



ESG Report

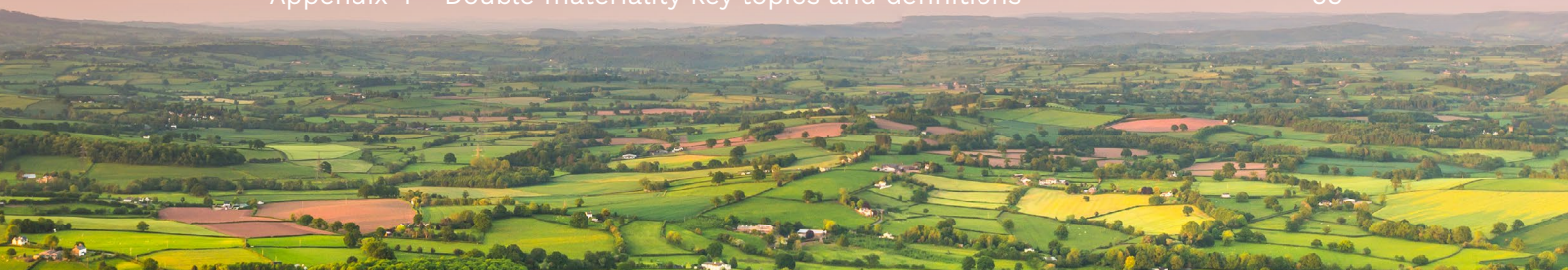


Year ended 31 March 2023

TelecomPlus

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In a year characterised by mounting financial pressures - from rising living costs to rapid inflation - we are proud to have helped thousands more households through the savings and earnings we offer while remaining committed to our journey to net zero.

Overall, we have made strong progress on developing our ESG programme and embedding our sustainability activity into how we operate as a business.

The double materiality analysis we undertook earlier this year enabled us to better identify the key issues that our stakeholders really care about and resulted in an update to our ESG strategy to focus on four pillars: Environment, Customers, Employees and Partners and Responsible Business.

Progressing our climate and net zero agenda has been a key focus: in particular, developing our first net zero transition plan and understanding how we can support customers to be more energy efficient. Through our new partnership with the National Trust we have contributed to biodiversity and nature restoration through further tree-planting initiatives in England and Wales.

Beyond our net zero ambitions we remain committed to supporting the many people at the heart of UW.

Through our approach of sharing the ongoing economic benefits we derive from the structural cost advantage inherent to our multiservice business model with our customers, we're proud to have delivered over £30 million of energy bill savings to UW customers during a period of unprecedented economic concern. In addition, those with UW cashback cards have

saved a further £8 million through their everyday shopping. We also significantly scaled our support for our most vulnerable customers through our relationship with Citizens Advice Plymouth.

On top of the savings we offer our customers, we provide a meaningful additional earning opportunity for our Partners. Over the last year, our Partner community has grown to almost 60,000 as more households have turned to us to make ends meet in the face of relentlessly rising costs. We continue to invest in supporting our growing and diverse community of Partners to achieve their goals through UW - this is an opportunity that is uniquely accessible to people from all walks of life and represents an important source of income for increasing numbers of financially stretched households.

Finally, we hugely value the hard work of our employees who are the driving force behind the business. In light of the cost of living crisis, we were able to offer employees two cost of living boosts of £400 each over the course of the year, followed by an inflation-linked 10.1% pay rise as the financial year came to an end. Our commitment to constantly improving our employee experience led to our eNPS score growing to +39.

We are incredibly proud of how we have delivered for the environment and our customers, employees and Partners over the course of the year whilst delivering sustainable long-term growth for the business. As we look to FY24 and beyond, we look forward to progressing our ESG strategy, edging closer towards our net-zero goals and continuing to support our customers, Partners and employees.

Andrew Lindsay, MBE
Co-CEO



Stuart Burnett
Co-CEO



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 or 'UW' and all UW customers are based in the UK.

The report covers the financial year 1st April 2022 to 31st March 2023 (FY23). We publish our ESG report annually and it complements our full year Annual Report and Accounts for FY23 (Annual Report).

The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards (GRI Standards) and compares our progress against the targets we set last year

and presents our objectives and initiatives for the coming year. The GRI Standards create a common language for organisations and stakeholders, with which the economic, environmental, and social impacts of organisations can be communicated and understood. The GRI Standards are designed to enhance the global comparability and quality of information on these impacts, thereby enabling greater transparency and accountability of organisations.

The report complies with 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.

Ratings and Awards

ESG Ratings

In 2023, Telecom Plus PLC received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment. In May 2022, Telecom Plus PLC received an ESG Risk Rating of 12.2 and was assessed by Morningstar Sustainalytics to be at low risk of experiencing material financial impacts from ESG factors. In no event shall the ESG Risk Rating be construed as investment advice or expert opinion as defined by the applicable legislation.



Awards

During the year, we have also received a number of awards which are set out below.



Uswitch
Best
Customer
Service
Winner
2022



**Best
Rewards
Winner
2022**



Uswitch
Most
Likely to be
Recommended
Winner
2022



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FY23 highlights

5,586

We engaged 5,586 stakeholders in our first Double Materiality assessment

NET ZERO: 2050

We have committed to reach net zero by 2050, to set an interim target of 63% reduction by 2035 and obtain SBTi validation of our targets

TCFD+

Developed our TCFD disclosures with further quantitative analysis

71,000

An industry leader on smart with installation of a further ~71k smart meters during the year

10%+ £800

We supported our employees with a 10.1% inflation-linked pay rise and a £800 cost of living support payment

-3 TO +39

We increased our employee net promoter score from -3 to +39 during FY23

£5,000,000

We extended support for vulnerable customers through scaling our partnership with Citizens Advice Plymouth and developing UW-funded £5m Hardship Fund



UW Foundation continued to support numerous fundraising initiatives, donating a total of ~£150k to charities



We enhanced our Board independence and 37.5% of our Board members are now female

£1,000,000

We invested ~£1 million in our UK tree planting initiatives, including through a new collaboration with the National Trust

59,842

Our Partner network grew by 25% to 59,842 as more people turned to UW to earn an additional income during the cost of living crisis

Helping the nation **save a bundle** and earn an extra income



UW is the UK's only genuine multiservice provider: we bundle **energy**, **broadband**, **mobile** and **insurance**.

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

Which is why we offer long-term savings on household bills and an experience people never need to switch away from.



We grow when happy customers choose to become UW Partners and recommend us to their friends and families.



Through getting paid for introducing people to UW, our Partners also get to achieve their personal goals.

We now have over **887,000 customers** and are on track to hit our target of helping another one million households to save time and money with us.



ESG governance

It is important that the Company's ESG strategy becomes embedded across the broader business in order to support company performance and culture. ESG impacts on multiple stakeholders including customers, employees, Partners and investors. As a result, it is critical that our ESG strategy becomes integrated across all of our functions. To support this aim, our ESG governance is focussed on regular collaboration, effective challenge and robust reporting in order to ensure rigour, transparency, effective implementation and strategic oversight, thereby ensuring that we deliver on our ESG strategy and help drive our business priorities at the same time.

This year we strengthened our ESG governance through more regular reporting to the Board and with an increased number of ESG Strategy Committee meetings.

The **Board** has ultimate responsibility for our ESG strategy, with co-CEO Andrew Lindsay acting as Board sponsor for ESG. The Legal & Compliance Director prepares monthly Board updates on ESG-related matters.

The **Audit and Risk Committee** monitors risk management and internal controls, including ESG related risks. Carla Stent joined our Board as an independent Non Executive

Board member in Q2 of FY23. Carla brings significant experience in Audit and Risk and is chair of our Audit and Risk Committee.

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 the Legal & Compliance Director and is formed of the Co-CEOs, CFO, Company Secretary, Executive Leadership Team, Head of Sustainability and is attended by members of the Business Leadership Group and the ESG Working Group. The Committee meets every quarter. The Legal & Compliance Director is responsible for developing, managing and implementing our ESG strategy and is supported by the Head of Sustainability on the operational aspects of ESG.

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, is chaired and led by our Head of Sustainability and is supported by specialist external consultants, as required.



Engaging with our stakeholders

We regularly communicate 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 & communication channels
Customers	<ul style="list-style-type: none"> • Customer service interactions • Social media • Trust Pilot • Partner feedback • Feedback from partnership with Citizens Advice Plymouth
Employees	<ul style="list-style-type: none"> • Dedicated intranets for all staff and people managers • Employee meetings - Town Halls (x8 per year), All Hands (x4 per year) • Employee surveys (x3 per year) • Purple Forum • D&I Forum
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"> • Open dialogue at Capital Markets Day • Bilateral meetings with investors • Investor roadshows • Broker feedback
Suppliers	<ul style="list-style-type: none"> • Supplier evaluation • Regular meetings with main suppliers
UW Board	<ul style="list-style-type: none"> • Board representation on quarterly ESG Strategy Committee • Monthly board updates • Board representation on TCFD and Net Zero Transition working groups
Regulators	<ul style="list-style-type: none"> • Industry, regulator and Department for Energy Security and Net Zero (DESNZ) advocacy/engagement • CEO roundtables with Ofgem and DESNZ • Ofgem bilaterals • ICO roundtables • Ofcom bilaterals, industry meetings and consultations

Double materiality

Identifying and prioritising what matters most

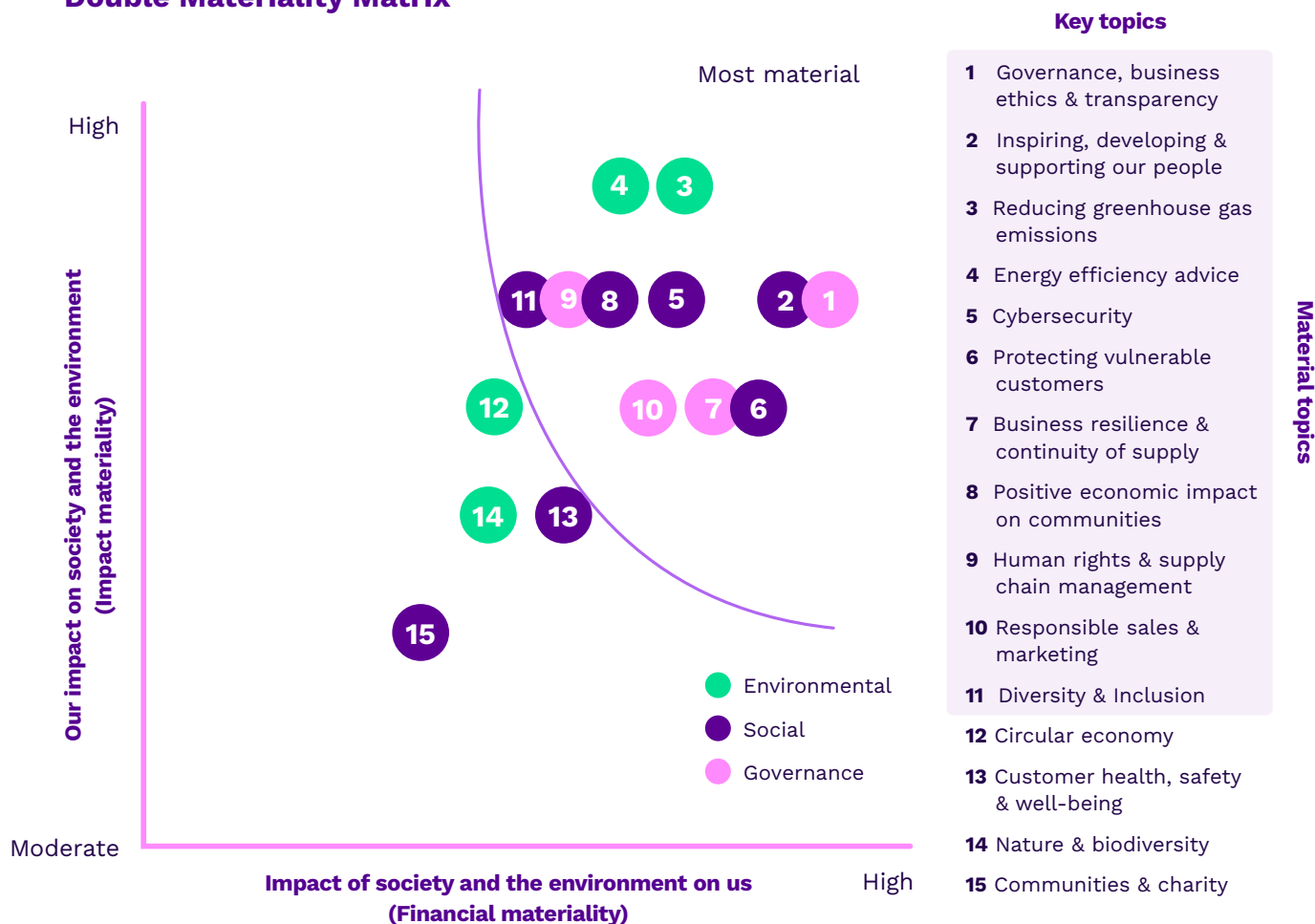
This year, for the first time, we carried out a 'Double Materiality' assessment to gain insight into which ESG topics are the most important to our business and our stakeholders. The outcome of this materiality assessment informed, and continues to drive, our ESG strategy.

