

A photograph of a person walking a dog on a path through a sunlit forest. The sun is shining brightly from the upper right, creating a lens flare effect. The path is covered in fallen leaves, and the trees are lush and green. The overall mood is peaceful and natural.

PLAN ZERO

# THE POWER TO CHANGE

OVO PLAN ZERO REPORT 2020



OUR PURPOSE

DRIVE  
PROGRESS  
TO ZERO  
CARBON  
LIVING

About this report

Plan Zero isn't just a sustainability strategy, it's our business plan. It's who we are. What we stand for. And it's embedded into the core of our organisation.

We created Plan Zero in 2019 as a direct response to the climate crisis. It puts us at the centre of the UK's journey to net zero, strengthening our reputation as a tech-led innovator in the UK's energy transition and an employer of the best talent.

What's good for the planet is good for OVO, because reducing carbon emissions will drive our future growth. Ultimately, Plan Zero is helping us build a powerful and sustainable business – one that our people and members can feel proud of.

This report sets out our progress...

It covers our activities, achievements, challenges, and learnings across our UK businesses for the calendar year 2020\*. This includes our energy retail brands OVO Energy, Boost, and SSE Energy Services – as well as Spark, a brand we've now retired. We also included our sister technology company, Kaluza, which is part of the OVO family. Together, they represent more than 99% of OVO Group's total revenue in 2020.

We've included baseline data for our environmental, social, and governance (ESG) performance for the financial year ending 31 December 2020.

\* Occasionally, we'll mention activities outside of 2020, but we'll make it clear when we do.

CONTENTS

Overview

- 02 About this report
- 03 Message from our CEO, Adrian Letts
- 05 About us
- 06 Our strategy
- 08 At a glance
- 10 Our goal

Power

- 13 Achieve zero carbon operations
- 15 Lead the transition to a zero carbon energy system
- 19 Fight the climate crisis

People

- 21 Build the leading place to work
- 24 Deserve our customers' trust
- 27 Mobilise a zero carbon community

Supporting aims

- 30 Create value for our communities
- 32 Strengthen the supply chain
- 33 Protect health and safety
- 34 Safeguard data and privacy
- 35 Governance
- 36 Plan Zero and ESG data

# MESSAGE FROM OUR CEO, ADRIAN LETTS

## The power to change the future

OVO is going through a transformation – all driven by Plan Zero. Our goal of getting to net zero as a business is monumental.

It's going to take all of us to rethink the way we power our lives, heat our homes, and fuel our cars. It's going to take a whole new energy system to get us there. A digital, smart, flexible system, run solely on renewable energy.

**“The climate emergency is upon us. So we have to act fast, and act collaboratively.”**

At OVO, we're revolutionising our whole business. It's our belief that helping people cut carbon emissions from their homes can, and should, be what drives our future growth.

Plan Zero's aims are ambitious. We know we'll have to push beyond what we think is possible. If we work together – with our business partners and members – we have the power to change the future of energy.

## A year like no other...

In early 2020, we welcomed SSE Energy Services into the OVO family. It brought opportunities and challenges for us all.

Then, just as we began to bring our companies together, the Covid-19 pandemic put the world into lockdown. It created huge disruption, and forced rapid and radical changes to our jobs, education, economies, and wellbeing.

At OVO, the disruption to our office and field operations was unprecedented. We shifted to new, flexible ways of working. Our business integration plans had to evolve as our focus shifted to look after our members, maintain energy supply, and support a rapid shift to digital services. We furloughed 3,400 people who couldn't work from home during lockdowns and, as our business changed shape, we supported 2,600 people through voluntary redundancy.

2020 was as tough as it gets. But Plan Zero united us behind our shared purpose: to drive progress to zero carbon living. Together, we've laid the foundations for the task ahead.





### The start of our journey to zero carbon

Amid the change and uncertainty of 2020, we remained committed to Plan Zero – and I’m incredibly proud of what our team has achieved. Here are just a few of my highlights:

- **Cutting carbon.** We’ve reduced our carbon footprint by 23% from our 2018 baseline while growing to become a £4.4 billion revenue business.
- **Building the technology of the future.** We’ve led groundbreaking tech trials that are helping us lead the UK’s energy transition, from vehicle-to-grid (V2G) to zero carbon heating. We’ve proven the exciting potential of these technologies to help decarbonise our members’ homes and transform our energy system.
- **Embedding Plan Zero into our organisational DNA.** We implemented our new People Strategy to become the leading place to work for people who will change the world. I’m humbled that, when asked why they joined OVO, so many of our people credit Plan Zero.

We finished 2020 by being named Company of the Decade in the BusinessGreen Leaders Awards – a fantastic achievement and a real motivation for the next 10 years.

### And that’s just the beginning...

We’ve made great progress, but there’s still so much to do. Members today and in the future can choose to work with us to upgrade the energy technology in their homes, and change the ways they use their energy. Plan Zero’s success depends on trust.

We need to do more to earn the trust of our members, and rebuild public trust in the industry. We also know there are still some gaps in the way we define and measure our progress. Gaps we’re working to fill, so we can hold ourselves to account.

I’m very optimistic about the future, but the truth is that our success also depends on factors beyond our direct control. New technologies and service models will need to be developed and defined. Policies that speed up the UK’s energy system transformation will need to be implemented. Most importantly, behavioural change will need to happen at unprecedented levels.

We’re doing everything we can to influence all those things, including working alongside policy makers and organisations – but we cannot directly control these outcomes.

As we face up to this challenge, I’m reminded of what our founder, Stephen Fitzpatrick, said when we launched Plan Zero:

*“We have to be the generation that reimagines energy for the world’s 7.5 billion people today, and for all those who will follow.”*

As you read this report, I hope you’ll see how we’ve begun to make this happen.

We haven’t got all the answers yet and we have much more to learn, but, driven by a purpose we truly believe in, we’ve made a start.

### To all you world changers: thank you

Lastly, I’d like to dedicate this first Plan Zero progress report to everyone at OVO – as a team and as individuals. You’ve managed our changing circumstances better than I could ever have imagined. You deliver for our members day after day. This report would not be possible without you, and I’m incredibly proud to be part of this team.

Zero carbon, here we come!

**Adrian Letts**  
Chief Executive Officer

## ABOUT US

# WE'RE OVO, UNITED BY A SINGLE GOAL: TO DRIVE PROGRESS TO ZERO CARBON LIVING.

**We started out in 2009 as OVO Energy – the original energy “challenger brand”. We shook up the market. Championed fairness. Put customers first. Set new standards for others to follow.**

From humble beginnings, we grew into the UK’s largest independent energy supplier – yet our vision is the same as it was on day one: *to power human progress with clean, affordable energy for everyone.*

**Today, we’re fighting the climate crisis any which way we can because without a planet, there is no progress.**

Energy use is responsible for around three-quarters of global carbon emissions. Electricity must be low carbon by 2035 if we’re to avoid the worst effects of climate change<sup>1</sup>.

We need everyone to adopt a low carbon life, think differently about energy – and get involved. All new cars and all boilers in homes must be electric (or a zero carbon alternative) by the early 2030s.

This is nothing short of a complete transformation of the energy system.

So we’re doing everything we can to get the grid, and the public, ready. We’re helping build a smart, flexible, and digitised new energy system ready for a world run on renewable energy – and we’re bringing all our members with us.

<sup>1</sup> UK Climate Change Committee, [Sixth Carbon Budget](#).



