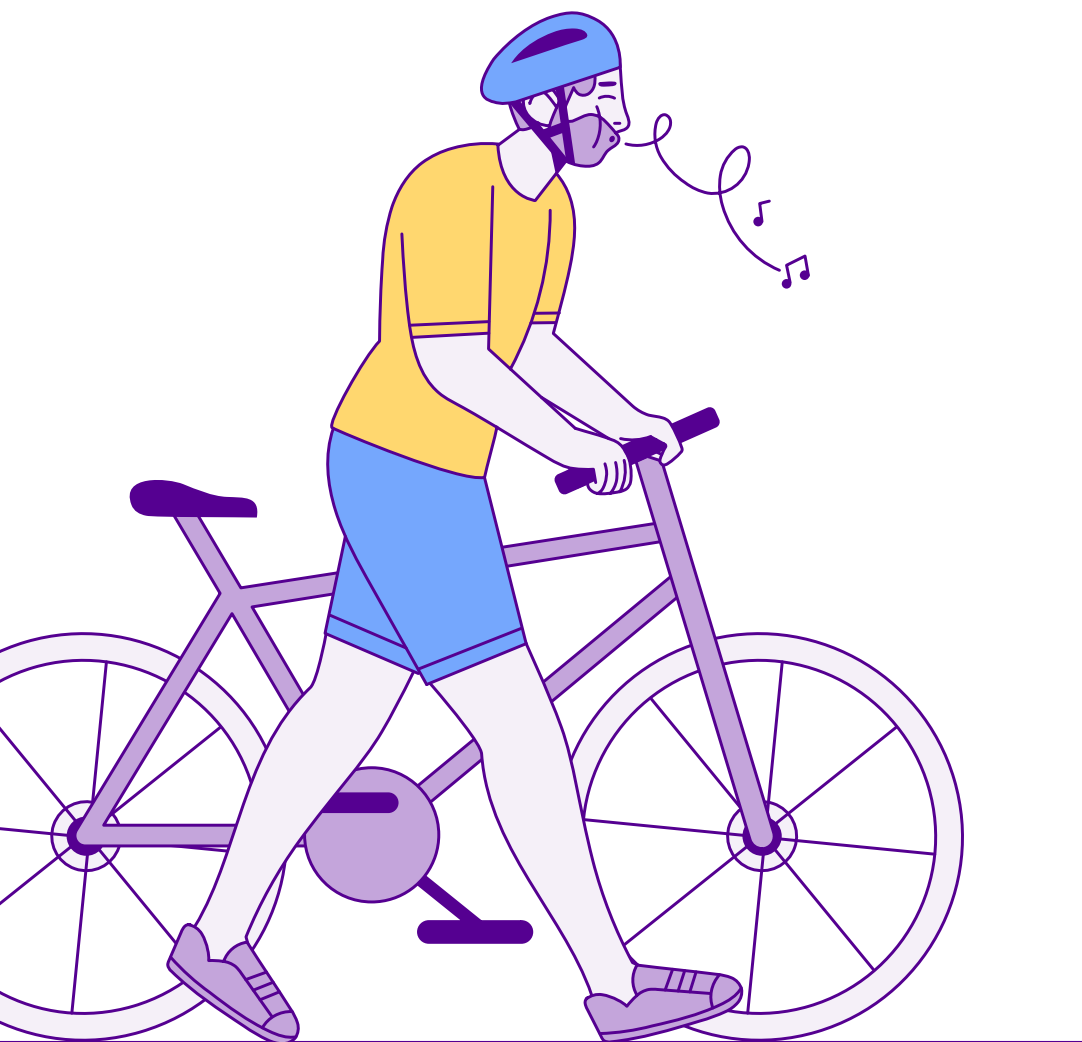
Our corporate impact (Scope 1 & 2 emissions) is relatively small compared to that of our upstream and downstream impact (Scope 3 emissions). The structure of our business means that whilst we do not make or generate the services we offer, we can choose which services we offer our customers and the suppliers we partner with.

As confirmed through our materiality assessment, enabling our customers to reduce their carbon footprint is a priority and we have two clear areas of focus here:

1. Tackling the climate crisis and committing to support the UK's transition to net zero whilst also helping our customers to do the same.
2. Playing a leading role in the Green Industrial Revolution, by using and investing in new technologies to help our customers to lower their emissions and access low emission energy.