The Double Materiality methodology we used assesses how our business impacts on society and the environment - 'impact materiality' and how society and the environment impacts on our business - 'financial materiality'. During the process, we gained insight from over 5,586 stakeholders.

We:





1. Identified key topics through value chain analysis. These were then cross-referenced and aligned to external standards, including GRI Standards and Sustainable Accounting Standards Board Standards. The full list of key topics, and their definitions, is included in Appendix 4.
2. Assessed the relative impact the business has on each key topic to determine the 'impact materiality'.
3. Asked 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 - 'financial materiality'.
4. Ranked 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 Double Materiality Matrix.

Double Materiality Matrix



Our ESG strategy

We have refreshed our ESG strategy to focus on our material topics. These have been grouped into four strategic pillars. It is these strategic pillars that underpin our ESG strategy for FY24:

				
	Environment	Customers	Employees & Partners	Responsible business
	Our journey to net zero	Looking after our customers	Empowering and supporting our employees and Partners	Doing business responsibly
Objectives	01 To achieve net zero emissions by 2050 across Scopes 1, 2 and 3	04 Help our customers to use energy more efficiently	07 Evolve our distinct UW culture to attract, develop and keep great people	10 Maintain reliability of supply, service and product delivery
	02 Procure renewable electricity for UW operated buildings	05 Protect our customers' data, privacy and online safety	08 Continue to build diverse employee communities, where all UW employees feel a strong sense of belonging allowing them to thrive and grow	11 Ensure robust and responsible supply chain management
	03 Continue to develop green product offering	06 Enhance support for vulnerable customers	09 Increase the Company's socio-economic impact by promoting the Partner opportunity as a second income to a wider audience	12 Ensure robust governance and transparency of the Partner model
Material topics	<ul style="list-style-type: none"> Reducing greenhouse gas emissions 	<ul style="list-style-type: none"> Energy efficiency advice Cybersecurity Protecting vulnerable customers 	<ul style="list-style-type: none"> Inspiring, developing and supporting our people Positive economic impact on communities Diversity and Inclusion 	<ul style="list-style-type: none"> Governance, business ethics and transparency Business resilience and continuity of supply Human rights and supply chain management Responsible sales and marketing

UW Foundation

Continue to contribute 1% of our reported annual profits to the UW Foundation and our tree planting initiatives

Environment

Our journey to net zero

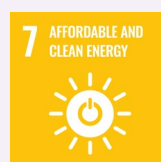
We are committed to working towards a more sustainable, low-carbon future. Climate change is a challenge we all must face and we want to play our part in the UK's path to net zero. This year we further developed our Task Force on Climate-related Financial Disclosures (TCFD) through quantitative analysis (see pages 44-50 of our Annual Report) and we have also delivered on our commitment to publish our net zero transition plan.

We are pleased to report on the progress against our FY23 environmental commitments:

The Environment pillar covers the following material topic:

- Reducing Greenhouse gas emissions

This topic aligns with the following UN Sustainable Development Goals:



Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix



Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

FY23 commitment	Progress during FY23
Become a net zero business by 2040	⊖ Target restated to 2050, reflecting our reliance on electricity grid decarbonisation plans, and those of our suppliers.
Develop a detailed net zero transition plan and carbon target plans by the end of FY23	✓ We updated our net zero target, and have developed initial transition plan.
Continue to offer our multiservice customers our green (REGO-backed) tariff	✓ Achieved - we have continued to offer our multiservice customers our green REGO-backed energy tariff with volumes increasing to 435,232 mWh. In FY23 we only purchased deep green REGOs (from solar, wind and hydro-electricity).
Install smart meters in 68% of our customers' homes by the end of FY23	✗ Not achieved - we installed a further 72,358 smart meters during the year resulting in 65% smart meter penetration of our customers' homes by the end of FY23.
Where it is not possible to reduce our scope 1 and 2 emissions we will continue to use appropriate, Verified Carbon Standard (VCS) accredited, offsetting projects	✓ Achieved - this year we have offset our scopes 1, 2 and the GHG emissions associated with business travel by purchasing offsets from KOKO Networks (certified to Gold Standard, equivalent to VCS).
Work closely with our key suppliers, including E.ON - our wholesale energy supplier - to minimise our Scope 3 emissions wherever possible	⊖ We engaged with our wholesale broadband provider, TalkTalk, on net zero targets.
Provide our Partners with low carbon incentives	✓ Achieved - We offer our Partners 'eco breaks' as part of our holiday incentives, as well as the opportunity to purchase electric cars and bikes as part of our Partner rewards. During FY23, Partners ordered 37 electric vehicles.
Roll out a new Smart Export Guarantee tariff (for multiservice customers) that offers a much more competitive rate for self-generating households	✓ Achieved - our new 5.6p per kWh SEG tariff was rolled out in May 2022.
UW Foundation to continue to coordinate and fund the planting of additional native broadleaf woodlands at Bryn Arw with Stump up For Trees	✓ Achieved - a further 40,013 trees were planted in the Brecon Beacons with Stump up for Trees.

Our net zero transition plan

In FY22 we committed to develop a net zero transition plan and carbon target plans by the end of FY23. Over the course of the year, we have worked on our plans, targets and understanding of what is needed to achieve net zero at UW in order to support the UK's transition to net zero.

We engaged external climate experts from one of the big 4 consulting firms to review, in detail, best practice on net zero targets and conduct robust modelling of our emissions trajectory to identify potential decarbonisation opportunities to support us in developing a credible and sustainable net zero transition plan.

The modelling conducted included 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.

This work has engaged stakeholders throughout the business, increasing the collective understanding of the need to reach net zero, the challenges of doing so and the potential paths forward for the business.

Set out below is a summary of our net zero targets, emissions and initial plans. Since we committed to develop our initial transition plan, draft guidance from the Transition Plan Taskforce (TPT) has been published. We welcome a standardised framework for climate transition plan disclosures, and will continue to work on our transition plans and future disclosures to align with TPT guidance.

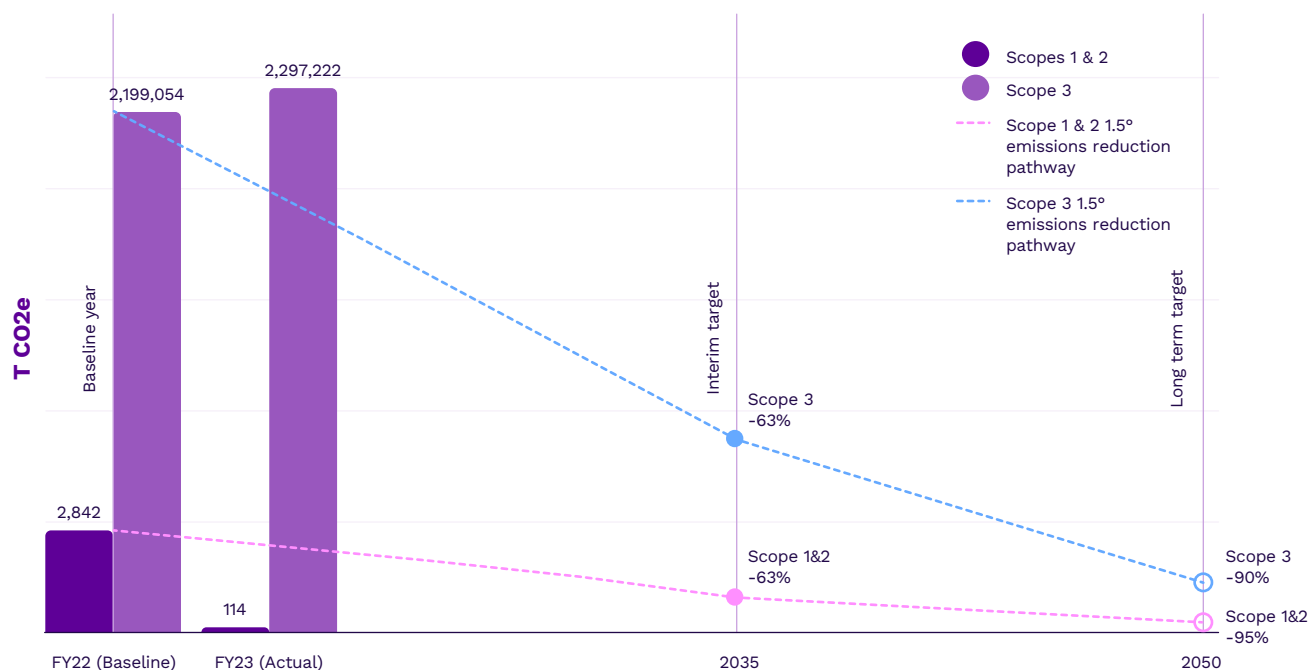
Our net zero targets

In our FY21 Annual Report, we set out an ambition to reach net zero by 2040. Based on the analysis conducted, which is described above, we have restated our long term net zero target and have committed to the following:

- achieving a target of net zero emissions on or before 2050, across Scopes 1, 2 and 3, in line with a 1.5C world;
- using an FY22 emissions baseline, we will set an interim target to reduce emissions by 63% across Scopes 1, 2, and 3 by 2035; and
- obtaining validation of our targets by the Science Based Targets Initiative (SBTi), the gold standard voluntary body on emissions target setting.

Building on the work we have done this year we will develop a transition plan that is TPT-aligned by the end of FY25.

Our emissions, progress and decarbonisation plans



Our net zero transition plan **continued**

Scope 1

Our Scope 1 emissions are from the fuels used in heating our buildings and from the small fleet of vehicles we own. Due to using our buildings more efficiently, the sale of the majority of UW's historic fleet of vehicles and the sales of UW Home Services Limited at the end of FY22 and UW's 75% shareholding in Glow Green Limited in July 2022, our Scope 1 emissions have reduced by 95% from our FY22 baseline to 84.34 t CO₂e.

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

Scope 2

Our Scope 2 emissions are made up of the electricity we purchase to power our buildings.

In April 2022, we switched our direct electricity supply to a 100% renewable electricity deep-green (wind, solar and hydro only) Renewable Energy Guarantees of Origin (REGO) backed contract. Alongside the structural changes outlined above, this reduced our Scope 2 emissions by 97% from 1085.30 to 29.92 t CO₂e (according to market-based accounting methodology).

Going forward we have set an objective to procure renewable electricity for all UW operated buildings. This includes maintaining the current Scope of renewables coverage and procuring renewable electricity at our new Selkirk Hub by FY25. Where we do not operate the buildings we use, such as our Burnley office or where we use shared work spaces, we will look to understand and influence the electricity procurement toward renewable tariffs.

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 makes up over 95% of our overall footprint. Our Scope 3 emissions also include purchased goods and services (including Partner holiday incentives), waste generated in our operations, leased assets, use of sold products and business travel.

This year our overall Scope 3 emissions increased by 4.5%. This was due to increased customer numbers. We continue to offer a green tariff to our customers that is backed by deep green (wind, solar and hydro only) REGOs with the volume of REGO-backed electricity sold increasing by 52% to 435,232 MWh during FY23.

To decarbonise our Scope 3 emissions we will work closely with key suppliers, including E.ON, our wholesale energy supplier, to minimise our emissions wherever possible.

Supporting a circular economy

We recognise that 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. In addition, the increase in electronic waste generation is a growing concern. This is leading to a growing 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, there is an impact from the routers and mobile handsets we sell.

Recognising the increasing challenges of electronic waste and the imperatives of building a more circular economy going forward, one of the key ways we are able to support this is through our router refurbishment scheme. We take back routers and eeros from customers and refurbish them ready for use by a new customer. In FY23 we refurbished 1820 routers.

As the circular economy agenda develops we will continue to give consideration to areas we can develop and implement best practice.

Our net zero transition plan **continued**

Residual emissions & offsetting

We recognise the need to prioritise investment in decarbonisation, and understand that 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 where it is not possible to reduce our Scope 1 and 2 emissions we will continue to use appropriate offsetting projects.