OUR STRATEGY

HOW WE'LL DRIVE PROGRESS TO ZERO CARBON LIVING



Power



People

Our ambitions

Transform the energy system to run on 100% renewable, decentralised power

Empower people to lead more sustainable lives

Our strategic aims

- 1. Achieve zero carbon operations
- 2. Lead the transition to a zero carbon energy system
- 3. Fight the climate crisis
- 4. Build the leading place to work
- 5. Deserve our customers' trust
- 6. Mobilise a zero carbon community

Our supporting aims

Our supporting aims reflect our commitment to being a successful, sustainable, and responsible business:

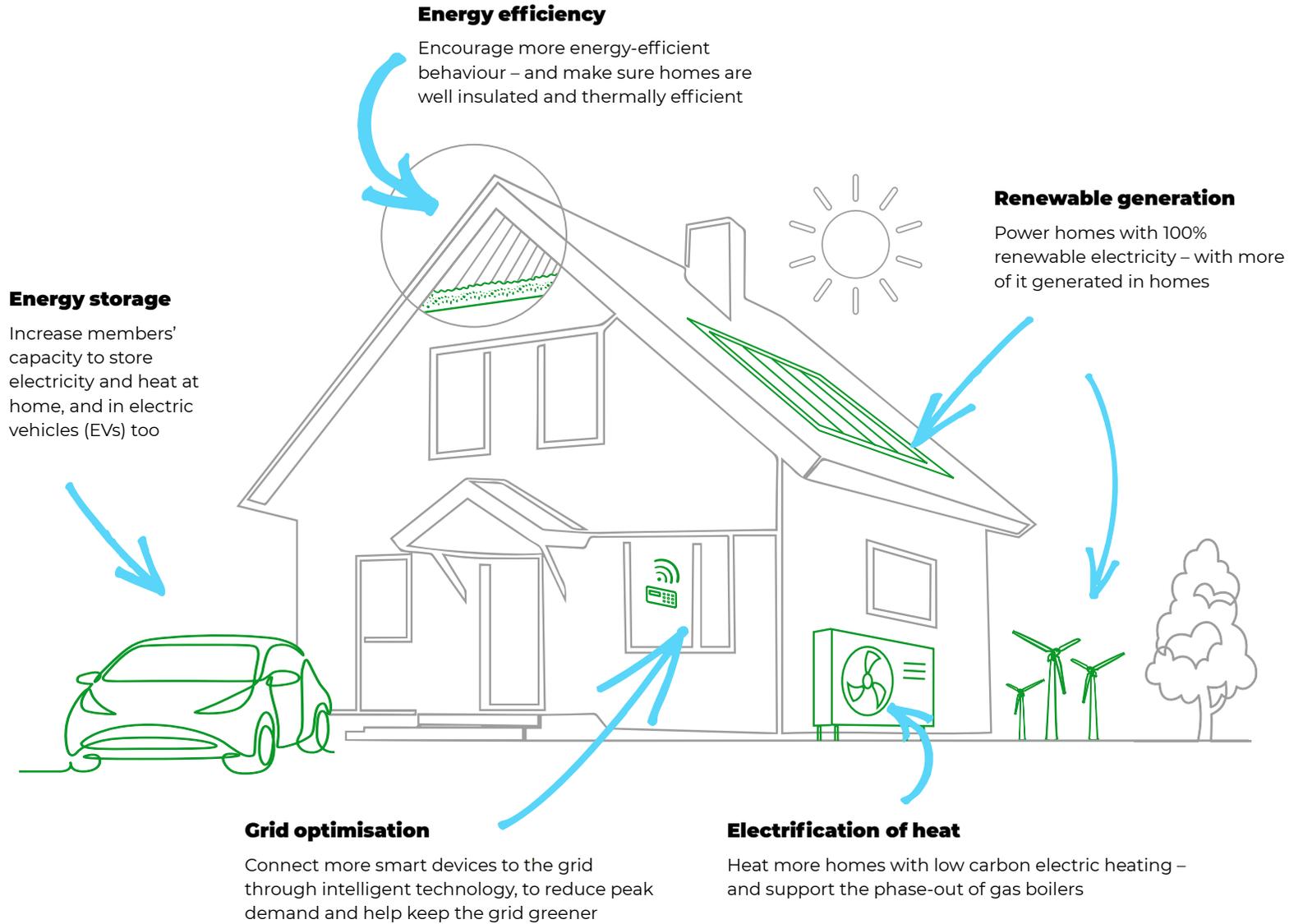
- Create value for our communities
- Strengthen our supply chain
- Protect health and safety
- Safeguard data and privacy

**To succeed, we want to become the UK's zero carbon living partner in the home.**

This means diversifying our business to offer OVO members everything they need to take their homes and cars to zero carbon, faster.

**THE OVO ZERO CARBON HOME**

**Our long-term strategy to become the UK's zero carbon living partner in the home.**



**Read on** to find out how we progressed our aims in 2020...



AT A GLANCE

# WHAT A YEAR...

2020 was extraordinary. For the world and for OVO too.

In January, we completed the acquisition of SSE Energy Services and it changed the shape of our business.

Our revenue tripled from £1.5 billion in 2019 to £4.4 billion in 2020. We went from having 1.4 million OVO members to 4.6 million by the end of 2020 (with the SSE brand operated by us under licence). Our team grew to around 8,000<sup>2</sup>.

The Covid-19 pandemic might have physically separated us, and the acquisition brought its challenges, but Plan Zero has brought us together in other ways – uniting us behind a shared purpose in times of real difficulty. It reminds us that together, as one team, we can help millions live a greener life.

## Our progress in 2020

We're really proud of everything we've achieved in such a challenging year.

Our highlight was a 23% reduction in our total 2020 carbon footprint compared to our 2018 baseline. We increased the renewables within our total fuel mix, which helped. Plus, we started offering 100% renewable electricity (as standard)<sup>3</sup> to all OVO Energy members.

On average, the energy we sold to each of our customers in 2020 caused 2.6 tonnes of carbon emissions. This is the first year we're able to measure this as a combined business. It's an important metric for us, so we'll keep a track of it and work to reduce it as we help our members move towards zero carbon living.

We also took important steps in supporting the UK's energy transition. Running the world's largest domestic V2G trial, as well

Our highlight was a

# 23%

reduction in our total 2020 carbon footprint, compared to our 2018 baseline<sup>4</sup>

as other important trials of low carbon tech. Take a look at a snapshot of what we achieved on the next page.

### Finding the right metrics...

It's been tough to define metrics that measure our progress – there are still a few that need figuring out. But we're pleased that, for the first time, we're reporting on Plan Zero using robust, quantitative data that sets the 2020 baseline for the metrics identified so far.

### Achievements that are harder to measure...

Not all our 2020 progress can be measured. Over the last year we've woven Plan Zero into our DNA. It shapes our strategic business planning and its metrics now sit alongside more traditional measures of our commercial and financial performance.

We've also launched a new People Strategy. This sets us up to become the "leading place to work for people who will change the world" – something that's vital to our success.

And we've put Plan Zero at the centre of our culture, language, and brand through fun internal projects, training for our teams, and brand campaigns. We're helping everyone at OVO, and our members, understand what we can achieve together.

<sup>2</sup> Average monthly full-time equivalent (FTE) for 2020.

<sup>3</sup> Our renewable electricity is matched with UK-generated renewables – see page 12 to learn how.

<sup>4</sup> Scope 1, 2, and 3 market-based emissions, compared to our re-baselined 2018 carbon footprint.