With this in mind, we want to work closely with our wholesale energy supplier, E.ON, to minimise that impact wherever possible. We're on our journey to net zero and fully committed to playing our part.

Introduction and management approach



Our journey to Net Zero

Initially we're focusing on our Scope 1 and 2 emissions, where we have the most control. We'll do this by switching our energy supply for our operations to renewable electricity, introducing a low carbon fleet of vehicles and providing our Partners with low carbon incentives. What's more, we'll use appropriate, Verified Carbon Standard (VCS) accredited, offsetting projects where it is not possible for us to reduce our emissions further.

Our most material environmental impact is the Scope 3 emissions arising from our customers' use of our services, especially energy and in particular the gas used to heat their homes. There is currently no viable alternative to replace the entire supply of gas to our customers to heat their homes. However, we will look to encourage the adoption of reliable, sustainable alternatives as they become available.

Given the nature of our energy supply arrangements, we'll work closely with our wholesale energy supplier in order to sustainably reduce our Scope 3 emissions. In the meantime, we're committed to investing in energy efficiency technology to reduce the carbon emissions of our customers. Over the coming year we'll be fitting our first Electric Vehicle (EV) charging points after being accredited and continuing to fit air-to-air and air-to-water heat pumps, alongside our commitment to fitting smart meters in our customers' homes.

By FY2023, we will be able to set out our net zero carbon target plans in more detail, but we are still aiming to be net zero carbon emissions by 2040.

Our goals

We have set a combination of targets and ambitions over the coming years:

The journey to Net Zero

1

We believe a net zero target by 2040 is achievable and we will significantly reduce our emissions and the carbon intensity of electricity we supply to our customers by 2030, compared to 2019 levels. We will work with our wholesale energy supplier, E.ON, over the coming year to establish a target for our annual carbon intensity reduction and plot our path to net zero, given we are dependent on our wholesale supply arrangements to achieve this.

2

We will aim to electrify the majority of our fleet of vehicles over the next 5 years, establishing a firm target to reduce our Scope 1 emissions by next year.

3

From FY2023, we'll aim for an absolute reduction of our Scope 1 & 2 emissions. We recognise that this year has not been indicative of a usual year of operations so we will set out our intensity reduction targets in FY2023. In FY2023, we'll reduce our Scope 2 emissions by moving all of our operations' electricity supply to 100% renewable electricity.

We're already a carbon neutral business in respect of our Scope 1 & 2 emissions which we achieved by offsetting our Scope 1 & 2 emissions by partnering with Forest Carbon and working with the VCS accredited Rimba Raya project in Indonesia. Offsetting is not the solution, but it is part of our path to net zero emissions.

Playing our role in the Green Industrial Revolution

4

We'll supply energy saving technology, primarily in the form of smart meters, to 70% of our customers by the end of FY2022, and 85% by the end of FY2023. This is in line with Ofgem's industry target and we intend to meet this much sooner than 2024. We're already significantly ahead of almost all suppliers in our rollout program.

5

We're committed to continuing to offer our multiservice customers our Green (REGO backed) Tariffs over the coming year.

6

We'll also explore additional ways to reduce our - and our customers' - emissions, such as continuing to offer energy efficiency advice, offering more energy saving technologies, reducing our consumption of energy in our offices, and reducing the impact of our IT infrastructure, where possible.



Workstreams to deliver our goals in FY2022



The journey to Net Zero

We recognise that a changing climate brings risks and opportunities for UW. We're working to reduce our Scope 1 & 2 emissions, recognising that we are dependent on our supplier relationship with E.ON to a large extent in respect of our Scope 3 emissions. We understand that whilst reducing emissions is key to any net zero targets, we must also work to understand the other potential risks and opportunities that a changing climate may have on our business, and that we need to have the right governance frameworks and risk management in place to do this effectively and we are developing these over the course of FY2022 and FY2023.

This year we will also:

- Switch the electricity supply of UW operations to 100% renewable energy by the end of FY2022. This will impact our Scope 2 emissions in FY2023.
- Offset the emissions we can't reduce in the short term. Of course, this isn't the long-term answer, but we'll off-set our remaining Scope 1 & 2 emissions through VCS accredited projects. This year we're working with Rimba Raya in Indonesia.
- Continue to encourage Partners to use our remote appointment tool to reduce emissions from driving to appointments. This can save approx 899 tCO₂e per year, based on an average 20-mile journey to an appointment and 300,000 appointments per year. Enabling our employees to work remotely will also positively impact emissions as a number of our employees commute to work by car.
- Continue to work through the UW Foundation to plant additional native broadleaf woodlands in the UK.