We have been offsetting our Scope 1 and 2 emissions since FY21. This year we have been able to extend the Scope to include Scope 3 business travel and Partner holiday incentives (calculated based on flights and hotel stays). To offset our FY23 Scope 1, 2 and Scope 3 business travel and Partner holiday incentive emissions, we worked with our offsetting partner Abatable to purchase 1343 tonnes of carbon credits from KOKO Networks. We calculated the amount of offsets needed using the location based Scope 2 methodology.

As we work toward SBTi target validation we will update our policy on residual emissions and offsetting to align with latest SBTi guidance.

FY23 offset project

KOKO Networks is a technology platform founded in 2014, helping to protect tropical forests through rapidly scaling the energy transformation from deforestation-charcoal to sustainable bioethanol cooking fuel. This is delivered through a high-tech renewable fuel utility platform that includes networks of self-service KOKO fuel automated machines that provide convenient access to ultra-clean fuel at a price that significantly undercuts charcoal.

Charcoal cooking fuel is the leading driver of deforestation in Africa. To protect Africa's forests, a large-scale and rapid transition away from charcoal is required. KOKO's

solution is delivering this transition, using carbon credit proceeds to make smart appliances and clean fuel affordable for the poorest income segments in Kenya's rapidly growing cities.

KOKO's solution is modern, clean, safe and affordable. It produces no harmful particulate emissions or indoor air pollution so is also safer for families who use their solution.

Supporting our customers and the wider net zero transition

We recognise that there is an important role for UW to play to support our customers in reducing their carbon emissions and in the wider net zero transition. This year, alongside offering our REGO-backed green tariff we supported our customers in helping them use energy more efficiently and get paid for generating renewable electricity at home. Going forward we will continue to develop our green product offering.

Our smart meter rollout and energy efficiency advice is covered in the customer section of this report on page 18. To support low-carbon energy generation we offer a SEG tariff, which pays self-generating households for any excess renewable electricity they don't use themselves and export to the grid. In FY23 we increased our SEG tariff to 5.6p/kWh from 2p/kWh and saw a 50% increase in customers taking our SEG tariff.

We recognise the need to find ways to help our customers reduce carbon emissions and use energy more efficiently. We have therefore committed to refresh our green product offering by the end of FY25.

GG

As a conservationist and environmentalist, I am passionate about protecting our planet for future generations - that's why it's so important to see companies like UW playing their part in the journey to net zero.

Ben Fogle, UW Brand Ambassador and Customer



Tree-planting at UW

Since 2020, we have been supporting large-scale tree planting habitat creation projects that support and restore biodiversity in the UK. A tree is planted every time a multiservice customer, taking three or more services, joins UW and every time a member of staff achieves their 5-year anniversary with us.



We have been supporting Stump Up For Trees with a project at Bryn Arw in Bannau Brycheiniog (Brecon Beacons) National Park in Wales since 2020. During the FY23 tree-planting season (winter 2022/2023), 40,013 trees were planted with the support of UW.

During FY23, we were also delighted to significantly expand our tree-planting efforts with two new collaborations.

Tree planting with the National Trust

We were very pleased to collaborate for the first time with the National Trust. Our partnership involves an investment in two tree-planting projects. The first of these projects was the planting of 16,800 trees in Woolacombe, North Devon which was completed in January 2023. The second project is a significant wood pasture restoration initiative on the Sugar Loaf in the Bannau Brycheiniog (Brecon Beacons) in Wales where at least 220,000 trees will be planted during FY24 and FY25.

National Trust Sugar Loaf Common project

Sugar Loaf common is a large area of land in East Wales within the Bannau Brycheiniog (Brecon Beacons) National Park. The purpose of the project is to recreate Ffridd habitat on the bracken-covered northern slopes of the common where grazing has declined. This will be achieved through planting 220,000 trees over 185ha of National Trust-owned land during FY24 and FY25.

Ffridd habitat is characterised by a collection of diverse habitats including scattered smaller trees, such as hawthorn, rowan and crab apple, interspersed with areas such as heath, marshy grassland, springs and isolated areas of bracken. The trees would provide food and nesting opportunities for typical upland birds which would include ring ouzel and cuckoo.

Ffridd would have once been a natural element of upland commons and is a crucial, but currently absent, element to the range of habitat available in the area.

The planting will include a mixture of broad-leaved tree species. Ecological monitoring will be undertaken, including of birds, plants, pollinators and soil. Species monitoring is aligned to national schemes to allow for comparable data. Baseline surveys will be undertaken in year one and further assessments undertaken in four years' time. Alongside the benefits to biodiversity the project is expected to help prevent downstream flooding and improve water quality by slowing the flow of water. It will also help to increase the overall carbon storage of the slopes.

Tree-planting at UW continued

Gruinard Island Tree Project

Our second tree-planting collaboration was for the planting of 83,000 trees on Gruinard Island on the west coast of Scotland. The planting is scheduled to start in autumn FY24.

Gruinard island is located on the North West coast of Scotland, between Gairloch and Ullapool. During World War II the island was requisitioned from its owners by the British Government and used to test biological weapons. This left the island contaminated with anthrax but following controlled decontamination activities, the island was declared safe in 1990, albeit remains uninhabited and largely treeless being covered instead by coarse grasses, heather and bracken.

We are supporting a project to plant 83,000 mixed native trees which will support habitat creation and help improve the island's biodiversity. The project is expected to be completed by the end of FY24. We are excited to be supporting the start of this new chapter for Gruinard Island.

Our commitment to tree planting going forward is set out on page 35 alongside our wider UW Foundation commitment.



“

We are passionate about our tree-planting initiatives at UW. We are delighted to be supporting the projects here in Bannau Brycheiniog which are playing an important role in increasing local biodiversity and future carbon sequestration. We remain committed to supporting projects both here in Wales and elsewhere in the UK and are excited about further increasing our portfolio of tree-planting initiatives as we look to the future.

Andrew Lindsay, Co-CEO of Telecom Plus



2. Dr. G. S. Pearson (October 1990), *Gruinard Island Returns to Civil Use*, *The ASA Newsletter*, Applied Science and Analysis Inc.



Environment objectives and key results for FY24 and beyond

Looking ahead to our FY24 ESG strategy, our Environment pillar will focus on continuing our journey to net zero through delivery against the following objectives and key results:

Objectives		Key results
01	To achieve net zero emissions by 2050 across Scopes 1, 2 and 3	Develop a net zero transition plan that is Transition Plan Taskforce-aligned by the end of FY25, including setting an interim target to reduce emissions by 63% across Scopes 1, 2, and 3 by 2035
02	Procure renewable electricity for UW operated buildings	Move to renewable electricity at our Selkirk Hub by FY25
03	Continue to develop our green product offering	Refresh our green product offering by the end of FY25

Customers

Looking after our 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. We are proud of the role we have been able to play over the past year in helping customers navigate the rising cost of living by offering sustainable long term savings on essential household services. The demonstrable ongoing value that we offer households on services they were previously buying from other suppliers is a clear ongoing driver of our growth and was a key factor in attracting nearly 160,000 net additional customers during the year.

We have a responsibility to look after our customers, whether they are new to UW or have been with us for years. One of our three key business priorities for FY23, was to “look after our customers as we grow” by investing in the people, systems and processes required to deliver the hassle-free experience that our customers seek from UW.

We are pleased to report on the progress against our FY23 customer commitments:

The Customer pillar covers the following material topics:

- Energy efficiency advice
- Protecting vulnerable customers
- Cybersecurity

These topics align with the following UN Sustainable Development Goals:



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



Target 7.3: By 2030, double the global rate of improvement in energy efficiency

FY23 commitment	Progress during FY23
Continue to support our financially vulnerable customers	Achieved - we continued to support vulnerable customers through scaling our internal Payment Solutions team and increased vulnerability training for customer service advisors.
Extending the scope of our Citizens Advice Plymouth initiative by significantly increasing resource and committing more funding to the scheme	Achieved - we significantly scaled our Citizens Advice Plymouth team which now has 29 advisors and also committed more funding to the scheme.
Simplifying the process of identifying and tracking vulnerable customers, for example by providing customer service advisors with a template to help them capture vulnerable customer data, as well as giving customers a new self-service option to make it easier for them to self-certify as vulnerable	Achieved - we have simplified processes and also provided training for our customer service advisors in identifying and supporting vulnerable customers.
Protecting our customers' safety both online and offline, through the delivery of safe products and services and protecting our customers' data and privacy	Achieved - we continue to offer online parental controls through our eero routers. We continue to monitor and enhance our data privacy and security processes.

Helping our customer to use energy more efficiently

Helping our customers manage the energy they use in their homes is important in not only enabling better control of their energy costs but also in supporting the UK's net zero transition. As a result we want to help our customers to use energy more efficiently.

The industry-wide smart meter rollout is a vital element in the UK's transition to net zero as they enable customers to understand their energy use and support a more efficient and flexible electricity grid. We continue to focus on rolling out smart meters, including encouraging our new customers to transition to smart meters. Last year we installed 71,409 smart meters in our customers' homes increasing our installation rate to 65% at the end of FY23 up from a rate of 64% in FY22. Whilst we didn't achieve our target to achieve an installation rate of 68%, we are pleased that we maintained our position at the forefront of the industry-wide smart meter rollout

programme and remain fully committed to delivering further progress over the coming year. For FY24, we are committing to exceed our Ofgem-specified target for smart meter installation during calendar year 2023.

We also support our customers who are looking for ways to reduce their own carbon emissions, and save money in doing so, by offering energy efficiency advice through a dedicated webpage, as well as via a dedicated energy efficiency telephone line which provides independent energy efficiency advice from our partner Scarf. We saw a steep increase in traffic to our energy efficiency webpage with 65,958 visits during calendar year 2022 up from 8,500 visits during calendar year 2021 as more people look to reduce energy usage and costs. We will further develop and promote our energy efficiency advice initiatives by the end of FY24.

Protecting our customers' data, privacy and online safety

We remain committed to protecting our customers' data, privacy and online safety. We continue to inform our customers about security risks through our Stay Safe Online webpage and offer our fixed broadband customers eero routers which allow them to put in place parental controls to keep their families safe. For our energy customers, we continue to provide gas and electricity safety advice including what to do if there is a gas leak.

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 Center 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.

In the last 12 months, we have grown our Data Privacy team and scaled our resources to ensure that we continue to protect our customers' rights to privacy as customer numbers grow. We also continue to invest in our cybersecurity, and have a dedicated Security Operations Center, who are active members of FIRST (first.org), working alongside our security engineering and compliance teams. We participate in a number of industry threat intelligence programs to ensure we are able to quickly respond to the constantly changing information security landscape. We remain fully committed to continuing to improve our information security systems and are working to achieve ISO 27001 certification for our energy operations by end FY25.

Protecting vulnerable customers

As a provider of household utilities, we are acutely aware of our responsibility to support customers who are facing increasing financial challenges. Supporting our vulnerable customers has therefore been, and continues to be, a key focus area for the business.

A cornerstone of our support for vulnerable customers is our ongoing partnership with Citizens Advice Plymouth. We fund a team of advisors at Citizens Advice Plymouth dedicated to supporting UW customers, providing them with guidance on coping with financial difficulties and offering financial support for those in fuel poverty or those at risk of going into debt.

During FY23 we supported vulnerable customers by:

- Investing in our Citizens Advice Plymouth partnership which funded:
 - An 83% increase in the dedicated Citizens Advice Plymouth team taking the total to 29 advisors
 - Financial assistance provided to customers who were in, or at risk of going into, fuel poverty
 - A prepayment meter relief fund to ensure continuity of supply for vulnerable customers
- Increasing our UW Payment Solutions team by 51% to 106 employees to enable the provision of support to more customers
- Increasing the level of training for customer service advisors in identifying and supporting vulnerable customers and implementing a revised process to enable advisors to more easily identify and capture areas of vulnerability to ensure the right level of support is provided
- Proactively contacting 2,500 prepayment customers who we considered (based on customer insights) were at risk of vulnerability during the winter months to remind them of the support available

To continue to enhance support for vulnerable customers we have committed to supporting the deployment of a UW-funded £5 million Hardship Fund over FY24-FY26 by Citizens Advice. Through our UW Hardship Fund, we can expand the number of customers we can support - including non-UW customers and provide vulnerable customers with the help they need as the increased cost of living continues to impact families across the UK.

“

I'm really proud of the progress we have made in protecting and supporting our vulnerable customers over the course of FY23.