# A SNAPSHOT OF 2020

Thousands of our people engaged in our first **Plan Zero Week** to find out how they could play their part




OVO Energy became our first brand to go **100% renewable** electricity as standard



**1.9m trees planted** in the UK since 2015



OVO Energy named **Company of the Decade** at the BusinessGreen Leaders Awards

**619,000 meters made smarter**




**23% reduction** in total carbon footprint compared to our 2018 baseline<sup>6</sup>

OVO Foundation brought green power to **300+ schools** and health clinics in rural Kenya




Concluded the **world's largest** domestic V2G trial

**37% reduction** in carbon emissions from our operations<sup>5</sup> compared to 2019




**76 new EVs** added to our fleet

OVO Foundation projects reached more than **50,000 people**



### What's next?

In 2020, we truly embraced Plan Zero – setting us up to hit our net zero by 2030 goal. Now, we'll focus on speeding up our business transformation – through renewable electricity, energy efficiency, electrification, energy storage, and grid optimisation – working in partnership with our team and our 4.6 million amazing members.

<sup>5</sup> Scope 1 and 2 market-based emissions.  
<sup>6</sup> Scope 1, 2, and 3 market-based emissions, compared to our re-baselined 2018 carbon footprint.

OUR GOAL

# NET ZERO

To avoid the worst impacts of climate change, global greenhouse gas (GHG) emissions must reach net zero by 2050 (IPCC<sup>7</sup>). It's time for urgent action.

This means we need to reduce our carbon emissions and remove carbon from the atmosphere. We've set tough targets for both of these things – we're aiming to be a net zero business by 2030.



## Reduce our carbon emissions

**Target: we'll reduce our absolute carbon emissions (Scope 1, 2, and 3) by around 60% in line with a science-based target by 2030**

We've calculated a 1.5 degree-aligned target for 2030, following guidance from the Science Based Targets initiative (SBTi)<sup>8</sup>, and plotted how to get there with interim reduction targets.

## Remove carbon from the atmosphere

**Target: we'll become a net zero carbon business (Scope 1, 2, and 3) by 2030**

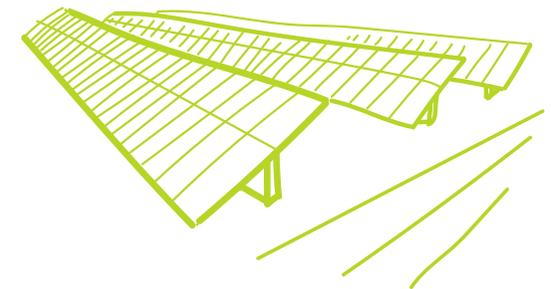
We'll find ways to balance out any emissions we can't eliminate by helping to remove carbon dioxide from the atmosphere. That will make us a net zero business.

## Our plan

### Reduce our carbon emissions

To achieve our science-based targets, we must reduce our total carbon emissions by around 60% by 2030 from a 2018 baseline.

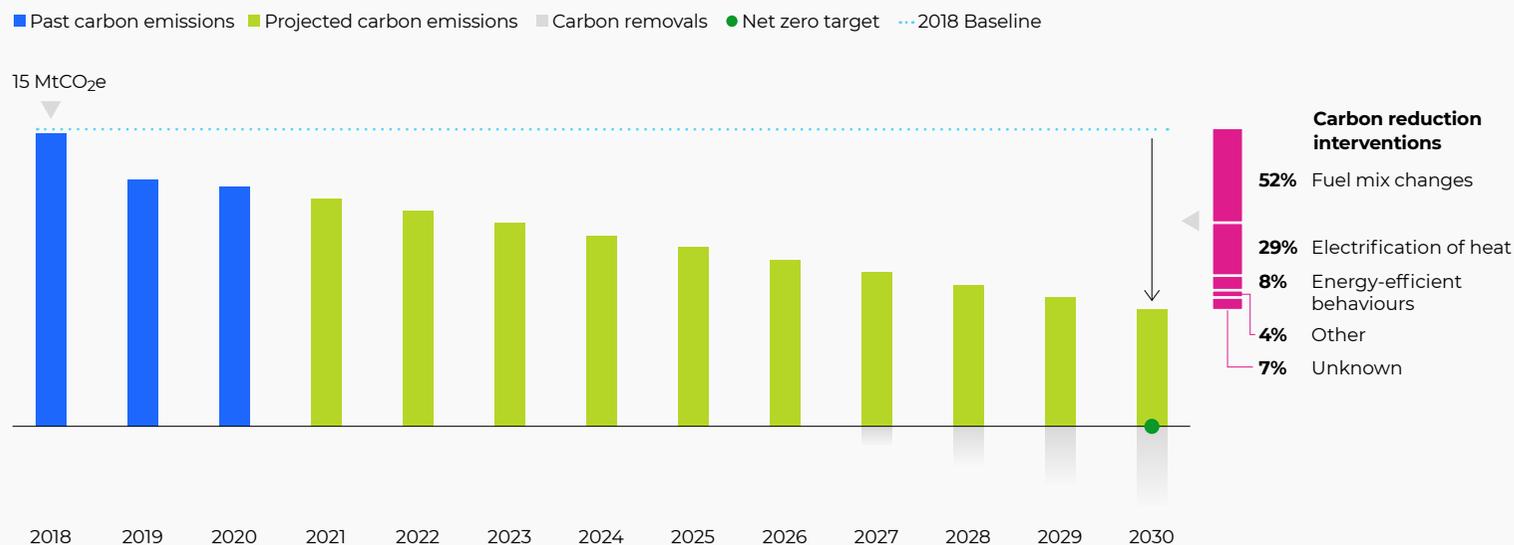
We've also set ambitious near-term targets to keep us focused. We want to bring our total carbon emissions below 11.1 MtCO<sub>2</sub>e in 2021 and below 9.0 MtCO<sub>2</sub>e by 2025. This will put us on track for our science-based carbon target of 5.9 MtCO<sub>2</sub>e by 2030<sup>9</sup>.



<sup>7</sup> The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change.  
<sup>8</sup> The SBTi is an international organisation that approves carbon targets for businesses committed to global GHG emission reductions. Now that we have re-baselined our carbon footprint data to account for the acquisition of SSE Energy Services, we intend to submit our science-based target to the SBTi for approval.  
<sup>9</sup> Subject to change pending approval of our science-based target by the SBTi.

## NET ZERO PATHWAY

Total carbon emissions (MtCO<sub>2</sub>e)



### So how are we going to do it?

We're working hard to reduce emissions from our own operations (that's our offices and fleet of vehicles) even though these are less than 1% of our total carbon footprint (see [Achieve zero carbon operations](#)). In contrast, our emissions from the gas and electricity we sell make up more than 99% of our footprint. It's where we can have the biggest impact on slowing down climate change.

In 2020, we asked Energy Systems Catapult to help us understand how we can reduce these emissions to meet our target.

Its analysis revealed that the biggest reductions need to come from:

- **Fuel mix changes:** Powering more members' homes with 100% renewable electricity
- **Electrification of heat:** around 90% of UK homes use gas boilers. We need to switch more homes from gas to low carbon electric heating systems.
- **Energy-efficient behaviours:** encouraging people to change their behaviour is essential, but not easy. We have to educate, help, and inspire members to live lower carbon lives, starting with how they use home energy.

Other actions will help too, like upgrading more homes with smart devices, storage solutions, renewable generation technologies, and home energy-efficiency improvements.

We've woven these insights into our business plans, matching them up to both our commercial and Plan Zero goals.

But working out exactly how we'll eliminate parts of our carbon footprint is complex. We're determined to keep searching for innovative solutions, we just simply don't have all the answers yet. This means staying focused on developing the products, services, and technology needed to deliver emissions reductions – at scale and for the long term. And it means working with the government and other key industry stakeholders to make Plan Zero a reality.

Read more about how we're doing that in [Lead the transition to a zero carbon energy system](#) and [Mobilise a zero carbon community](#).

## Remove carbon from the atmosphere

Reducing carbon emissions that enter the atmosphere is our priority – but we know we won't be able to eliminate all our carbon emissions by 2030. So our plan is to invest in projects that remove carbon from the atmosphere, to balance out what's left.