Workstreams to deliver our goals in FY2022



Playing our role in the Green Industrial Revolution

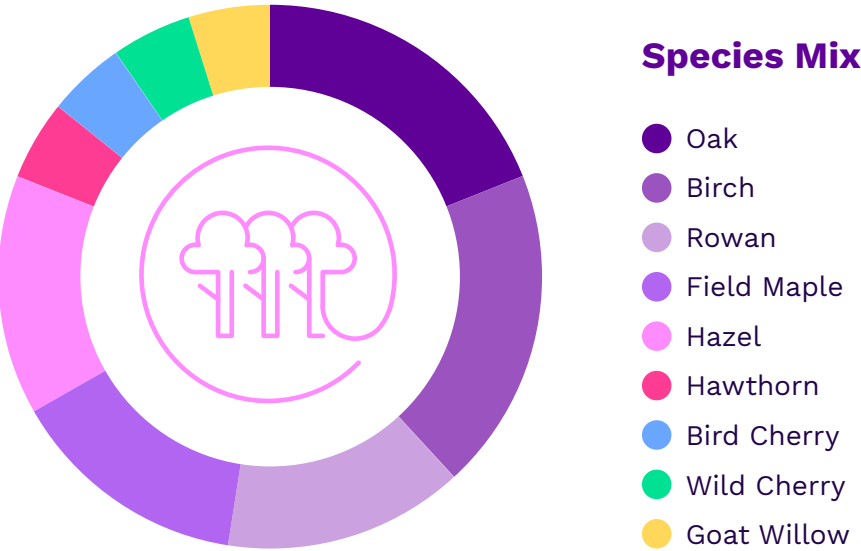
It is clear from the materiality assessment we carried out that our key stakeholders did not believe we should be the pioneer of innovative, new technologies to drive the decarbonisation of electricity, heat and transport. However, we still recognise that ensuring our customers can access them is critical to the UK's transition to net zero.

We're at the forefront of driving the uptake of smart meters in the UK, and now have the 2nd highest penetration of smart meter installation of any medium or large supplier. Smart meters bring significant opportunities to our customers and allow them to make more informed choices about the amount of energy they use and to reduce their consumption. They are also a vital enabler of the broader transition to net zero across the national energy infrastructure, by providing accurate and timely consumption data.

This year we will also:

- Work with our wholesale energy supplier, E.ON, on a roadmap for low emission energy supply and time of use electricity tariffs to support the take up of EVs amongst our customers.
- Work on our plan to switch all our fleet vehicles to EVs over the next 5 years, with more detailed targets to be included in next year's ESG report. During our planning phase, we've realised that there are a number of challenges we'll need to address, including optimising the distance between appointments and charging points and ensuring engineers are able to charge vehicles in the vicinity of their homes. We're currently trialling a Vauxhall E Vivaro 50KW 143 mile WLTP range EV to better understand these challenges.
- Provide our Partners with EV alternatives to our petrol and diesel vehicles and offer low emission Partner incentives. We already offer Partners a Tesla Model 3.
- Run comprehensive field trials for the installation of EV charging points for our customers following our recent accreditation as an EV charging point installer.

Progress in FY2021



UW at Bryn Arw



Additional Benefits



Tree planting

The UW Foundation has been supporting a tree planting project in Bryn Arw in Wales as part of our commitment to improving our environment and biodiversity in the Brecon Beacons. So far, we’ve planted 117,400 trees - beating our own target of 100,000 - across 73 hectares, which will absorb up to 32,000 tonnes of carbon dioxide in future years.

We see this as a critical investment for future generations and the UW Foundation is already looking for the next woodland site to plant more broadleaf trees in the UK. The benefits of supporting a project like Bryn Arw stretch far beyond the sequestration of carbon alone: the woodland is being planted in a fashion intended to promote biodiversity on land that was unproductive due to bracken invasion, and will be a valuable natural asset for future generations.