The support we offer through Citizens Advice Plymouth has assisted vulnerable customers in a meaningful way and I am delighted that we have committed further support through the development of a UW-funded £5 million Hardship Fund.

**Sheryl Jermyn,
Executive Vulnerability Sponsor**





Customer objectives and key results for FY24 and beyond

Our Customer pillar will focus on looking after our customers through delivery against the following objectives and key results:

Objectives	Key results
04 Help our customers to use energy more efficiently	Exceed our Ofgem specified target for smart meter installation during calendar year 2023 Develop and promote energy efficiency advice initiatives by end of FY24
05 Protect our customers' data, privacy and online safety	Achieve ISO27001 certification for our energy operations by end FY25
06 Enhance support for vulnerable customers	Supporting the deployment of a UW-funded £5 million Hardship Fund over FY24-FY26 by Citizens Advice

Employees and Partners

Empowering and supporting our employees and Partners

Our employees are the driving force behind our business. We believe that a great employee experience leads to a first-class customer experience - so by ensuring our people strategy is an integral part of our business plan, we're able to create a workplace that empowers people to deliver exceptional results. Ultimately, we strive to create a workplace that attracts, grows and keeps great people.

In addition, through our Partner opportunity we provide everyone across the UK, regardless of their education and experience, with the opportunity to earn a flexible income, as well as tools and learning to help them start and grow their own business by recommending UW's multiservice proposition to others. As families across the UK continue to face high inflation and a rising cost of living, we are hugely proud of the positive impact the business is having in helping our Partners, who are hard-working people from all walks of life, to earn an additional income.

The Employees and Partners pillar covers the following material topics:

- Positive economic impact on communities
- Inspiring, developing and supporting our people
- Diversity and Inclusion

These topics align with the following UN Sustainable Development Goals:



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



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



Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

FY23 commitment	Progress during FY23
We will increase our Employee Net Promoter Score (eNPS) from -3 to +10 by the end of FY23	✓ Exceeded - We achieved an eNPS of +39 in Feb 2023.
Achieve a Glassdoor rating of over 4 and a 'recommended to a friend' measure of 80% by the end of FY23	✓ Achieved - On 31 March 2023, our rating was 4 and we had a 'recommend to a friend' rating of 80%.
At least 40% of all management roles will be held by female employees by the end of FY25	✓ Exceeded - 46% of people leader roles were held by women at the end of FY23.
At least 30% of all management roles will be held by ethnically diverse employees by the end of FY25	✓ On track - 31% of people leader roles were held by ethnically diverse employees at end of FY23, based on 72% data coverage.
Our aim is for many more families across the UK to benefit from a reliable UW Partner income in order to supplement their household incomes	✓ Achieved - UW Partner numbers increased to 59,842 in FY23.

Employees

Our goal is to motivate and empower our people to deliver an excellent customer experience – which is why our number one business priority in FY23 was to enhance our great culture and environment for our people to grow. With a significantly larger and growing team, this year we will be focussing on evolving our distinct UW culture to help attract, develop and keep great people. And as a result, create the type of working environment, mindset and talent needed for our people and to deliver on our growth targets.

We were delighted with the progress made on our employee-related commitments and targets over the course of FY23.

We saw significant improvements in our eNPS scores, increasing from -3 at the start of FY23 to +39 by the end of the year. Key highlights and insights from our employee ‘Heartbeat’ surveys over the year are as follows:

- All functions saw an increase in their scores
- Our response rate increased from 63% to 79% demonstrating an overall engagement uplift with our scores more accurately reflecting the sentiment of the majority of our employees
- Employees continue to be positive about the people they work with and the support they get from their managers

- Employees were very positive about the sustained growth of the business.
- They appreciated the financial help they received with the £800 cost of living support and the 10.1% inflation-linked annual salary increase
- Employees also appreciated our enhanced sick pay, effective July 2022 and our enhanced maternity / adoption leave which came into effect in December 2022

Attract great people

In FY23 we experienced significant growth in our employee base, bringing on board 801 additional roles. Our total number of employees has increased by 52% reaching 2,374. As well as providing new jobs, the growth of the company is motivating employees; being part of a growing business and understanding how their role contributes to its success was cited as a benefit of working for the Company in our Wellbeing survey in November 2022.

For our customer-facing roles we introduced ‘Test Gorilla’, an online assessment tool, into the recruitment process. This allowed us to evolve our approach to hiring for behaviours as well as further reduce bias in the hiring process.

Our new Customer Service hubs

We expanded our customer support capabilities through the opening of our first Centre of Excellence in Burnley with a focus on supporting new customers joining UW and specifically the first 60 days of their journey with us. This new team complements those already working remotely and in our Colindale offices to meet the needs of our customers as we grow. Our new hub brings 50 new jobs to the area thus supporting the local economy.

The hub in Burnley has also formed partnerships with local community groups and charities including Community Kitchen Burnley (supplying food parcels to families experiencing food poverty), Depher CIC (providing free heating and plumbing emergency repair to elderly and vulnerable residents of Burnley), Team Rise (supporting adults with learning disabilities, autism and those who are vulnerable, socially isolated or lonely in East Lancashire)



and Community Grocery Burnley (providing affordable food and community courses).

There are more Customer Service hubs planned in the future with each of them being based in areas of high unemployment bringing new jobs to communities that need them. On 20 June 2023, we were very pleased to be able to open our second hub in Selkirk in the Scottish Borders, which will be a Center of Excellence handling the majority of customer service prepayment meter calls, and will bring a total of 80 FTE jobs to the area.



Employees continued

Develop great people

As the business continues to grow at pace, we have evolved the way we invest in helping our people to learn and develop at UW. We have put a lot of focus in FY23 on employee learning and development with the launch of Spark.

Spark is a new mindset for learning and development to help employees fulfil their ambition. Growth looks different for everyone and can happen at any stage of an employee's career. Spark offers opportunities for everyone to learn in their own way through inclusive, accessible and bite-sized content as well as coaching, professional qualifications and workshops.

We have also been focusing on developing our leaders, recognising that they are in turn key to developing those who work for them. This year we have:



Launched leadership fundamentals – a leadership development programme for all leaders who may be new to UW, for those with less experience or those who are new to leadership. This has been launched to all leaders across UW, and all team leaders in Customer Services will have completed the programme by June 2023



Launched new 'team toolkits' to support leaders to develop the levels of team effectiveness within their teams



For senior leadership teams we have facilitated team and individual sessions using a 'discovery insights' psychometric tool



We have increased our use of external coaches, targeting our future senior leaders through a tool called Ezra

Keep great people

Engaged and motivated employees are vital in delivering an outstanding customer experience, achieving operational excellence and delivering our ambitious strategic objective of growing by an additional 1 million customers. By fostering a culture that values and invests in our employees' experience, we create an environment for our people to thrive and build solid foundations for the future growth of the business.

The increase in cost of living has impacted everyone, including our employees. In addition to the steps we took to support customers, we implemented two cost of living boost payments. The first was a £400 payment to each employee (net pay) across six months; and the second was a one-off £400 payment (net pay) in December to provide additional support over the Christmas period. In addition we awarded qualifying employees with an inflation linked pay rise of 10.1% in April 2023.

For those team members facing extreme financial difficulties, we implemented a process for access to additional payments or grocery vouchers, and over the winter period we had 21 employees who were supported through this process.

We have committed to pay a minimum of the National Living Wage to all our employees, and above the London Living Wage for anyone working in our London offices. We used this as a base to review our starting salaries for our Call Centre Advisors, and implemented a structured approach from £21,000 – £23,000 p.a., allowing us to offer those with previous customer services or industry experience a salary to reflect this. Our offer to attract, develop and keep the right people within our Call Centres also includes a £500 increase to base salary once they have passed their six-month probation, and a guaranteed salary of £24,000 after two years' service (salaries adjusted in FY24 due to inflation-linked cost of living increases).

Employees continued

In addition to the financial support that we have offered our people, we are also aware that many of our teams are on the frontline working with customers who are struggling with the ongoing increased cost of living. To support our frontline employees, we have:



Recruited an additional 200 customer services advisors to deal with the increased volume of calls and prevent existing advisors from becoming over burdened



Improved training and systems to better help customer service advisors handle difficult calls and trained People Leaders on how to support their team members through the challenges presented by the cost of living crisis



Developing guidance and training for People Leaders on how to support team members facing financial struggles including resources that signpost financial help

We have a range of benefits available to our employees. Our aim is for our people to have the ability to optimise and flex their total reward package in line with their personal needs and circumstances. This year we launched a new benefits portal making it easier for our employees to understand and access the range of benefits available to them. We continue to offer a share option scheme and discounts on UW services for members of staff.

New employee benefits

- This year to further support all our employees we:
- Enhanced our sick pay in July 2022 and our maternity and adoption qualifying periods and pay in December 2022
- Provided access to discounted health benefits such as health assessments, critical illness cover and dental care in March 2023
- Offered the opportunity for staff to save more with a free cashback card
- Launched POWR, a wellbeing platform to help employees assess their lifestyle and what opportunities there may be to enhance or improve any aspects of their habits such as sleep, eating, approach to work etc

Looking after the health, safety and wellbeing of our employees has always been important to us. As a service provider with an increasing workforce of office and home working employees, our focus is on providing proactive, protective support for mental health and wellbeing. Our support includes:

- Employee Assistance Helpline, offering access to information, advice and professional counselling personal and workplace issues
- Mindfulness sessions, pilates, yoga, fitness and meditation courses available for all employees
- Access to three mental health nurses and trained mental health first aiders
- Access to our POWR wellbeing tool and training courses

We ran our first company-wide Wellbeing Survey in November 2022 asking employees about their happiness at work, their personal motivators, how supported they feel, and their relationships at work. The findings from this led to enhancement of employee support including the development of increased wellbeing resources and a project to support employees with career development plans.

We recognise the importance of listening to our employees and continue to create opportunities for them to give feedback. In addition to our Purple Forum and D&I Forum, both of which have representatives from different functional areas, we also run regular listening sessions and quarterly engagement surveys.

Our target for this year is to consolidate these great improvements by maintaining an Employee Net Promoter Score (eNPS) of +25 by the end of FY24.

Diversity and Inclusion

We are fully committed to continuing to build diverse employee communities, where all UW employees feel a strong sense of belonging, allowing them to thrive and grow. We ensure that full and fair consideration is given to opportunities for employment, training, career progression and promotion on the basis of each individual's ability, attitude and track record, irrespective of their gender, ethnic origin, nationality, age, religion, sexual orientation or disability. Importantly, 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 also continue to take actions to create an environment where we highlight, educate, inform, support and celebrate uniqueness – creating an environment where everyone belongs and can bring their whole self to work, contribute their best work and develop to their full potential.

We have taken the following actions to build a diverse and inclusive environment in FY23:



Made significant improvements to our 'Becoming a Parent' policy, including increasing our enhanced maternity and adoption pay to 26 weeks after 12 months of service. This is a major step in ensuring that we create a diverse workplace that supports employees who want to start a family



Rolled out 'making inclusive decisions' learning for People Leaders



Built a new 'Inclusion and Diversity' community space on our intranet for people to have conversations, share experiences and learnings and recognise events and celebrations important to them



Introduced a menopause support group, allowing people to share experiences, helpful information and resources. As part of World Menopause Day in October, UW was invited to contribute to an ITN documentary featuring companies who shared their work to support people going through menopause



Diversity and Inclusion continued

We publish our Gender Pay Gap report each year in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Our latest report is available at: [Gender Pay Gap Report](#).

Our gender pay gap widened slightly, with the median pay gap increasing from 8.43% to 9%. Our Gender Pay Gap Report outlines our long-term approach to narrowing the gap. We are confident that the steps we are taking, combined with our new ways of working, career development plans and our intention to appoint more executive female leaders over the coming years will result in narrowing our gender pay gap.

The table below sets out a breakdown of the gender diversity at various levels within the Group:

	FY23		FY22	
	Male	Female	Male	Female
Executive Leadership Team	9	2	6	-
Business Leadership Group	22	5	22	5
Employees	1,241	1,068	818	668

Board diversity

We recognise that the Board sets the tone for Diversity and Inclusion across the business.

We welcome the updated guidance and targets issued by the FTSE Women Leaders Review and the FCA. The Listing Rules were updated during the year to include specific diversity targets to ensure that at least 40% of the Board are women, at least one of the senior board positions (Chair, Chief Executive Officer, Chief Financial

Officer or Senior Independent Director (SID)) is a woman, and that at least one Director is from a minority ethnic background, requiring companies to report on a 'comply or explain' basis.