That's why we're exploring options including emerging negative-emission technologies. We're also looking at nature restoration projects like tree planting – a great way to benefit our climate and communities.

We're big believers in the power of trees. They remove carbon from the atmosphere and connect communities with nature. By April 2021 we helped plant almost 2 million across the UK (see [Mobilise a zero carbon community](#)). So, we're keen to use what we've learned to integrate tree-planting and nature restoration projects into our future plans. We'll make sure this is done responsibly, with trees planted in the right places to take biodiversity and communities into account.

This nature-based activity alone won't balance out our emissions: it's just one piece in the puzzle. Removing carbon is something we're exploring for the second half of the decade. In the meantime, our focus, first and foremost, is reducing our carbon emissions.

## Our progress: reducing our carbon emissions

Each year since 2018, we've measured our carbon footprint to understand it and reduce the emissions from our operations (known as Scope 1 and Scope 2) and our value chain (Scope 3).

But when we welcomed SSE Energy Services to the family, our carbon footprint increased significantly. This meant that, to get a true reflection of our progress, we needed to revise our baseline data. We recalculated what our 2018 and 2019 carbon footprint would have been had SSE Energy Services been part of our business then, giving us a consistent starting position. We did this in line with international standards for

corporate carbon footprinting (under the WRI GHG Protocol<sup>10</sup>).

From now on, we'll report every year on how well we're reducing carbon against our 2018 re-baselined carbon footprint. And we'll report on any climate-related risks and opportunities we face too. We're planning to assess these for the first time in 2021, in line with the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

**We're pleased to report our 2020 carbon emissions were lower than our target. We expected to be on course for a 10% reduction, but we achieved more than double that – at 23%.**

### CARBON EMISSIONS

| Key Performance Indicator (KPI) <sup>11,12</sup>                                    | 2018       | 2019       | 2020                    | 2018 vs 2020 (%) | 2019 vs 2020 (%) |
|---|------------|------------|-------------------------|------------------|------------------|
| Total operational carbon emissions (Scope 1 and 2 emissions) – tCO <sub>2</sub> e   | 9,145      | 11,775     | 7,444 <sup>A</sup>      | -19%             | -37%             |
| Total value chain emissions (Scope 3 emissions <sup>13</sup> ) – tCO <sub>2</sub> e | 15,110,947 | 12,464,410 | 11,645,643 <sup>A</sup> | -23%             | -7%              |
| Total carbon emissions (Scope 1, 2, and 3) – tCO <sub>2</sub> e                     | 15,120,092 | 12,476,185 | 11,653,087              | -23%             | -7%              |

Fuel mix changes were key here. We increased the proportion of renewable electricity our 3.4 million SSE Energy Services members receive (back when they joined the OVO family). We also moved all OVO Energy members to 100% renewable electricity as standard from October 2020. A quick win for reducing our carbon footprint.

We know it'll be harder to find quick wins like this as we get closer to 2030. So, although we're proud to be ahead of our target, we're far from complacent.

Want to read more about how we're reducing carbon? Go to: [Achieve zero carbon operations, Lead the transition to a zero carbon energy system](#) and [Mobilise a zero carbon community](#).

### Renewable electricity: a deep dive

About one-third of our value chain emissions (Scope 3) comes from the electricity we sell to our members. This means that, as one of the UK's largest energy suppliers, we can make a big impact if we make more of this electricity renewable.

### Our renewable electricity is matched with UK-generated renewables

The renewable electricity we sell is backed by Renewable Energy Guarantee of Origin certificates (REGOs). These REGOs mean that a unit of renewable electricity has been added to the UK grid for every unit of renewable electricity we sell.

In 2020 83% of our renewable electricity had originated from UK wind and solar. The remaining amount came from other UK-based renewables like landfill gas, hydroelectric sources, and biomethane from anaerobic digestion.

REGO certificates are the only Ofgem-approved way for energy suppliers to prove that the electricity they've sold was renewable. They also provide a source of revenue for renewable generators.

Energy suppliers can choose to buy renewable electricity by setting up direct contracts (called Power Purchase Agreements, or PPAs) with individual generators. In 2020, we created a specialist team to set up PPAs to source electricity directly from UK renewable generators. Our first 2 PPAs, with the offshore wind generators Ørsted and Eneco, were completed in early 2021.

We believe that both PPAs and REGOs have a place in the energy system, supporting renewable power generation and allowing people to increase demand for green power.

### We want to support huge growth in UK renewable electricity generation...

It's what we need to get to a zero carbon energy system. Yet collaboration is key. That's why we're open to working with others to explore even more ways to accelerate this growth.

<sup>10</sup> The World Resources Institute (WRI) GHG Protocol is a globally recognised framework of GHG gas accounting standards used by businesses and governments across the world.

<sup>11</sup> All data in this table relating to OVO's carbon emissions cover the whole of OVO Group (including both OVO's UK and international businesses).

<sup>12</sup> Our Scope 2 and 3 emissions are market-based emissions, calculated in line with GHG Protocol standards.

<sup>13</sup> Scope 3 emissions from fuel and energy-related activities and use of sold products (electricity and gas).

<sup>A</sup> PricewaterhouseCoopers LLP (PwC) was engaged to provide independent limited assurance over selected information in the Plan Zero Report for the year ended 31 December 2020. Information that is within PwC's limited assurance scope is marked with the symbol Δ. See PwC's Assurance Statement at [www.ovo.com/sustainability-assurance-report/](http://www.ovo.com/sustainability-assurance-report/)



AIM 1

# ACHIEVE ZERO CARBON OPERATIONS



**Target**



Achieve net zero carbon emissions in our operations

**2020 performance**



**37% reduction** in emissions from our operations compared to 2019

**8% EVs** in our group-wide fleet

**£110/kWh** energy productivity<sup>14</sup>

## What it means

Most of our operational emissions come from energy use in our facilities (offices and depots) and fuel use by our vehicles. This year, we've found several ways to tackle this.

## Our 2020 progress

Overall, we're happy to report a 37% year-on-year reduction in operations emissions. As well as improving our energy productivity and the efficiency of our fleet, we've also taken steps to reduce our plastic use and committed to lower carbon marketing.

Emissions from our operations relative to full-time equivalent were

**0.93**

tCO<sub>2</sub>e/FTE in 2020

Emissions from our operations relative to revenue were

**1.67**

tCO<sub>2</sub>e/£m in 2020<sup>15</sup>

## Improving energy productivity

Challenges and successes

### We've seen the number of our properties increase...

In January 2020, we acquired SSE Energy Services Ltd. This added more than 70 offices and depots to our portfolio, leaving us with 88 in total. Energy efficiency across our operations became more important than ever.

### Intelligent software is making our offices more efficient

We use renewable electricity to power all offices over which we have operational control. In our London and Bristol offices, we've also begun using Fabriq, a software platform to improve energy efficiency. By the end of 2021, we'll use it across all the properties we operationally control.

### Lockdown shifted our emissions to homes

We closed 19 offices temporarily and 5 permanently throughout lockdown in 2020. Most of our people also began working from home, reducing office energy use and overall emissions. We estimate that our emissions from home working totalled 4,863 tCO<sub>2</sub>e in 2020<sup>16</sup>. It's a small proportion of our Scope 3 emissions, but we'll keep monitoring and managing this as flexible working becomes a permanent feature at OVO.

<sup>14</sup> Measured as revenue relative to energy consumption by our buildings and fleet operations.

<sup>15</sup> Our operational emissions are our total Scopes 1 and 2 emissions.

<sup>16</sup> Calculated using the EcoAct Homeworking emissions methodology (2020).