Green tariffs

In response to demand from customers and Partners, we’ve offered all multiservice customers a Green Fixed Tariff since March 2020. Over 64,000 customers have now chosen it and between them they have consumed 186,000MWh of electricity. In FY2022, we have introduced a Green Variable Tariff. Our Green Tariffs are REGO (Renewable Energy Guarantees of Origin) backed, so for every unit of electricity our customers use, we buy a REGO certificate to match. Our REGO certificates are all UK-based and we purchase our REGOs bi-annually so that they are broadly representative of the renewable energy production available.

Purchasing REGOs for each kWh consumed by our customers does not mean that the energy they consume is entirely renewable in nature. We fully recognise that REGOs are not the perfect solution here, but by voluntarily purchasing REGOs we are encouraging the generation of renewable electricity within the UK energy market, which is critical for a net zero carbon future in the UK.

Progress in FY2021

Smart meter rollout

Ofgem supports the rollout of smart meters as they help to give customers near real time information which can help them to manage their energy use, as well as save money and reduce their emissions. Installing smart meters is estimated to cut carbon emissions by nearly 45 million tonnes of carbon. The Government's Committee on Climate Change has also estimated that without a more flexible energy system, which smart meters are a key part of delivering, the costs of reaching net zero emissions could be up to £16 billion per annum higher.

We've been at the forefront of driving the accelerated uptake of smart meter installation for our customers, installing almost 600,000 meters in total and 145,000 in FY2021, despite the covid pandemic. All customers receive personalised energy efficiency advice as part of the installation process allowing them to make immediate and informed choices to reduce their consumption.

Our free lightbulb scheme

Our LED lightbulb fitting scheme has led to the installation of 5 million LED lightbulbs in 150,000 customers' homes. This will save approximately 46,000 tonnes of carbon over the lifetime of those bulbs. We continue to post additional bulbs to customers whilst they remain with us if their bulbs need replacing for any reason.

New technologies in development

We've started installing our first air-to-air heat pumps and we are now a fully accredited EV charging point installer. We'll establish targets for installation of these important technologies and their carbon impact over the coming year.

Our carbon reduction projects

This year, with the support of Forest Carbon, we've offset our emissions from our Scope 1 & 2 emissions by supporting Rimba Raya, a carbon reduction project in Indonesia. Rimba Raya is a fully VCS accredited offsetting project which we are proud to support. We'll continue to support offsetting projects around the world whilst we work to reduce our emissions.

The Rimba Raya Project is based on the island of Borneo and aims to preserve carbon dense tropical peat swamp by halting the deforestation of roughly 47,000 hectares of forest which were originally due to be converted to palm oil plantations. The Project works with and supports local communities to protect biodiversity conservation. It focuses on both community development for the 2,500 households living in the area, and biodiversity conservation, particularly protection of 105,000 endangered Borneo Orangutan.

It actively engages local communities to improve food security, income, healthcare, and education, all with the support of carbon finance. It is the first project to have been validated by SD VISTA as contributing to all 17 SDGs.



¹ [Smart Metering Implementation Programme](#)

Carbon reporting in FY2021

Greenhouse Gas emissions statement

This year, we've reported on Scope 3 emissions as well as Scope 1 & 2 emissions to better understand the full extent of our impact. We've reported our carbon intensity using 'Tonnes CO2 per £million Turnover' for the first time and will continue to report in this way on an annual basis.

Our Greenhouse Gas (GHG) reporting year is the same as our financial year. We believe this to be the most appropriate metric for the sectors in which we operate. We plan to disclose our GHG emissions through the Carbon Disclosure Project (CDP) in FY2022. Our reporting covers all of our UK-based emission sources and we do not have any non-UK operations.

We recognise that the past year is not representative of normal operations and that our absolute emissions and carbon intensity is likely to increase next year, as postponed carbon intensive activities such as Partner incentives pick up once covid related lockdowns lift. During FY2022 we will begin the transition to low carbon alternatives for our Scope 1 & 2 emissions which includes investigating and ultimately implementing programmes to move our fleet to EV alternatives and using 100% renewable electricity in our buildings.

Our carbon footprint data was calculated by Carbon Change Ltd and the overall approach we used is based on the Greenhouse Gas Protocol Standard (and supporting reporting guidelines) which enables organisations to measure, manage and report their GHG emissions from direct operations and through their supply chains. We've reported on all the emission sources required under the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013.

Our GHG emissions for Scopes 1 & 2 are set out below, with a comparison against the previous year. Our emissions are lower than the previous financial year, largely due to reduced travel during the covid pandemic and working restrictions. This year we've also reported on our Scope 3 emissions for the first time.