The directors duly noted the requirements but were mindful of the significant changes made to the Board last year and the need for these to fully settle in. As at 31 March 2023 and at the date of publication of this report, the Company has met one of these targets with Beatrice Hollond as the SID; however, the Board has 37.5% female representation; and there were no directors from ethnic minority groups.

Nonetheless, we remain committed to meeting the target set by the FTSE Women Leaders Review to achieve 40% female representation on the Board by 2025 and the target set out in the Parker Review of at least one director from a minority ethnic group on each FTSE 250 board by 2024.

The Board has also approved and adopted a new Board Diversity and Inclusion policy, which reinforces the Company's commitment to promote diversity on the Board and complements the Company's wider workforce diversity policy.

Going forward we will continue to build on our progress to date and will work to ensure that we continue to meet our targets of at least 40% of all management roles being held by female employees and 30% by ethnically diverse employees at the end of FY25.

We have also committed to undertake a Diversity and Inclusion audit by the end of FY24 which will enable us to assess the right actions and programmes needed to drive diversity and inclusion forward at UW. Additionally we will launch UW belonging networks, open to all employees, by the end of FY24.

Partners

Our unique business model relies on our word of mouth route to market: real people explaining the convenience and savings we provide to friends and family. These people are our Partners, a growing network of independent distributors who receive an income for introducing people to UW services.

As families across the UK continue to face high inflation and a rising cost of living, we are very proud of the role we play in helping our Partners navigate those challenges. Our Partner opportunity offers hard-working people, from all walks of life, the ability to earn an additional income to help offset the rising cost of living. Becoming a Partner can also provide opportunities for people to expand their skills, build a network of peers and develop confidence.

As interest in the income opportunity we offer grew in response to rising costs, we saw more people turning to

UW to bolster their incomes. The total number of Partners increased by over 25% during the year, reaching 59,842 by the end of FY23.

We are passionate about the positive impact becoming a UW Partner can have on individuals and their families. From the additional income they can earn, to the skills they can build and the confidence they can gain from building their own business to whatever level they aspire to, however small or large this may be.

We aim to increase the Company's socio-economic impact by promoting the Partner opportunity as a second income to a wider audience. To do so we want to fully understand the social impact our Partner model has on individuals and the communities they live in. We will therefore undertake research to quantify the social impact of the UW Partner opportunity by the end of FY24.



Nicola Evans, UW Partner in Wales, said:

“My main motivation for finding a second income was to renovate my home - I didn't want to let my kids have friends over before UW. And now I just love the choices

it gives us. Even though the cost of

everything has gone up, this gives us breathing space. I can fit the work around my family and it gave me the chance to build an income that gave us a beautiful home renovation - and now my children's friends come over all the time to play! It supplements my main pay cheque and allows me to plan for my future and live life on my own terms.”

Mark Whelan, UW Partner in Edinburgh, said:

“I was facing redundancy and an ex-colleague told me about UW. I took the opportunity with both hands and in hindsight, I wish I'd taken the opportunity earlier. With the cost of living going up, I now don't need to worry about covering my bills and the money I earn from my secondary income means I don't need to do overtime. The residual income is the holy grail for me and my family. There's no other job that offers this level of financial security.”



Daisy and Gareth, UW Partners in Norwich, said:

“When Daisy was diagnosed with a chronic health condition, our household income was reduced overnight. We needed to find something to fill that gap. UW gave us the opportunity to earn a second income and it's given us a security blanket as well as the chance to continue with some of the nicer things in life. We can still have days out with our children as well as family holidays. It has allowed me to choose my own working hours which means I'm able to be there for Daisy and our children, whenever necessary. That is really powerful and there is no other opportunity that can provide this.”

Kiera Garrett, UW Partner in Mansfield, said:

“As a registered nurse, I was looking for a flexible second income that fits around my primary job. I found UW and became a UW Partner six months ago. I really enjoy helping people save money on their bills and having conversations with people as I am doing their quotes for them. And the extra income is great as it means we, as a family, can enjoy special days out together.”



Employee and Partner objectives and key results for FY24 and beyond

Looking ahead to our FY24 ESG strategy, our Employee and Partner pillar will focus on supporting our employees and partners through delivery against the following objectives and key results:

Objectives	Key results
07 Evolve our distinct UW culture to attract, develop and keep great people	Maintain an Employee Net Promoter Score (eNPS) of +25 by the end of FY24
08 Continue to build diverse employee communities, where all UW employees feel a strong sense of belonging allowing them to thrive and grow	At least 40% of all management roles will be held by female employees and 30% by ethnically diverse employees at the end of FY25 Undertake a Diversity and Inclusion audit by end of FY24 Launch UW belonging networks, open to all employees by end of FY24
09 Increase the Company's socio-economic impact by promoting the Partner opportunity as a second income to a wider audience	Quantify the social impact of the UW Partner opportunity by the end of FY24

Responsible business

Doing business responsibly

To ensure that our customers remain with us for the long term, and to earn the trusted personal recommendations of our Partners, we must consistently deliver a high standard of service to our customers, treat them fairly, and live up to our promise of letting them get on with their lives and forget about their utilities. 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 and our growth prospects. Our systems and processes are built and developed to ensure the highest standards of compliance, data security and business continuity and we are committed to respecting human rights across our business and our supply chain.

We are pleased with our progress this year in strengthening our ESG governance through more regular reporting and the creation of our new Head of Sustainability role. Our ESG governance structure is set out on page 29.

Strengthening our ESG governance was complemented by enhancements to the independence and effectiveness of the Board through changes to its composition. In FY23, the Board decided to take action to redress the historical imbalance in the proportion of independent non-executive directors by announcing the following boardroom changes, which were effective from the Company's Annual General Meeting on 26 July 2022: (i) Charles Wigoder became Non-Executive Chairman; (ii) Julian Schild and Melvin Lawson retired from the Board; and (iii) Carla Stent was appointed to the Board as a new independent non-executive director and Audit & Risk Committee Chair. These changes to the Board composition also increased the gender diversity of the Board. Further information on Board Diversity and Inclusion can be found on page 26.

The Responsible business pillar covers the following material topics:

- Governance, business ethics and transparency
- Business resilience and continuity of supply
- Human rights and supply chain management
- Responsible sales and marketing

These topics align with the following UN Sustainable Development Goals:



Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and 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



Target 12.5: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

The directors concluded that an external evaluation was not necessary this year. In reaching this conclusion the directors were mindful of the effective operation of the Board during the year and the results of the internal Board evaluation exercise detailed on pages 55 to 56 of our Annual Report. The directors were also conscious that the composition of the Board had changed considerably during the year and that the consideration of an externally facilitated evaluation would therefore be more appropriate in FY24. We have commenced our search for an appropriate provider and will report on the results of our external Board evaluation in our FY24 Annual Report.

Responsible business continued

FY23 commitment	Progress during FY23
Ensuring reliability of supply, service and product delivery through periods of uncertainty	<p>✓ Achieved - our service and product delivery is underpinned by a sustainable business model and robust wholesale supply arrangements with well-capitalised suppliers. We have continued to strengthen our Legal & Compliance team in response to the energy crisis and wider changes in regulation and policy. We proactively share our views with regulators and at industry forums with a focus on long-term stability.</p>
Continuing to ensure that all new suppliers and existing suppliers, at contract renewal, sign up to our Supplier Code of Conduct	<p>✓ Achieved - suppliers are required to sign up to our Supplier Code of Conduct. Our code sets out the standards we expect from our suppliers including respecting human rights and the environment, and a zero tolerance approach to bribery and corruption.</p>
Further develop our ESG governance structure throughout the Group, to help us and our Board assess and manage ESG risks including supply chain and climate risks	<p>✓ Achieved - in FY23 we regularised our ESG Strategy Committee meetings with meetings taking place every quarter. We bolstered our knowledge and expertise by creating a new Head of Sustainability role.</p>
Enhancing Board independence and effectiveness through changes to the composition of the Board	<p>✓ Achieved - in July 2022, Charles Wigoder became Non-Executive Chairman, Melvin Lawson and Julian Schild retired from the Board and Carla Stent joined the Board as an independent Non-Executive Director. Carla is the Chair of the Audit & Risk Committee.</p>
Having at least 33% female representation on the Board by the end of FY23	<p>✓ Achieved - following the appointment of Carla Stent in July 2022, the female representation on the Board is now 37.5%.</p>



Maintaining reliability of supply, service and product delivery

We continually review, enhance and invest in our services and products as well as our systems and procedures to ensure that we maintain reliability of supply, service and product delivery.

To continue to deliver reliable services and products to our customers, we regularly engage with our key suppliers and review our offering to maintain our sustainable business model and robust wholesale supply arrangements with well capitalised suppliers.

In FY23 we extended our long-term partnership for broadband with TalkTalk for a further five years, gaining improved terms and access to their favourable agreements with alternative fibre networks enabling us to accelerate our full fibre roll out. We also extended our long-term partnership for mobile with EE giving us additional flexibility to grow our customer base and we expect to commence preparation for launching 5G services in FY24.

We are pleased that the Gibraltar Financial Services Commission approved our insurer licence for UWI Limited in March 2023. We are now in a much stronger position to scale and develop our insurance business.

To continue to deliver a trusted and reliable service for our customers we have invested in our customer service teams as set out on page 22, our cybersecurity and privacy measures as set out on page 18 and we continue to adhere to responsible sales and marketing practices by ensuring our advertising and promotional material is clear, unambiguous, accessible, accurate and fair. Our

commitment to responsible sales and marketing is borne out by the fact that we did not receive any complaints from, or via, the Advertising Standards Agency in FY23.

As a multi-regulated provider of household utilities it is critical to our business that we keep up to date with legal and regulatory developments, and proactively share our views with regulators and at industry forums with a focus on long-term stability. This year we further bolstered our Energy Compliance team to respond to the Government's energy subsidy schemes, Ofgem's Market Compliance Reviews and increased regulatory scrutiny of the energy industry more broadly. Our Energy Compliance team continues to engage constructively with Ofgem, DESNZ and Energy UK in order to support the long-term sustainability of the energy sector.

We have also developed a new dedicated Fraud team and created a centralised function, (which sits within our Legal & Compliance team), to track, manage and mitigate fraud at UW. Our centralised Fraud team raises awareness across the business about fraud and ensures that our anti-fraud processes and practices scale to protect our business as we grow. The goal of the Fraud team is to enhance our detection processes and maximise our proactive fraud identification so that we can minimise both financial and customer impact.

To support in responsibly managing our continued growth we have committed to communicate an updated and centralised Critical Incident Response procedure to all employees by the end of FY24.

Ensuring robust and responsible supply chain management

We have systems and processes in place to ensure robust and responsible supply chain management and remain committed to future-proofing our supply chain management as the business scales.

We have embedded responsible supply chain management across our business through our Supply Chain policy. In addition, all new suppliers and existing suppliers at contractual renewal are required to sign up to our Supplier Code of Conduct. This Code of Conduct sets out the standards we expect our suppliers to adhere to including compliance with laws and regulation, respecting human rights, a zero tolerance approach to bribery and corruption, robust security and privacy measures and good environmental stewardship. As part of our contract management process for new suppliers we conduct due diligence which includes questions on business continuity, climate change plans and security measures. For high risk suppliers (determined by counterparty location and the nature of the contract) we conduct additional due diligence on modern slavery.

We have a Whistleblowing Policy to encourage staff to report suspected wrongdoing including human rights violations and bribery and corruption matters and an independent whistleblowing hotline provided by SafeCall. During FY23 we published a staff wide communication to remind staff about our Whistleblowing Policy and anonymous whistleblowing hotline to reinforce our policy of encouraging staff to report wrongdoing without fear of reprisal. Over the course of the year, we received and responded to one whistleblowing report which was not material.

Our Modern Slavery Statement, Human Rights Policy, Anti-Bribery & Corruption Policy and Gender Pay Gap Report along with our corporate policies can be found at [Telecom Plus PLC](#).

To ensure that we continue to effectively assess our supply chain and to appropriately consider any risks which may arise in the future, we will undertake an internal review of UW supply chain (with particular focus on human rights, modern slavery and anti-bribery and corruption) by the end of FY24.

Ensuring robust governance and transparency of the Partner model

We are passionate about providing opportunities to people from all walks of life through our Partner opportunity. We want as many people as possible to benefit from this opportunity and are committed to ensuring robust governance and transparency of the Partner model. We welcome the opportunity to provide more detail and be more transparent about our unique Partner opportunity. This year we launched a webpage providing further information on and highlighting the Partner opportunity. More information can be found here uw.co.uk/partner.