## Increasing the efficiency of our fleet

Challenges and successes

### Fewer vehicles on the roads led to a 42% reduction in our fleet emissions

This is due to the fact that Covid-19 restrictions slowed down our smart meter installations. Instead, we prioritised emergency visits to keep our most vulnerable customers warm and safe. We expect our emissions to increase again as normal operations resume.

### We missed our original target of 70% EVs in the fleet by 2020

When we acquired SSE Energy Services, our commercial fleet grew from 300 to 2,000 vehicles – with most of the inherited fleet being petrol or diesel powered. Despite adding 76 new EVs to our fleet this year, we ended 2020 with 43% electric across the OVO Energy fleet and 8% across the whole business. But we're retaining our original aim for our entire commercial fleet to be 100% electric by the end of 2025.

### We've been improving the fuel efficiency of our fleet

Given *how* you drive can make as much of a difference as *what* you drive, we've started tracking our fleet to give us insights on cost, use, and mileage. We're doing this with an artificial intelligence (AI) tool that helps fleet managers analyse fuel use and savings. It's improving our understanding of fuel efficiency and the way we train our drivers.

## JOINING FORCES WITH ENERGY-SMART COMPANIES

We've joined EP100, a group of energy-smart companies committed to rolling out energy management systems and improving vehicle fuel efficiency. By signing up, we're strengthening our commitment to double energy productivity across our operations by 2030.

### We're helping accelerate the transition to EVs

We've signed up to the Climate Group's EV100 initiative. Plus, we've installed EV charging points at 7 of our sites, and we want all our offices to have them by 2030. We also became a member of the UK Electric Fleets Coalition, a group of leading companies advocating a speedier transition to EVs.



## Next steps

- We're going to upgrade our whole fleet to 100% electric by 2025.
- We'll be optimising energy use in our buildings as more of us return to office life.



AIM 2

# LEAD THE TRANSITION TO A ZERO CARBON ENERGY SYSTEM



**Target**



Optimise 5 million homes with flexible low carbon technologies

**2020 performance**



**343,000** homes optimised<sup>17</sup>

**619,000** smart meters installed

## What it means

We're helping the UK transition to a low carbon energy system of the future – one that's decarbonised, decentralised, digitised, and democratised. To do this, we need to take steps to optimise the grid and upgrade UK homes to be more energy efficient. So that's where our focus lies.

## Our 2020 progress

We installed 619,000 smart meters into 343,000 homes, getting them ready for a zero carbon energy system. Smart meters lay the foundations for a smarter grid, so they're our main KPI. We'd have liked this figure to have been higher. But given the challenges we've faced with Covid-19 restrictions, it's a good result.

We've also put technology to the test in our pioneering trials. You can read all about them to the right.

*We're proud to have won the Uswitch award for Best Smart Meter Experience in 2020.*



## Upgrading UK homes

### We ran an exciting trial to electrify heat

Heating our homes accounts for a whopping 20% of the UK's carbon emissions. This is because 90% of homes have gas central heating. At OVO, we're developing technology, services, and trials to help our members tackle this.

Our Zero Carbon Heating trial is a good example. Run by OVO Energy and funded by the Department for Business, Energy & Industrial Strategy (BEIS), it saw us install electric heat pumps in a range of UK homes from summer 2020. Together with our partners, we're learning how best to deliver low carbon heating and reduce running costs.



**"Getting onto the Zero Carbon Heating Trial was a big win for me. My heat pump has been a great success and I now use only a tiny amount of gas for the hob. My consumption information means I can chart the amount of gas and electricity I've used during the year."**

**Julia Currie**  
OVO Energy member

<sup>17</sup> Includes both electricity and gas smart meters.

**WE'RE SUPPLYING 1.8M HOMES OPTIMISED WITH SMART METERS... AND COUNTING**



Smart meters are laying the foundation of an intelligent energy grid that can handle the peaks and troughs of renewables. Covid-19 made installations difficult, but we still managed to fit 619,000 smart meters in 2020. This brought the total homes we supply that have smart meters to 1.8 million and meant we ended the year on a positive note.

As well as smart meters, we introduced flexible, low carbon technologies in more than 35,000 homes in 2020. These included smart thermostats, EV smart chargers and V2G chargers, home batteries, heat pumps, and storage heaters.

**Making improvements in energy and temperature efficiency**

To help our members understand home energy efficiency better, we began trialling the Green Home Action Plan. It's an online home efficiency audit service run in partnership with the Energy Saving Trust.

We also launched the UK's first smart-meter connected thermostat, in partnership with climate management company tado°. It gives members more control of their heating, helping them lower their energy use, emissions, and bills.

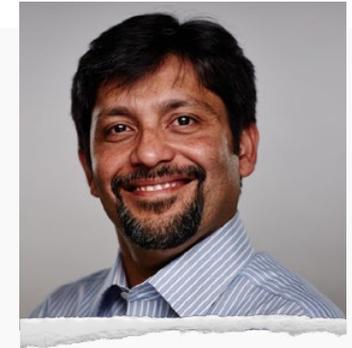
That's not all. With support from government-subsidised schemes and the Energy Company Obligation (ECO)<sup>18</sup>, we also installed energy efficiency measures in more than 17,000 homes.

**Innovating with EV charging  
Electrifying transport at guaranteed rates**

In 2020, we developed OVO Drive + Anytime, the UK's only "type-of-use" plan just for EV drivers. It offers an ultra-low price of 5p/kWh whenever members smart charge their car.

Members simply plug their vehicle into their Kaluza-powered smart charger and the platform works out when it's best to charge. Using live data on energy pricing, the weather, and local network constraints, Kaluza intelligently shifts EV charging away from peak times to dynamically capture the cheapest and greenest energy on the market. As well as this, we also began offering OVO members a discount on smart EV chargers.

**PUTTING TECH TO THE TEST: THE WORLD'S LARGEST DOMESTIC V2G TRIAL**



The shift from fossil fuels to renewables means we need to store renewable energy for when the wind's not blowing or the country just needs a bit of extra power. That's where car batteries come in.

Thanks to V2G charging, drivers can charge car batteries with renewable power and then export it back to the grid when demand for power is high. In our V2G trial, which concluded in 2020, we installed 330 V2G chargers (free of charge) at the homes of EV-owning members, turning their EVs into virtual power plants.

These innovative chargers work in combination with Kaluza's intelligent software platform, revealing the huge potential of V2G in enabling a zero carbon energy system.

**"Since joining the V2G trial and participating in the online forum, I've improved my understanding of how to cut my carbon footprint. As an energy-conscious customer driving low- and zero-emission vehicles for more than 13 years, it's an ideal match. I believe that by using renewable energy, reducing demand, intelligent controls, making my home more energy efficient, and offsetting the balance, I've almost achieved net zero – with due credit to OVO!"**

**Dheeraj Choudhary**  
OVO Energy member

**The highlights**

**Our V2G Export Credit paid 30p for every kWh of electricity exported – and saved members £420 on average.**

# OVO ENERGY MEMBERS SUPPORT THE GRID DURING SUPPLY CRUNCH

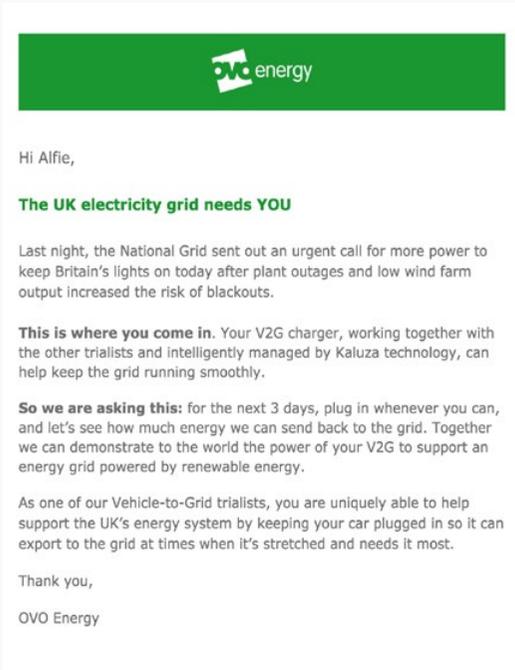
When things get tricky, our members step up. So when the National Grid warned about a potential electricity shortage, OVO Energy members used their V2G-connected EVs to help keep the lights on.