Carbon reporting in FY2021

Location based emissions		2020/2021 (tCO ₂ e)	2019/2020 (tCO ₂ e) ¹
Scope 1	Combustion of fuel and operation of facilities	1,665	1,937
Scope 1	Refrigerants	77	243
Scope 2 (Location based)	Electricity purchased for own use (incl PV generated and green tariff)	1,138	1,341
Scope 3	Includes electricity and gas sold to customers	1,725,129	1,792,121
Gross Emissions (Location based)	Total Scope 1+2+3 CO2e emissions	1,728,009	1,795,642
Intensity Measure (Location based)	Tonnes of CO2e per £m turnover	2,007	2,050

UK underlying energy use (kWh)		2020/2021 (tCO ₂ e)	2019/2020 (tCO ₂ e) ¹
Total Scope 1 Energy use	Combustion of fuel and operation of facilities (natural gas, fleet fuel oils, company cars)	6,614,107	7,552,764
Total Scope 2 Energy use	Electricity	4,882,710	5,247,423
Total Scope 3 Energy use	Electricity and gas sold to customers, leased buildings and fuel use in personal/hire cars	8,584,096,502	8,667,018,852
Total Energy use (kWh)		8,595,593,319	8,679,819,039

¹ Note: we have undertaken a more comprehensive review of our emissions this year and as such we updated our baseline from last year’s report and updated our intensity measure (from employee based to turnover based) as we now include our Scope 3 emissions.

Contact us

Telecom Plus PLC is a public listed company incorporated and domiciled in the United Kingdom. It has a primary listing on the London Stock Exchange.

Company Secretary

David Baxter

Email: shareholders@uw.co.uk

Appendix

GRI content index

General disclosures

Disclosure number	Disclosure title	Where reported
102-1	Name of the organisation	Telecom Plus PLC (www.telecomplus.co.uk)
102-2	Activities, brands, products and services	AR - Our Services page 4; Chief Executive's Review page 10
102-3	Location of the headquarters	London (UK)
102-4	Location of operations	We are based in the UK and serve customers in the UK.
102-5	Ownership and legal form	Telecom Plus PLC is the listed holding company for the Telecom Plus group of companies. Its shares are listed on the London Stock Exchange.
102-6	Markets served	AR - Our Markets page 11
102-7	Scale of the organisation	AR - Chief Executive's Review page 10; Financial Review page 20; Business model page 22; People and Organisation page 28
102-8	Information on employees and other workers	AR - People and Organisation page 28
102-9	Supply chain	AR - Chief Executive's Review page 10; Business model page 22 ESG Report - Relationships with our suppliers page 27 Supply Chain Policy Supplier Code of Conduct Human Rights Policy Modern Slavery Statement
102-10	Significant changes to the organisation and its supply chain	AR - Chief Executive's Review page 10; Sustainability Report, One Culture, One Neighbourhood, One Planet page 32
102-11	Precautionary Principle or approach	Not disclosed
102-12	External initiatives	ESG Report - #TogetherWeGrow page 17; 'Feet On The Streets' page 19; Race at Work Charter page 20 Diversity & Inclusion Summary
102-13	Membership of associations	AR - Diversity and Inclusion Race at Work Charter page 30 ESG Report - Citizens Advice Plymouth and Energy UK Vulnerability Commitment page 27; Forest Carbon (via the UW Foundation) page 3, trade body membership of UKCTA and Energy UK
102-14	Statement from senior decision-maker	ESG Report - Foreword from CEO Andrew Lindsay page 4 AR - Chairman's Statement page 6
102-15	Key impacts, risks and opportunities	AR - Principal risks and uncertainties page 22