To join as a Partner there is a £10 joining fee to cover the cost of setting up the account and providing new Partner training. From month four, there is a £3 monthly fee to cover ongoing training, tools and support. Being a Partner is rewarding and flexible and, as with most things in life, Partners get out what they put in. Our community of self-employed Partners get paid for introducing people to UW - up to £250 for every multiservice homeowner who signs up. They can also build their own team of Partners and when that team succeeds in signing up customers they can earn an ongoing residual income in the process (see graphic below).



1. Upfront income

Commission paid for signing people up as UW customers, as well as bonuses for achieving certain stretch targets.



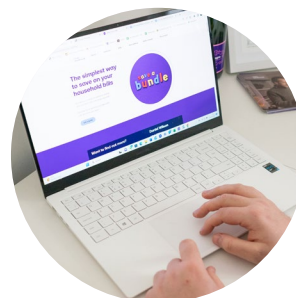
2. Residual income

An incremental percentage of your customers' bills - and those customers your team has signed up - paid monthly for as long as they stay with UW.



3. Rewards

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



4. Support

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

All Partners are supported from day one. They have access to the Partner app and the Partner Portal where they can access training, support and tools to help them build their UW business. All of our training courses have been developed with or are delivered by successful Partners who are still growing their businesses. Training is available on a range of topics including, the College of Excellence training on our products and services to get started, data protection and information security, securing and carrying out appointments, launching your UW business and much more. 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 recommending and arranging services, running their businesses and interacting with customers.

All Partners are mentored by the Partner that introduced them to UW for at least the first six customers they sign up but 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 UW and by individual groups of Partners. The business organises two all Partner conferences a year, Power Up and Amplify, to enable all Partners to network, build skills and learn more about UW, our products, and services.

We will increase the transparency of the mechanics and benefits of the Partner model by the end of FY24.





Responsible business objectives and key results for FY24 and beyond

Looking ahead to our FY24 ESG strategy, our Responsible business pillar will focus on doing business responsibly through delivery against the following objectives and key results:

Objectives	Key results
10 Maintain reliability of supply, service and product delivery	Communicate an updated and centralised Critical Incident Response procedure to all employees by end of FY24
11 Ensure robust and responsible supply chain management	Undertake an internal review of UW supply chain (with particular focus on human rights, modern slavery and anti-bribery and corruption) by end of FY24
12 Ensure robust governance and transparency of the Partner model	Increase transparency of the mechanics and benefits of the Partner model by end FY24

UW Foundation

Through our UW Foundation, we continue to contribute to charitable initiatives and encourage our employees and Partners to give back through volunteering and charity fundraising which can be matched by the UW Foundation.

FY23 commitment	Progress during FY23
We will continue to contribute 1% of our reported annual profits to the UW Foundation	 Achieved - in FY23 we committed 1% (£350,030) of our FY22 reported annual profits to the UW Foundation to support charitable causes and employee and Partner fundraising.
Exploring charitable initiatives to help provide financial support for those in fuel poverty	 Achieved - in FY23 we donated £20,000 to the Fuel Bank Foundation to support those in fuel poverty.

The UW Foundation was set up in 2019 with the dual aims of having a positive impact on the environment and supporting disadvantaged groups. The UW Foundation is administered by the Charities Trust (Charity Registration number: 327489).

Since its inception, each year we have committed to contribute 1% of our reported annual profits to the Foundation. In FY23, this equated to £350,030.

As well as working with and providing significant donations to our major charity partners throughout the year, the UW Foundation also provides matched funding for employees and Partners who are fundraising for charitable initiatives. This year our employees and Partners raised over £32,000 for worthy causes, of which £19,000 was for the DEC Ukraine Humanitarian Appeal. Our Partners also

volunteered at a FareShare depo and took part in a 'Team Purple' litter pick across the UK. Employees once again supported Save the Children's Christmas Jumper Day and have also volunteered their time to support the Trussell Trust foodbank close to our HQ in Colindale, helping to provide emergency food to local families.

Over the course of FY23, employees, Partners and the UW Foundation donated more than £180,000 to charities across the UK. As a Company, we remain very proud of the work we do through the Foundation.

Going forward

We will continue to contribute 1% of our reported annual profits to the UW Foundation and our tree planting initiatives.

Charitable organisations we supported

£33,500

Donated to The Wildlife Trusts to support nature in the UK

£22,240

Donated to MIND, enabling them to answer 2,224 enquiries via their Infoline

£86,000

Donated to the UK Disasters Emergency Committee Ukraine Humanitarian Appeal and Turkey-Syria Earthquake Appeal

£20,000

Donated to the Fuel Bank Foundation enabling the support of 500 households in fuel poverty

UW Foundation continued

Trussell Trust - Colindale Foodbank

This year we partnered with the Trussell Trust Colindale Foodbank to give employees an opportunity to give back to the local community by volunteering their time to support our neighbours in need.

The Trussell Trust supports a nationwide network of foodbanks providing emergency food and support to people in poverty. Over the last 12 months the Trussell Trust network saw their highest ever levels of need, even more than during the peak of the pandemic. The highest level of food parcels distributed across the UK in 2022-2023 was to families in London, and December 2022 was the busiest month on record for foodbanks in the Trussell Trust network - with a food parcel being distributed every eight seconds.

The UW Foundation donated £10,000 to Trussell Trust's Colindale Foodbank which equates to feeding 166 families for a week. But we wanted to support the foodbank with more than just a cash donation - we wanted to ensure that they had enough volunteers to cover their huge increase in demand. Since December 2022, every Tuesday and Thursday employees volunteer for half a day at the foodbank helping to provide emergency food to local families. 43 employees have volunteered 139.5 hours of their time including our Co-CEO, Andrew Lindsay, and members of our Executive Leadership Team.

We are continuing our volunteering efforts into the new financial year and expanding our reach by encouraging our remote employees as well as our employees in Burnley and Selkirk to support their local Trussell Trust foodbanks.

“

We want to acknowledge the huge amount of support that your Utility Warehouse employees provided to Colindale Foodbank over the last six months. They helped us at exactly the time that the demand for food parcels dramatically increased.

Pat Mansfield, Colindale Foodbank Project Manager



1 - GRI content index

This year we have disclosed more information in accordance with GRI. In order to increase transparency we have made some partial disclosures. Over the next year we will continue to improve data collection to enable further meaningful disclosure.

GRI Standard	Disclosure title	Information or identification of where reported
GRI 101: Foundation 2021		
GRI 2: General Disclosures 2021		
1. The organisation and its reporting practices	Disclosure 2-1 Organisational details	
	a. report its legal name	Telecom Plus PLC (www.telecomplus.co.uk)
	b. report its nature of 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.
	c. report the location of headquarters	London, UK
	d. report the location of countries of operation	UK based and serve customers in the UK
	Disclosure 2-2 Entities included in the organisation's sustainability reporting	
	a. list all its entities included in its sustainability reporting.	ESG Report - Page 3
	b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting;	No difference. Annual Report and ESG Report covers Telecom Plus PLC and its subsidiaries.
	c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including:	Annual Report - Page 111
	i. whether the approach involves adjustments to information for minority interests;	
	ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities;	
	iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	
	Disclosure 2-3 Reporting period, frequency and contact point	
	a. specify the reporting period for, and the frequency of, its sustainability reporting;	1st April 2022 - 31st March 2023. ESG Report published annually
	b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this;	1st April 2022 - 31st March 2023. This aligns with the financial reporting period.
	c. report the publication date of the report or reported information;	6th July 2023
	d. specify the contact point for questions about the report or reported information.	shareholders@uw.co.uk

1 - GRI content index *continued*

Disclosure number	Disclosure title	Where reported
1. The organisation and its reporting practices (continued)	Disclosure 2-4 Restatements of information	
	a. report restatements of information made from previous reporting periods:	Annual Report - Page 40-41 ESG Report - Environmental data table
	Disclosure 2-5 External assurance	
	a. describe its policy and practise for seeking external assurance, including whether and how the highest governance body and senior executives are involved;	Annual Report - Page 64 & 102 GHG emissions statement is verified - Annual Report - Page 40
	b. if the organization's sustainability reporting has been externally assured:	GHG emissions statement within ESG Report and Annual Report is verified - Annual Report - Page 40, ESG Report - Environmental data table
	i) provide a link or reference to the external assurance report(s) or assurance statement(s);	Annual Report - Page 64 and 102
	ii) describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;	GHG emissions statement is verified - Annual Report page 40
2. Activities and workers	iii) describe the relationship between the organization and the assurance provider.	Annual Report - Page 64 and 102
	Disclosure 2-6 Activities, value chain and other business relationships	
	a. report the sector(s) in which it is active;	Annual Report - Pages 9-11
	b. describe its value chain, including:	
	i. the organization's activities, products, services, and markets served;	i. Annual Report - Pages 9-11, ESG Report - Page 5
	ii. the organization's supply chain;	ii. Annual Report - Pages 21 and 38, ESG Report - Page 32
	iii. the entities downstream from the organization and their activities;	iii. Annual Report - Pages 1 and 35-36, ESG Report - Pages 17-20
	c. report other relevant business relationships;	Annual Report - Page 5, ESG Report - Page 21
	d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	Annual Report - Pages 9-16
	Disclosure 2-7 Employees	
	a. report the total number of employees, and a breakdown of this total by gender and by region;	Annual Report - Page 31 ESG Report - Employee data table
	b. report the total number of:	ESG Report - Employee data table
	i) permanent employees, and a breakdown by gender and by region;	N/A
	ii) temporary employees, and a breakdown by gender and by region;	ESG Report - Employee data table
	iii) non-guaranteed hours employees, and a breakdown by gender and by region;	ESG Report - Employee data table
	iv) full-time employees, and a breakdown by gender and by region;	ESG Report - Employee data table

1 - GRI content index continued

GRI Standard	Disclosure title	Information or identification of where reported
2. Activities and workers (continued)	v) part-time employees, and a breakdown by gender and by region;	ESG Report - Employee data table
	c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:	ESG Report - Employee data table
	i) in headcount, full-time equivalent (FTE), or using another methodology;	ESG Report - Employee data table
	ii) at the end of the reporting period, as an average across the reporting period, or using another methodology	ESG Report - Employee data table
	d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b;	ESG Report - Employee data table
	e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	Annual Report - Page 28
3. Governance	Disclosure 2-9 Governance structure and composition	
	a. describe its governance structure, including committees of the highest governance body;	Annual Report - Pages 51-60
	b. list the committees of the highest governance body that are responsible for decision- making on and overseeing the management of the organization's impacts on the economy, environment, and people;	Annual Report - Page 45
	c. describe the composition of the highest governance body and its committees by: i) executive and non-executive members ii) independence iii) tenure of members on the governance body iv) number of other significant positions and commitments held by each member and the nature of the commitments v) gender vi) under-represented social groups vii) competencies relevant to the impacts of the organisation viii) stakeholder representation	Annual Report - Pages 51-60
	Disclosure 2-10 Nomination and selection of the highest governance body	
	a. describe the nomination and selection processes for the highest governance body and its committees;	Annual Report - Pages 59-62
	b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence iv. competencies relevant to the impacts of the organization.	Annual Report - Pages 61-62

1 - GRI content index *continued*

Disclosure number	Disclosure title	Where reported
3. Governance (continued)	Disclosure 2-11 Chair of the highest governance body	
	a. report whether the chair of the highest governance body is also a senior executive in the organization;	The Chair is a Non-executive Chairman Annual Report - Pages 38 and 51
	b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	N/A
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	
	a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;	Annual Report - Pages 58-60, ESG Report - Page 6
	b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes;	ESG Report - Pages 6-8
	c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.	ESG Report - Page 6
	Disclosure 2-13 Delegation of responsibility for managing impacts	
	a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: i) whether it has appointed any senior executives with responsibility for the management of impacts; ii) whether it has delegated responsibility for the management of impacts to other employees;	ESG Report - Page 6 ESG Report - Page 6
	b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.	ESG Report - Page 6
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	
	a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information;	ESG Report - Pages 6 and 8 Our ESG Report is reviewed by our Co-CEO before publication - Pages 10-11