You can read more about this in our [press release](#).

On 3 November 2020, the National Grid issued a warning that it could struggle to meet the UK's electricity demand.



It was a warning reported in national news outlets such as *The Times* and *The Financial Times*. We knew that our amazing members with V2G technology could help, so we emailed them to ask...



OVO members rose to the challenge and sent stored energy back to the grid – sending us (and the *Shropshire Star*) pictures of their cars plugged in. Their efforts were recognised in the national press (*The Telegraph*).



### Optimising the grid

We need to be able to rely on intermittent renewables – for good. That’s why it’s important to match up energy demand with the peaks and troughs of supply. This calls for a smarter, more flexible, and more intelligent grid. A grid that’s fit for purpose, as hundreds of millions of homes switch to electric cars and low carbon electric heating.

By optimising OVO members’ devices, the intelligent software platform Kaluza is rising to that challenge. We partner with Kaluza to bring OVO members better service and innovative ways to shrink their carbon footprints. Not to mention ways for them to play an active role in keeping our grid healthy and getting it future-ready.

### We’re using Kaluza’s tech to connect OVO members to a more flexible grid

Kaluza has access to real-time energy supplies and weather data from local electricity grid operators. Using this information, it can trigger our members’ “connected” EVs, home batteries, and smart heating systems to charge at times when energy demand is lower – which is also when it’s cheapest and greenest (thanks to an abundance of renewables and lower wholesale energy prices). Great news for OVO members and the planet.

During 2020, OVO’s members were involved in a number of successful trials, proving that this technology has what it takes to create a resilient, flexible grid.



### A UK first: OVO members plug in to power up the grid in Lincolnshire

In the first trial of its kind, Kaluza’s platform connected our members’ EVs and other home batteries with network operator Western Power Distribution (WPD). By redistributing stored energy back to the local grid at times of peak demand, these devices helped balance the grid, reduce the risk of power outages, and maximise the use of renewables.

### Project SHIFT: using EV smart charging to stabilise the grid

We wanted to see how large-scale EV smart charging can cut costs for EV owners and the grid. So OVO members participated in a landmark trial led by regional grid operator UK Power Networks, which used Kaluza’s platform to intelligently manage 300 EV smart chargers.

Kaluza’s tech shifted charging times away from peak times, which is when the grid’s electricity is likely to be more carbon intensive (because fossil fuel power stations are fired up). It moved charging towards quieter times, when the grid is greener with renewables – and its energy cheaper too. This “time of use” charging will help the grid handle the pressure as more EVs are plugged in over the coming years.

**Winner of the BusinessGreen Award for Green Infrastructure Project in October 2020, the Smart Island Energy Systems (SMILE) project is one of the world’s biggest smart grid pilot schemes. As one of 19 partners from across Europe, we’re installing EV chargers and domestic storage heaters in Orkney.**

### Putting tech to the test: how V2G tackles grid volatility

The UK weather in spring 2020 was unusually hot and windy: good news for renewables and V2G chargers. By capturing surplus renewable power and sharing it back with the grid, our members with V2G helped ease the pressure on the network caused by our new lockdown energy demand patterns. In fact, we saw a 50% increase in energy being exported back to the grid in April, showing what a powerful grid-balancing tool V2G really is!

### Next steps

- We’re going to help develop low carbon electric heating that our members will want to buy.
- We’re also developing innovative products, services, and energy plans to encourage even more people to switch to EVs.



AIM 3

# FIGHT THE CLIMATE CRISIS



**Target**   
Advocate for greater action to address the climate crisis

**2020 performance**   
**88 advocacy actions** to call for greater climate action<sup>19</sup>

<sup>19</sup> Includes actions related to climate change and the energy transition, such as open letters, bilateral policy meetings, consultation responses, policy roundtables, policy briefings, OVO-commissioned research papers or reports, press comments, speaker engagements, or OVO-hosted events.

## What it means

When it comes to fighting the climate crisis, we need to use our voice. This means advocating for ever-greater action on climate issues. This aim is all about pushing for progress outside of OVO, by calling on the people who can make a difference: government, regulators, and businesses within the energy sector and beyond.

## Our 2020 progress

In 2020, we carried out a total of 88 actions of advocacy to call for change. We focused on building relationships, collaborating, and sharing our thinking in 3 key areas:

- Electrification of heat
- Supporting grid optimisation
- Carbon removals through nature

### Electrification of heat

Reaching our goal to make home energy net zero by 2030 relies on us making the switch from gas heating to electric heating systems.

We need to do this at scale and in a way that's fair and affordable. But government policy will determine how fast and how far we can roll out low carbon electric heating. So we're engaging with government departments and policy makers on this topic to offer them our industry perspective.

As well as talking to the government, we're working with other organisations and our fellow energy suppliers. We also joined the Green Finance Institute's Coalition for the Energy Efficiency of Buildings and the Heat Pump Association.



## IN SUPPORT OF HEAT PUMPS

We've analysed the pros and cons for different low carbon heating options. Our conclusion is that electrification, using technology like heat pumps, is the most viable solution for the transition to low carbon heat this decade. It's the readily available, proven solution for decarbonising heat. We've engaged closely with the government on the benefits of heat pumps to consumers and decarbonisation, and set out the policy changes needed to support the roll-out in homes.

For example, in October 2020, we engaged with Energy Minister, Kwasi Kwarteng MP, to share our research findings on the financial and carbon savings of electric heating. We hope that industry insights like these can help build the case for policies that will scale up heat pumps.

As part of its Ten Point Plan for a Green Industrial Revolution in December 2020, the government announced new plans to install 600,000 heat pumps a year by 2028.



## Supporting grid optimisation

Building the grid of the future will be a team effort. That's why we've been working with Ofgem and other energy industry players to call for a smarter system. To show how OVO Energy can reap the benefits of a smarter energy system, we held live demos for government officials, policy makers, and journalists using Kaluza's cloud-based energy platform.

## Supporting half-hourly smart meter readings

We carried on supporting Ofgem's important roll-out of the market-wide half-hourly settlement. With automatic, half-hourly smart meter readings, we can put people in control of their energy use, showing them the benefits of switching to smart appliances and helping them benefit from off-peak energy plans.

**Our open letter to Ofgem's CEO, written alongside 18 other energy organisations<sup>20</sup>, stated how £133 million could have been saved during the 2020 lockdown with a smarter, more flexible energy system and more consumers using EVs.**



## Carbon removals through nature

Planting trees is vital to help us remove carbon from the atmosphere and balance our emissions. To reach net zero by 2050, the UK needs to plant 30,000 hectares of trees every single year. But the last time this happened was back in 1989.

We're investing in nature as part of Plan Zero. In 2020, we built on our relationship with our I Dig Trees programme partner The Conservation Volunteers, as well as launching new partnerships with the Woodland Trust, Forest Carbon, Business for Nature, and Green Alliance.

To date, we've planted nearly 2 million trees but the UK needs more. So, in November 2020, we launched a public petition calling for a legally binding tree-planting target. We collected more than 10,000 signatures, showing just how important this is to the public (see [Mobilise a zero carbon community](#)).



As the government starts considering legislation for targets in the 2022 Environment Bill, we're calling for more nature restoration too.