Disclosure number	Disclosure title	Where reported
102-16	Values, principles, standards, and norms of behaviour	AR - Our Approach page 3; Sustainability Report page 33 Human Rights Policy Supply Chain Policy Supplier Code of Conduct Modern Slavery Statement Diversity and Inclusion Summary Health, Safety and Wellbeing Policy Statement Environmental Policy Anti-Bribery and Corruption Policy Whistleblowing Policy
102-17	Mechanisms for advice and concerns about ethics	Whistleblowing Policy
102-18	Governance structure	AR - Board of Directors page 41 ESG Report - ESG Strategy Group page 12
102-19	Delegating authority	AR - Governance Report, Board Duties page 44
102-20	Executive level responsibility for economic, environmental and social topics	AR - Chairman's Statement, Our environmental, social and governance strategy page 7 ESG Report - Holding ourselves to account page 12
102-21	Consulting stakeholders on economic, environmental and social topics	AR - Sustainability report, Engaging with key stakeholders page 38
102-22	Composition of the highest governance body and its committees	AR - Governance Report, Board Balance page 46
102-23	Chair of the highest governance body	AR - Governance Report, Executive Chairman and Chief Executive Officer page 47
102-24	Nomination and selecting the highest governance body	AR - Governance Report page 47
102-25	Conflicts of interest	AR - Directors' Report page 74
102-26	Role of highest governance body in setting purpose, values and strategy	AR - Governance Report, Board Duties page 44
102-27	Collective knowledge of highest governance body	AR - Governance Report, Board of Directors pages 41-43
102-28	Evaluating the highest governance body's performance	AR - Governance Report, Board Evaluation page 45
102-29	Identifying and managing economic, environmental and social impacts	AR - Sustainability Report page 10 ESG Report - Materiality Assessment page 6 Environmental Policy
102-30	Effectiveness of risk management processes	AR - Audit Committee Report, The Audit Committee page 50
102-31	Review of economic environmental and social impacts	AR - Chief Executive's Review page 10
102-32	Highest governance body's role in sustainability reporting	AR - Sustainability Report, signed by Board page 39
102-33	Communicating critical concerns	Contact UW Whistleblowing Policy
102-34	Nature and number of critical concerns	Not disclosed
102-35	Remuneration policies	AR - Directors' Remuneration Report, Remuneration Policy Table pages 55-63

General disclosures

Disclosure number	Disclosure title	Where reported
102-36	Process for determining remuneration	AR – Directors’ Remuneration Report, Policy Review page 53
102-37	Stakeholders’ involvement in remuneration	AR – Directors’ Remuneration Report, Shareholder Vote and Shareholder Engagement page 72
102-38	Annual total compensation ratio	AR – Directors’ Remuneration Report, Chief Executive Pay Ratio page 71
102-39	Percentage increase in annual total compensation ratio	AR – Directors’ Remuneration Report, Chief Executive Pay Ratio page 71
102-40	List of stakeholder groups	AR – Strategic Report, Engaging with key stakeholders page 37
102-41	Collective bargaining agreements	Not disclosed
102-42	Identifying and selecting stakeholders	AR – Sustainability Report, S172, pages 37-39
102-43	Approach to stakeholder engagement	AR – People and Culture, Engagement page 29; Our response to Covid page 31; Risk management and Engagement with key stakeholders page 37
102-44	Key topics and concerns raised	AR – Risk management and Engagement with key stakeholders page 37
102-45	Entities included in the consolidated financial statements	AR – Notes to the Consolidated Financial Statements pages 94-125
102-46	Defining report content and topic boundaries	ESG Report – Transparent reporting page 12
102-47	List of material topics	ESG Report – Our materiality analysis page 6
102-48	Restatements of information	ESG Report – Transparent reporting page 12
102-49	Changes in reporting	ESG Report – Transparent reporting page 12
102-50	Reporting period	ESG Report – Transparent reporting page 12
102-51	Date of most recent report	ESG Report – Transparent reporting page 12
102-52	Reporting cycle	ESG Report – Transparent reporting page 12
102-53	Contact point for questions regarding the report	ESG Report – Contact us page 42
102-54	Claims of reporting in accordance with the GRI Standards	ESG Report – Transparent reporting page 12
102-55	GRI content index	ESG Report – GRI content index page 43
102-56	External assurance	Not disclosed