1 - GRI content index **continued**

Disclosure number	Disclosure title	Management approach/where reported
3. Governance (continued)	b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	N/A
Disclosure 2-15 Conflicts of interest		
	a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;	Annual Report - Pages 56, 62 and 89
Disclosure 2-16 Communication of critical concerns		
	a. describe whether and how critical concerns are communicated to the highest governance body;	Annual Report - Pages 21-27 and 91 Whistleblowing Policy
Disclosure 2-18 Evaluation of the performance of the highest governance body		
	a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people;	Annual Report - Pages 55-56
	b. report whether the evaluations are independent or not, and the frequency of the evaluations;	Annual Report - Pages 55-56
	c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	Annual Report - Pages 55-56
Disclosure 2-19 Remuneration policies		
	a. describe the remuneration policies for members of the highest governance body and senior executives, including: i) fixed pay and variable pay ii) sign-on bonuses or recruitment incentive payments iii) termination payments iv) clawbacks v) retirement benefits	Annual Report - Pages 69-87
Disclosure 2-20 Process to determine remuneration		
	a. describe the process for designing its remuneration policies and for determining remuneration, including: i) whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii) how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii) whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives;	Annual Report - Pages 80-87

1 - GRI content index continued

Disclosure number	Disclosure title	Management approach/where reported
3. Governance (continued)	b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Annual Report - Page 87
	Disclosure 2-21 Annual total compensation ratio	
	a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual);	Annual Report - Page 86
	b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);	Annual Report - Page 81 and 85-86
	c. report contextual information necessary to understand the data and how the data has been compiled.	Annual Report - Page 81 and 85-86
4. Strategy, policies and practices	Disclosure 2-22 Statement on sustainable development strategy	
	a. report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.	ESG Report - Page 2
	Disclosure 2-23 Policy commitments	
	a. describe its policy commitments for responsible business conduct:.	ESG Report - Pages 29-34 Annual Report - Page 38, ESG Report - Page 32 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
	b. describe its specific policy commitment to respect human rights:	Annual Report - Page 38, ESG Report - Page 32. Human Rights Policy Modern Slavery Statement
	Disclosure 2-24 Embedding policy commitments	
	describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:	Annual Report - Page 38, ESG Report - Pages 6 and 29 - 34
	i) how it allocates responsibility to implement the commitments across different levels within the organization;	Annual Report - Page 38, ESG Report - Pages 6 and 29 - 34

1 - GRI content index continued

Disclosure number	Disclosure title	Management approach/where reported
4. Strategy, policies and practices (continued)	ii) how it integrates the commitments into organizational strategies, operational policies, and operational procedures;	Annual Report - Page 38, ESG Report - Pages 6 and 29 - 34
	iii) how it implements its commitments with and through its business relationships;	Annual Report - Page 38, ESG Report - Pages 29 - 34
	iv) training that the organization provides on implementing the commitments.	Annual Report - Pages 38 and 29, ESG Report - Pages 29 - 34
Disclosure 2-25 Processes to remediate negative impacts		
	a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to;	ESG Report - Page 9
	b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in;	Internal Grievance Policy Whistleblowing Policy
	c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;	ESG Report - Page 10-16, 17-20 and 29-34
Disclosure 2-26 Mechanisms for seeking advice and raising concerns		
	a. describe the mechanisms for individuals to:	
	i) seek advice on implementing the organization's policies and practices for responsible business conduct;	ESG Report - Pages 29-34
	ii) raise concerns about the organization's business conduct.	Internal Grievance Policy Whistleblowing Policy
Disclosure 2-28 Membership associations		
	a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	Trade body membership of UKCTA Energy UK, Cornwall Insight, Collaboration Network
5. Stakeholder engagement	Disclosure 2-29 Approach to stakeholder engagement	
	a. describe its approach to engaging with stakeholders, including:	ESG Report - Pages 7-8
	i. the categories of stakeholders it engages with, and how they are identified;	
	ii. the purpose of the stakeholder engagement;	
	iii. how the organization seeks to ensure meaningful engagement with stakeholders.	

1 - GRI content index **continued**

Material Topics		
Anti-Corruption		
GRI 205: Anti-corruption 2016	GRI 205-01 Operations assessed for risks related to corruption	ESG Report - Governance data table
	GRI 205-02 Communication and training about anti-corruption policies and procedures	ESG Report - Governance data table
	205-03 Confirmed incidents of corruption and actions taken	ESG Report - Page 32 and Governance data table
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Annual Report - Page 40-41, ESG Report - Environmental data table
	302-2 Energy consumption outside of the organization	Annual Report - Page 40-41, ESG Report - Environmental data table
	302-3 Energy intensity	Annual Report - Page 40-41, ESG Report - Environmental data table
	302-4 Reduction of energy consumption	Annual Report - Page 40-41, ESG Report - Environmental data table
	302-5 Reductions in energy requirements of products and services	Annual Report - Page 40-41, ESG Report - Environmental data table
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Annual Report - Page 40-41, ESG Report - Environmental data table
	305-2 Energy indirect (Scope 2) GHG emissions	Annual Report - Page 40-41, ESG Report - Environmental data table
	305-3 Other indirect (Scope 3) GHG emissions	Annual Report - Page 40-41, ESG Report - Environmental data table
	305-4 GHG emissions intensity	Annual Report - Page 40-41, ESG Report - Environmental data table
	305-5 Reduction of GHG emissions	Annual Report - Page 40-41, ESG Report - Environmental data table

1 - GRI content index **continued**

Material Topics		
Employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Annual Report - Page 28 ESG Report - Page 26 and Employee data table
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A
	401-3 Parental leave	ESG Report - Page 24 and Employee data table
Training and Education		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Annual Report - Page 28, ESG Report - Page 23
Diversity and Equal Opportunities		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annual Report - Page 30-31 and 58 ESG Report - Page 25-26 and Employee data table
	405-2 Ratio of basic salary and remuneration of women to men	Gender Pay Gap Report
Non-discrimination		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	ESG Report - Employee data table
Marketing and Labelling		
GRI 417: Marketing and Labelling 2016	417-3 Incidents of non-compliance concerning marketing communications	ESG Report - Page 31
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Report - Governance data table

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 include: Anti-bribery & Corruption Policy, Human Rights Policy, Modern Slavery Statement, Diversity & Inclusion Policy, Environmental Policy, Supply Chain Policy, Supplier Code of Conduct, Partner Code of Conduct, Guidelines for UW Partners 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 businesswide 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 through our platform Spark.</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 include: Flexible Working Policy, Diversity, Inclusion and Belonging Policy, Grievance Policy, Staff Handbook; and Whistleblowing Policy.</p> <p>Relevant Partner policies include: 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 UW 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 11-13 of this report. Our management approach to climate risk is further outlined in our TCFD disclosures within our Annual Report and Accounts.</p>

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) 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 18 of this report.</p>
5. Cybersecurity	Application of technologies, processes, and controls to protect systems, networks, programs, 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 Center 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 18 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>
6. 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 Legal and Compliance director has been nominated as Executive leadership Team Vulnerability Sponsor. We remain as signatories to the Energy UK Vulnerability Commitment.</p> <p>Our programs and targets to support vulnerable customers are further outlined on page 19 of this report.</p>

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>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, 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>Engagement with our wholesale suppliers at director level on services and conditions of supply. Engagement with government and regulators.</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. Along with opportunities throughout the UK and to a wider pool of people with our smarter working model and the launch of our new hubs. In addition, we offer people from all walks of life the ability to earn an additional income through the UW Partner opportunity.</p> <p>Relevant policies include: Staff Handbook, Smarter Working Policy, Flexible Working Policy, Guidelines for UW Partners, 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	GRI 2 General disclosures 2-23 Policy commitments 2-24 Embedding policy commitments 2-25: Processes to remediate negative impacts 2-26: Mechanisms for seeking advice and raising concerns	<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. Modern Slavery, Anti Bribery and Corruption, Data Protection and Information Security training are available to our employees on our new 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 include: Anti-bribery & Corruption Policy, Human Rights Policy, Modern Slavery Statement, Supply Chain Policy, Supplier Code of Conduct, Staff Handbook, Partner Code of Conduct and Whistleblowing Policy.</p>

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 Legal & Compliance team provides training to our Marketing team. We have marketing and advertising guidance which covers consumer law requirements and the CAP Code. We have a dedicated marketing inbox through which the Marketing team can raise queries to our Legal & Compliance team.</p> <p>Our Partners are key to our word of mouth module. 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 recommending and arranging services, running their businesses and interacting with customers.</p> <p>More information can be found in the Responsible business section 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 2000 people, promoting diversity and inclusion is very important to our business.</p> <p>This topic is managed through our Director of People & Culture with input from our Diversity and Inclusion Forum which meets on a regular basis and has representatives from all departments.</p> <p>Relevant policies include: Parental Leave Policy, Adoption Leave and Pay Policy and Becoming a Parent Policy. Diversity, Inclusion & Belonging Policy.</p>
UW Foundation Governance			<p>The UW Foundation was set up in 2019 with the dual aims of having a positive impact on the environment and supporting disadvantaged groups.</p> <p>The UW Foundation is administered by the Charities Trust (Charity Registration number: 327489) who ensure payments are made appropriately and any legal requirements are fulfilled.</p> <p>We have a UW Foundation Board and Committee. The Board is made up of representatives of UW, including Andrew Lindsay Co-CEO, Beatrice Hollond, Non-Executive Director, Telecom Plus PLC, Sheryl Jermyn, Legal & Compliance Director, as well as Charities Trust representatives.</p> <p>The UWF board meets at least annually to discuss the performance of the UWF and set any new goals or objectives for the next financial year. Membership of the UWF Committee spans employees from across UW. They ensure the Foundation's day to day work is carried out, and encourage employee and Partner engagement.</p>

3 - Data Tables: Environment

Disclosure	GRI Standard	FY 23	FY 22	FY 21
Emissions from activities for which the company own or control including combustion of fuel & operation of facilities tCO ₂ e (Scope 1)	305-1 Direct (Scope1) GHG Emissions	84.34	1,757.19	1742
Emissions from purchase of electricity, heat, steam and cooling purchased for own use tCO ₂ e (Scope 2, location-based methodology)	305-2 Energy indirect (Scope2) GHG Emissions	746.43	1,085.30	1138
Emissions from purchase of electricity, heat, steam and cooling purchased for own use tCO ₂ e (Scope 2, market-based methodology)	305-2 Energy indirect (Scope2) GHG Emissions	29.92	1,085.30	1138
Total gross Scope 1 & Scope 2 emissions tCO ₂ e (all) Scope 2, (market-based methodology)		114.27	2,842.49	2880
Energy consumption used to calculate above emissions (kWh)	302-1 Energy consumption within the organisation	4,254,146.65	11,489,878.48	11,496,817
Gas (kWh)	302-1 Energy consumption within the organisation	268,515.88	275,431.50	195,008.50
Electricity (kWh)	302-1 Energy consumption within the organisation	3,859,933.09	5,112,892.77	4,882,710
Transport fuels (kWh)	302-1 Energy consumption within the organisation	125,697.68	6,101,554.21	6,419,099
Other energy sources (Scope 1 & 2) kWh	302-1 Energy consumption within the organisation	N/A	N/A	N/A
Transport fuels (Scope 3) kWh	302-1 Energy consumption within the organisation	N/A	N/A	N/A
Energy consumption by unit turnover/ revenue (kWh/£M)	302-3 Energy intensity	1718.85	11877.07	13349.76
Total gross Scope 1 & Scope 2 emissions by unit turnover/revenue (tCO ₂ e/£M) (Scope 2 market-based methodology)	305-4 GHG Emissions intensity	0.05	2.94	3.34
Methodology		GHG Protocol & ISO14064 Part 1 2018 and Carbon Reduce	GHG Protocol & ISO14064 Part 1 2018 and Carbon Reduce	GHG Protocol
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing of the fuel tCO ₂ e (Scope 3)		N/A	N/A	N/A
Emissions from other activities tCO ₂ e (Scope 3)	305-3 Other indirect (Scope 3) GHG Emissions	2,297,222.12	2,199,053.72	1,725,129

3 – Data Tables: Environment continued

Disclosure	GRI Standard	FY 23	FY 22	FY 21
Total gross Scope 3 emissions tCO ₂ e	305-3 Other indirect (Scope 3) GHG Emissions	2,297,222.12	2,199,053.72	1,725,129
Total gross Scope 1, Scope 2 & Scope 3 emissions tCO ₂ e (Scope 2 market-based methodology)		2,297,336.39	2,201,896.21	1,728,009
Total gross GHG emissions per unit turnover/revenue (tCO ₂ e/£M) (Scope 2 market-based methodology)	305-4 GHG Emissions intensity	928.16	2,276.10	2,006
Third Party verification		Verified to ISO14064 Part 1 2018 and Carbon Reduce	Verified to ISO14064 Part 1 2018 and Carbon Reduce	Data not third party verified

This statement has been prepared and verified (to limited assurance) in accordance with the requirements of the measure-step of the Toitū carbon marks, which is based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and ISO 14064 part 1 2018 Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals. It meets the requirements of the Streamlined Energy & Carbon Report framework.