## Leading climate conversation

As we face up to the world's greatest ever challenge, we have to share knowledge and collaborate at every opportunity. Our advocacy efforts are all about starting conversations, making sure issues are heard, and creating space for changemakers to come together.

Here are some ways we took part in industry initiatives to change policies and infrastructure, helping us reduce carbon emissions faster:

- We became a part of the EV100 campaign, which calls on the government to bring forward the ban on the sale of new fossil-fuel-powered vehicles by 10 years, to 2030.
- We actively participated in a range of regular meetings, working groups, and conversations with other energy suppliers and consumer groups, looking at how we can best support UK households to take part in a just, fair, and affordable transition to net zero.
- As an industry, we also worked on strategies to protect vulnerable customers from the costs of the net zero transition and support a green, post-pandemic economic recovery.

**We are proud to have been named Company of the Decade at the 2020 BusinessGreen Leaders Awards, which celebrate innovative businesses driving the green economy. We were also Highly Commended in 3 other categories: Leader of the Year (Stephen Fitzpatrick), Sustainability Executive of the Year (Kate Weinberg), and Net Zero Decarbonisation Strategy of the Year (Plan Zero).**

## Next steps

- We'll continue using our voice to help make real change happen.
- Our efforts will focus on speeding up the energy transition, and making sure it happens in a way that's fair for everyone.
- We'll keep on making the case for tree-planting and nature restoration done in the right way.

<sup>20</sup> The Association for Decentralised Energy, BEAMA, Caplor, Centrica, Eco2Solar, Electron, Energy Unlocked, E.ON, Flexitricity, Graham Oakes Ltd, geo, Kaluza, Moixa, Octopus Energy, OVO Energy, PassivSystems, Powervault, the REA, and the Solar Trade Association.



AIM 4

# BUILD THE LEADING PLACE TO WORK



**Target**



Be the leading place to work for people who will change the world

**2020 performance**



We embedded **Plan Zero** into our new People Strategy and culture

**7.2 Peakon<sup>21</sup>** engagement score

<sup>21</sup> We use Peakon to conduct our employee engagement survey. The Peakon platform gives real-time visibility into employee engagement, sentiment, and productivity, and converts feedback into meaningful insights that drive excellence and success.

## What it means

If we want to fight the climate crisis, it's clear we'll need to attract the best people to help us. And that means building a place of work where everyone feels they belong and can thrive.

## Our 2020 progress

2020 was the year we developed and implemented our People Strategy. We made sure it's not only fit for the modern world of work, but has Plan Zero at its heart too. In fact, we really embedded Plan Zero into the OVO culture and our ways of working, making sure everyone feels fired up about it, and knows how they can play a part.

### Our People Strategy: building a team to change the world

Our People Strategy is woven through the whole OVO experience. It defines how we'll discover, nurture, and advance the talent in all our people.

### Discovering world changers

Our Plan Zero ambitions are found in every job advert, offer letter, and interview confirmation, and all through the onboarding process too.

**We want to find brilliant people who believe in zero carbon living – just like we do.**

## Nurturing a zero carbon movement

Plan Zero is at the heart of our efforts to build a culture where everyone belongs. We keep the team up to date on how it's going with our Weekly Bites newsletter. The regular feature "Zero Heroes" celebrates people who've gone the extra mile for zero carbon living. And in September 2020 we ran our first-ever people engagement campaign, Plan Zero Week, giving everyone a chance to get involved.

### PLAN ZERO WEEK



Plan Zero Week included lectures, debates, forums, and classes ranging from vegan cooking to a discussion with the Mayor of Bristol.

It gave our team space and time to understand OVO's purpose. Everyone was given the opportunity to share ideas and explore what more they could do to contribute. The week included:

**4,191 ideas** shared

**752 photos** uploaded to celebrate moments of zero carbon living

**5 special editions** daily newsletters showcasing our Plan Zero actions

**9 inspirational Channel Zero talks** with zero carbon living experts

**16 innovative technology products** developed to support our Plan Zero aims during a 24-hour hackathon



### Advancing everyone's potential

In 2020, we supported everybody's development by:

- Launching our new My Performance framework, for more meaningful development conversations and flexible goal-setting
- Developing our new OVO Learn platform, which hosts all our training content, including our first-ever digital learning module for Plan Zero, helping everyone at OVO understand the basics of climate change

**83%**

of our people have completed our first Plan Zero digital learning module.

**95%**

said it encouraged them to talk more about climate change.

**“The best explanation of climate change I’ve heard. My takeaway was to actually take action. I’m already thinking about how I can make a difference in my local community – and I won’t be shy to come forward and have a conversation about how we address climate change.”**

### Supporting our people through change

2020 was tough. We worked hard to take care of our people through some of the most difficult times that OVO – and the modern world – has known.

#### Caring for everyone during Covid-19

When the pandemic hit, our priority was keeping our teams safe, and supporting those who were extremely clinically vulnerable or living with someone who was. We also furloughed 3,400 of our people who were unable to carry out their roles from home.

The pandemic accelerated our shift towards more flexible working, which we formalised in our OVO Way of Working in May 2020. Because when we say “flexible”, we really mean it – whether that’s where you’re working or the hours you’re doing it. We want our people to be able to find the right balance for them personally, between work and everything else that’s important in their lives.

Through the year, we also brought in other initiatives to help our teams:

- Family-friendly matched leave was introduced for people juggling school closures and working from home during lockdown
- All our people got 2 extra days of paid leave as a thank you for their hard work
- We ran lots of schemes to make people feel healthier and happier, including a pilot of OVO Unplugged – a scheme to create meeting-free time in our day

### Uniting 2 companies

When SSE Energy Services joined the OVO family, we grew 5-fold. So, we spent a lot of 2020 carefully creating the structure and teams to prepare OVO for the future. During the year, 2,600 people left OVO through voluntary redundancy. We took our responsibility to those people very seriously and helped them find new employment, giving them access to outplacement services, retraining funds, and a dedicated talent directory website.

As we integrated the businesses, we identified the best parts of each and brought them together in one new OVO culture. We created a network of 80 people to be our Change Navigators, to help us establish one set of systems and one way of working.



**OVO Belonging: inclusion and diversity**

A major part of our focus in 2020 was on the development of OVO Belonging, our inclusion and diversity strategy. We started by appointing leadership-level sponsors and making our recruitment policies more inclusive.

We also strengthened how we collect and track diversity data. And we measured our baseline through surveys, culture audits, listening sessions, and via our Glassdoor profile.

In our leadership team, over a third (36.5%) identified as women and 7.6% identified as Black, Asian, and minority ethnic (BAME). This compares to 42% women and 7% BAME across OVO. We know there's much more progress to make. So, in 2021, we'll set our sights on recruitment, education, and engagement. We'll keep striving to become a diverse and inclusive business and we'll track our progress regularly.

**In line with our POWERful Women pledge, we aim to increase the women in our tech community from 19% in 2020 to 25% by 2025.**

We also set up 8 belonging networks, led by our people for our people. These have become vibrant communities and are actively improving life at OVO.

Read our first-ever [Belonging Report](#) for information about inclusion and diversity at OVO.

**SPOTLIGHT ON OUR PRIDE NETWORK**

2020 was a year of real progress for our lesbian, gay, bisexual, transgender, and queer (LGBTQ+) inclusivity. We reviewed our internal systems and processes, trained over 225 managers on Creating an LGBTQ+ Inclusive Workplace, and gave 125 colleagues an Introduction to Trans Awareness.



We were honoured to receive the Proud Scotland Large Employer Award and to be shortlisted in 3 other categories.

**Next steps**

- We'll create a culture of belonging at OVO by educating and engaging our teams, improving diversity in recruitment, and improving our tracking data.
- We'll also review our People Offer and policies to be even more progressive, flexible, and in line with Plan Zero.