Disclosure number	Disclosure title	Management approach/where reported
201	Economic performance GRI 103: Management Approach	The AR covers our economic performance and governance.
201-2	Financial implications and other risks and opportunities due to climate change	AR – TCFD page 36
201-3	Defined benefit plan obligations and other retirement plans	Not disclosed
201-4	Financial assistance received from government	Not disclosed
205	Anti-Corruption GRI 103: Management approach	We do not tolerate bribery or corruption in any form. Anti-Bribery and Corruption Policy
205-1	Operations assessed for risks related to corruption	AR – One Neighbourhood, Progress to date page 33 Anti-Bribery and Corruption Policy
205-2	Communication and training about anti-corruption policies and procedures	AR – One Neighbourhood, Progress to date page 33 Anti-Bribery and Corruption Policy
205-3	Confirmed incidents of corruption and actions taken	Not disclosed
206	Anti-competitive behaviour GRI 103: Management approach	We ensure all of our business practices are performed in a fair, honest and trustworthy manner.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not disclosed
302	Energy GRI 103: Management Approach	Our Environmental Policy sets out our commitments to socially responsible and ethical business practices while helping us minimise our impacts, manage risks and comply with relevant regulations.
302-1	Energy consumption within the organisation	ESG Report – Carbon Reporting page 40 & 41
302-3	Energy intensity	ESG Report – Carbon Reporting page 41
302-4	Reduction of energy consumption	ESG Report – One planet pages 33-41
302-5	Reductions in energy requirements of products and services	ESG Report – Green Industrial Revolution pages 37 & 38; Carbon Reporting page 41
305	Emissions GRI 103: Management approach	Our Environmental Policy sets out our commitments to socially responsible and ethical business practices while helping us minimise our impacts, manage risks and comply with relevant regulations. ESG Report – One Planet pages 33-41
305-1	Direct (Scope 1) GHG emissions	ESG Report – Carbon Reporting page 41
305-2	Energy indirect (Scope 2) GHG emissions	ESG Report – Carbon Reporting page 41
305-3	Other indirect (Scope 3) GHG emissions	ESG Report – Carbon Reporting page 41
305-4	GHG emissions intensity	ESG Report – Carbon Reporting page 41
305-5	Reduction of GHG emissions	ESG Report – One Planet page 11, Carbon Reporting page 41

General disclosures

Disclosure number	Disclosure title	Management approach/where reported
404	Training and education GRI 103: Management approach	All employees are fully trained in order to perform their job and further their knowledge.
404-1	Average hours of training per year per employee	Not disclosed
404-2	Programs for upgrading employee skills and transition assistance programs	AR - People and Organisation page 28 ESG Report - Supporting our employees page 17
404-3	Percentage of employees receiving regular performance and career development reviews	Not disclosed
405	Diversity and equal opportunity GRI 103: Management approach	We promote diversity and inclusion within our workforce. Diversity and Inclusion Summary
405-01	Diversity of governance bodies and employees	ESG Report - Our goals page 18; Progress in FY2021 page 23
405-02	Ratio of basic salary and remuneration of women to men	Gender Pay Gap Report
406	Non-discrimination GRI 103: Management approach	We promote diversity and inclusion within our workforce. Diversity and Inclusion Summary
406-01	Incidents of discrimination and corrective actions taken	Not disclosed
407	Freedom of association and collective bargaining GRI 103: Management approach	We respect the right to freedom of association, collective bargaining and equal opportunity. Human Rights Policy
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Modern slavery statement
408	Child Labour GRI 103: Management approach	We do not accept any kind of slavery in our own operations nor the operations of those who work with us. Modern slavery statement
408-1	Operations and suppliers at significant risk for incidents of child labour	Human Rights Policy Supply Chain Policy Supplier Code of Conduct Modern slavery statement
409	Forced or compulsory labour GRI 103: Management approach	We do not accept any kind of slavery in our own operations nor the operations of those who work with us. Modern slavery statement
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Modern slavery statement
412	Human rights assessment GRI 103: Management approach	Human Rights Policy
412-1	Operations that have been subject to human rights reviews or impact assessments	Not disclosed
412-02	Employee training on human rights policies or procedures	Human Rights Policy
412-03	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screenings	Not disclosed

Disclosure number	Disclosure title	Management approach/where reported
413	Local communities GRI 103: Management approach	We invest in initiatives to further local communities.
413-1	Operations with local community engagement, impact assessments, and development programs	ESG Report - One Neighbourhood page 24
416	Customer Health and Safety GRI 103: Management approach	We are committed to managing risks and providing good standards of heath, safety and wellbeing to all of our customers.
416-1	Assessment of the health and safety impacts of product and service categories	AR - One Neighbourhood page 33 ESG Report - One Neighbourhood page 24 Electricity and gas safety Online safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not disclosed
418	Customer Privacy GRI 103: Management approach	We protect our customers privacy and security and supporting their right to free expression. AR - One Neighbourhood page 33 ESG Report - One Neighbourhood page 24 Privacy Policy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not disclosed