Our GHG reporting year is the same as our financial year. We use operational control methodology.

Our reporting covers: our UK-based Scope 1 (direct emissions from our own operation); Scope 2 (indirect emissions from the generation of purchased energy) which is calculated following location and market based methodology; and Scope 3 emission sources, covering the following GHG protocol categories purchased goods and services, fuel and energy related activities, waste generated in operations, leased assets, use of sold products and business travel.

We use the Location-based method for Scope 2 emissions accounting – as defined in the Scope 2 Guidance amendment to the Corporate Standard (ghgprotocol.org) and the Market-based method for Scope 2 emissions accounting – as defined in the Scope 2 Guidance amendment to the Corporate Standard (ghgprotocol.org).

We restate historical years' data when we think subsequent information is materially significant (e.g. replacing estimates with measured figures). This year we were able to increase the scope and accuracy of our reporting, including: inclusion of diesel generators in Scope 1 (FY22 restated); greater coverage of purchased goods and services (FY22 restated); and improved accuracy of emissions factors associated with the energy we sell (FY22 restated).

3 - Data Tables: Social

Metric	GRI Standard	Unit	FY 23	FY 22	FY 21
GRI 2 General Disclosures					
Disclosure 2-7 Activities and Workers					
Total number of permanent employees	2-7	Number	2352	1553	1444
Gender split of permanent employee base (Female/Male/Prefer not to say)	2-7	%	M 54% F 46%	M 55% F 45%	M 58% F 42%
Total number of temporary employees	2-7	Number	22	10	14
Gender split of temporary employees (Female/Male/Prefer not to say)	2-7	%	M 32% F 68%	M 30% F 70%	M 57% 43%
Total number of full-time employees	2-7	Number	1,987	1,278	1,214
Gender split of full-time employee base (Female/Male/Prefer not to say)	2-7	%	M 58% F 42%	M 60% F 40%	M 63% F 37%
Total number of part-time employees	2-7	Number	387	285	244
Gender split of part-time employees (Female/Male/Prefer not to say)	2-7	%	M 32 % F 68%	M 29% F 71%	M 28% F 72%
Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported are FTE or use another methodology and whether the numbers reported are at the end of the reporting period, as an average across the reporting period or use another methodology.	2-7	Narrative	The data is reported by the number of employees in each of the above categories and has been taken at the end of the reporting period.		
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	2-7	Narrative	Number of employees has increased due to a rapid business growth acceleration in the reporting period.		
Employment GRI 401					
401-1 New employee hires and employee turnover					
Total number of new hires in the reporting period	401-1	Number	1,106	750	490

3 - Data Tables: Social continued

Metric	GRI Standard	Unit	FY 23	FY 22	FY 21
Age split of new hires (under 30 yrs/ 30-50yrs/ over 50)	401-1	%	Under 30 44% 30-50 50% Over 50 6%	data not available	data not available
Gender split of new hires (Female/ Male/Prefer not to say)	401-1	%	M 53% F 47%	data not available	data not available
Employee turnover - total	401-1	%	37%	42%	31%
Employee turnover - by age (under 30 yrs, 30-50yrs/over 50)	401-1	%	Under 30 41% 30-50 52% Over 50 7%	data not available	data not available
Employee turnover - by gender (Female/Male/Prefer not to say)	401-1	%	M 59% F 41%	data not available	data not available
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees					
Describe benefits that are standard for full-time employees, to include as a minimum: Life insurance, health care, disability and invalidity coverage, parental leave, retirement provision, stock ownership, any others.	404-02	Narrative	See page 24		
401-3 Parental leave					
Total number of employees that returned to work in the reporting period after parental leave ended by gender	401-3	Number	M 34 F 25	data not available	data not available
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work by gender	401-3	Number	M 27 F 17	data not available	data not available
Return to work and retention rates of employees that took parental leave by gender	401-3	%	RTW Rate: M 100% F 84% Retention Rate: M 77% F 81%	data not available	data not available
404-2 Programs for upgrading employee skills and transition assistance programs					
Type and scope of programs implemented and assistance provided to upgrade employee skills		Narrative	See page 23		
Diversity and Equal Opportunities GRI 405					
405-1 Diversity of governance bodies and employees					
Percentage of individuals within the organisation's governance bodies in each of the following diversity categories: Gender Age group: under 30 yrs old, 30-50 yrs old, over 50 yrs old Other indicators of diversity where relevant (such as minority or vulnerable groups) NB report on ethnic minority representation to reflect FCA listing rules	405-1	%	Board: M 62.5% F 37.5% Under 30 0 30-50 25% Over 50 75%	data not available	data not available

3 - Data Tables: Social continued

Metric	GRI Standard	Unit	FY 23	FY 22	FY 21
Percentage of employees per employee category in each of the following diversity categories: Gender Age group: under 30 yrs old, 30-50 yrs old, over 50 yrs old Other indicators of diversity where relevant (such as minority or vulnerable groups)		%	General Staff: M 53% F 47% Under 30 33% 30-50 55% Over 50 12% Team Leader: M 59% F 41% Under 30 14% 30-50 76% Over 50 10% Manager: M 54% F 46% Under 30 9% 30-50 78% Over 50 14% Director: M 80% F 20% Under 30 0 30-50 52% Over 50 48%	data not available	data not available
Percentage of management roles held by females (Target 40% by FY25)	UW target	%	46%	data not available	data not available
Percentage of management roles held by ethnically diverse employees (Target 30% by FY 25)	UW target	%	31%	data not available	data not available
Number of board members	FCA listing rules	Number	8	data not available	data not available
Number and % of board members who are male	FCA listing rules	Number/%	5 63%	data not available	data not available
Number and % of board members who are female	FCA listing rules	Number/%	3 38%	data not available	data not available
Number of Senior Board positions who are female (Chair, Chief Executive Officer, Senior Independent Director or Chief Financial Officer) Target = 1	FCA listing rules	Number	1	data not available	data not available
Number of board members from a minority ethnic background. Target = 1	FCA listing rules	Number	0	data not available	data not available
Number and % of board members who are British white or other white	FCA listing rules	Number/%	8 100%	data not available	data not available
Number and % of board members who are mixed/multiple ethnic groups	FCA listing rules	Number	0	data not available	data not available
Number and % of board members who are Asian/Asian British	FCA listing rules	Number	0	data not available	data not available
Number and % of board members who are Black/African/Caribbean/Black British	FCA listing rules	Number	0	data not available	data not available

3 - Data Tables: Social continued

Metric	GRI Standard	Unit	FY 23	FY 22	FY 21
Number and % of board members who are other ethnic group including Arab	FCA listing rules	Number	0	data not available	data not available
Number and % of board members who don't specify/prefer not to say	FCA listing rules	Number	0	data not available	data not available
Number of members of the executive management team	FCA listing rules	Number	11	data not available	data not available
Number and % of executive management team who are male	FCA listing rules	Number/%	9 82%	data not available	data not available
Number and % of executive management team who are female	FCA listing rules	Number/%	2 18%	data not available	data not available
Number and % of executive team who are British white or other white	FCA listing rules	Number/%	9 82%	data not available	data not available
Number and % of executive team who are mixed/multiple ethnic groups	FCA listing rules	Number	0	data not available	data not available
Number and % of executive team who are Asian/Asian British	FCA listing rules	Number	0	data not available	data not available
Number and % of executive team who are Black/African/Caribbean/Black British	FCA listing rules	Number	0	data not available	data not available
Number and % of executive team who are other ethnic group including Arab	FCA listing rules	Number	0	data not available	data not available
Number and % of executive team who don't specify/prefer not to say	FCA listing rules	Number/%	2 18%	data not available	data not available
405-2 Ratio of basic salary and remuneration of women to men					
Ratio of the basic salary and remuneration of women to men for each employee category by significant locations of operation.	405-2		Refer to gender pay gap report	data not available	data not available
Non Discrimination GRI 406					
406-1 Incidents of discrimination and corrective actions taken					
a. Total number of incidents of discrimination during the reporting period	406-1	Number	1	Data not available	Data not available
b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organisation ii. Remediation plans being implemented iii. Remediation plans that have been implemented with results reviewed through routine internal management review processes. iv. Incident no longer subject to action	406-1	Narrative	Incident no longer subject to action.		

3 - Data Tables: Governance

Disclosure	GRI Standard	Unit	FY 23	FY 22	FY 21
Disclosure 2-16 Communication of critical concerns					
a. describe whether and how critical concerns are communicated to the highest governance body;	2-16	Narrative	Any critical conerns are communicated to the TP PLC Board through the monthly Board Report		
Anti-Corruption GRI 205					
205-01: Operations assessed for risks related to corruption					
Total number of operations assessed for risks related to corruption	205-1	Number	9	9	9
Percentage of operations assessed for risks related to corruption	205-1	%	100%	100%	100%
Significant risks related to corruption identified through the risk assessment	205-1	Narrative	All deemed low risk		
205-02 Communication and training about anti-corruption policies and procedures					
Total number of employees that the organisations anti-corruption policies and procedures have been communicated to broken down by employee category and region	205-2	Number	All employees can access the Anti-brib-ery & Corrup-tion Policy on our staff intranet and anti-bribery and corrup-tion training via Spark. We published a staff wide communica-tion to remind staff about our Whis-tleblowing Policy and anonymous whistleblow-ing hotline to reinforce our policy of encouraging staff to report wrongdoing, including incidents of bribery,with-out fear of reprisal.	All employees	All employees

3 - Data Tables: Governance continued

Disclosure	GRI Standard	Unit	FY 23	FY 22	FY 21
Percentage of employees that the organisations anti-corruption policies and procedures have been communicated to broken down by employee category and region	205-2	%	All employees can access the Anti-bribery & Corruption Policy on our staff intranet and anti-bribery and corruption training via Spark. We published a staff wide communication to remind staff about our Whistleblowing Policy and anonymous whistleblowing hotline to reinforce our policy of encouraging staff to report wrongdoing, including incidents of bribery, without fear of reprisal.	100%	100%
Total number and % of business partners that the organisation's anti-corruption policies and procedures have been communicated to broken down by type of business partner and region. Describe if the organisation's anti-corruption policies and procedures have been communicated to any other persons or organisations	205-2	Number & %	100% of UW Partners 90 new suppliers 100% signed up to the Supplier Code of Conduct.	100% of UW Partners. 47 new suppliers (90%) signed up to the Supplier Code of Conduct.	
205-03 Confirmed incidents of corruption and actions taken					
Total number and nature of confirmed incidents of corruption	205-3	Number	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	205-3	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	205-3	Number	0	0	0

3 - Data Tables: Governance continued

Disclosure	GRI Standard	Unit	FY 23	FY 22	FY 21
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	205-3	Number	0	0	0
GRI 418 Customer Privacy					
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data					
Total number of substantiated complaints received concerning breaches of customer privacy categorised by:	418-1	Number	13*	6	19
- Complaints received from outside parties and substantiated by the organisation			0	0	0
- Complaints from regulatory bodies					
Total number of identified leaks, thefts or losses of customer data	418-1	Number	0		
If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient	418-1	Narrative	0		
GRI 417 Marketing and labelling					
417-3 Incidents of non-compliance concerning marketing communications					
a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:	417-3	Number	0		
i. incidents of non-compliance with regulations resulting in a fine or penalty	417-3	Number	0		
ii. incidents of non-compliance with regulations resulting in a warning	417-3	Number	0		
iii. incidents of non-compliance with voluntary codes	417-3	Number	0		
b. If the organisation has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	417-3	Narrative	No non-compliance incidents		

*The 13 complaints were low risk/minor PECR breaches and no enforcement action was taken by the ICO.

4 - Double materiality key topics and definitions

Material topics and definitions

 Environmental	Reducing greenhouse gas emissions	Reducing GHG emissions from the products and energy that UW 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 and 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 and 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, programs, devices and data from cyber attacks.
	Inspiring, developing and 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 and well-being	Protecting customers' safety online and offline and providing health and safety advice in relation to the services provided by UW.
	Protecting vulnerable customers	Protecting and supporting vulnerable customers.
 Governance	Communities and charity	Supporting community groups and causes and contributing to local and national charities.
	Business resilience and continuity of supply	Ensuring robust systems, processes and procedures are in place to manage any service disruption and ensure business continuity.
	Governance, business ethics and transparency	Robust and responsible corporate leadership relating to business ethics, regulatory compliance, risk management, transparency in reporting and financial disclosures
	Human rights and 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.

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