AIM 5

# DESERVE OUR CUSTOMERS' TRUST



**Target**

Be the UK's most trusted company

**2020 performance**

Net Promoter Score (NPS) of **21**

We developed a **5-pillar model** of trust that drives our NPS<sup>22</sup>

## What it means

We want to become the UK's zero carbon living partner in the home. To do that, our members, both today and in the future, will need to choose to work with us – when it comes to upgrading the energy technology in their homes and changing the ways they use energy. They won't choose to do this unless we have their trust. But energy remains one of the least-trusted sectors in the UK. People feel energy companies have often prioritised profit over service and this has negatively affected their relationship with suppliers.

## Our 2020 progress

Building trust is complex and takes time. In 2020, we developed a deeper understanding of what trust means to our members and created a 5-pillar model to define how trust can be improved in the future. We spent the year putting in place the right foundations, investing in customer service, and supporting members in vulnerable situations.

2020 also saw us making amends for where we've got things wrong in the past. We've worked hard to put things right and to make sure we don't make the same errors again.

## Making amends where we've fallen short

While OVO was founded to challenge the status quo, and set new standards for others to follow, we've not always got it right. In 2020, we worked hard to rectify past mistakes.

January 2020 – we paid £8.9 million into a redress fund for vulnerable customers after an Ofgem investigation found that, due to IT problems, we'd sent inaccurate information and overcharged some members.

**Our response** – we improved our processes and systems, and strengthened our regulation and governance structures.

August 2020 – we paid £1.2 million into the same fund. This was because SSE Energy Services missed its smart meter installation target in 2019, before joining the OVO family.

**Our response** – we significantly improved smart meter installation rates in 2020.

We've learned from these difficult lessons. We understand what went wrong, why it happened, and how we let our members down. And we've taken actions to make sure the same mistakes can't happen again.

## HOW DO WE MEASURE TRUST?



How well we perform in delivering the 5 pillars of trust affects how we are perceived. We use a number of metrics to measure member trust. These include:

- NPS
- Citizens Advice (CA) score
- Trustpilot scores
- Surveys to measure brand and corporate reputation – how consumers rate us as “a company I can trust” and if we provide “value for money”

In 2020, we set up a baseline NPS to track our progress against Plan Zero. Our score is 21 – an aggregate from across our retail brands – which we're satisfied with. We've challenged ourselves to improve this next year.

<sup>22</sup> NPS is worked out as a total percentage of promoters (those who say they'd recommend our brand) minus the total percentage of detractors (those who wouldn't recommend our brand), based on a survey of our members.



# 1. Perceived value

## Increasing perceived value with next-generation member engagement

To improve the value our members feel they get from us, we need to improve their experience – making the journey to zero carbon living more convenient and engaging.

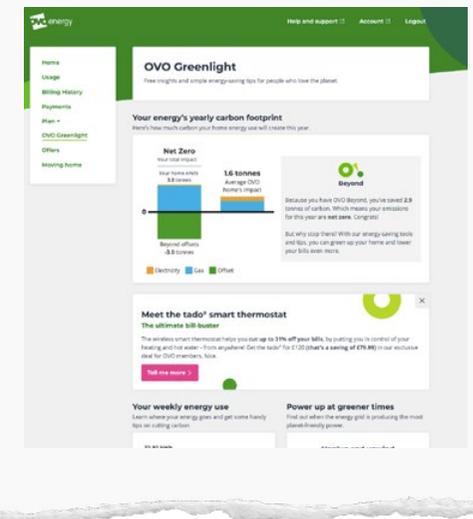
One way we're doing this is by transferring OVO members to Kaluza's intelligent energy platform. It's been built to give them a better digital experience and more accurate billing information.

# A BETTER EXPERIENCE FOR HALF A MILLION MEMBERS

In 2020, we had 4.2 million energy retail customers across 4 billing platforms, each with a different brand experience.

We've begun moving all our members onto a single platform: Kaluza. The intelligent software platform simplifies our operations and allows our support agents to help members faster. It's also better for members – they can access real-time energy insights that help them reduce bills and cut their carbon footprint.

By the end of 2020, the majority of OVO Energy members had moved onto Kaluza's platform. We've continued to transfer more of our members during 2021.



## A model to build trust

In 2020, we moved forward to establish a new approach to trust building within OVO. We developed a 5-pillar model to build trust:

- 1.

**Perceived value**
- 2.

**Customer service**
- 3.

**Supporting members in vulnerable situations**
- 4.

**Credibility as a zero carbon living partner**
- 5.

**Corporate reputation**



We chose the first **3 key pillars** as our immediate focus.

## 2. Customer service

### Investing in service, going above and beyond for members

When the pandemic hit, our members needed us more than ever. This is where our incredible OVO Care teams stepped up, delivering empathetic service at a time when they too had a lot to manage. Here's what we achieved:

- We introduced an interactive voice response messaging system to prioritise members in need
- We built and launched a cloud-based web chat system within 3 months, which now accounts for 15% of all incoming contact

- We offered new communication channels and reduced call wait times for our SSE Energy Services members

All this helped us help more people, and faster, especially on digital and online channels. These changes also dramatically improved service levels for our SSE Energy Services customers and lifted our brands' position in the CA rankings for "ease of contact".

## OVO CARE: GOING THE EXTRA MILE FOR OUR MEMBERS

Operative Steven Finlayson overcame cancelled flights, bad weather, and Covid-19 restrictions to sail to the remote Scottish island of Colonsay (population 124) in January 2021. His job? To restore power to a member who'd experienced power failure in the middle of winter in one of the coldest parts of the UK. Steven, we salute you.

In June 2020, our Cornish engineers Dave Johnson and John Noble took OVO's maiden voyage across the water to install the first ever OVO smart meters on the Isles of Scilly. Piling their tools and parts into backpacks, the intrepid duo had to leave their van behind to travel by ferry, foot, and at one point even a tractor!

Smart Energy Engineer Piotr Bzydyra went above and beyond for a member with meter issues, who was about to move house. Not only did he turn up 3 times to try and fix it, Piotr also went out on a Sunday to make sure everything was sorted before they said au revoir to their home. Absolute hero.



## 3. Supporting members in vulnerable situations

### Improving support for members in vulnerable situations

We're committed to finding ways to make sure the whole of society can live more sustainable lives. For Plan Zero to succeed, we need to bring everyone with us, including our most vulnerable members.

In 2020, we were a founding signatory to the Energy UK Vulnerability Commitment, a set of principles that go beyond existing regulations to support customers in vulnerable situations. We helped develop the commitment alongside other suppliers, consumer and charity groups, the energy regulator, and our own members – and incorporated it into our policy on Treating Customers Fairly and Vulnerability.

We also worked closely with charities and other organisations to help people in financial difficulty due to Covid-19. We strengthened our partnership with the charity StepChange, helping members access free and impartial debt management advice.

In addition, we're donating £205,000 annually for 3 years to StepChange, and we referred 2,578 members to the charity in 2020.

**We're committed to finding ways to make sure the whole of society can live more sustainable lives.**

### OVO Coronavirus Hardship Scheme

During the first wave of Covid-19, OVO helped members experiencing financial problems, making £50 million of support available. Members could apply for an emergency top-up credit or temporary reductions to their monthly payments. We've now incorporated these into our normal business processes as we continue to help members facing the economic impacts of the pandemic.

### Next steps

- We'll focus on delivering value by migrating more members to the next-generation Kaluza platform, giving all our members a better digital experience and access to energy insights.
- We'll collaborate with our partners to support members who need financial support because of the pandemic.



AIM 6

# MOBILISE A ZERO CARBON COMMUNITY



Target



Help our members halve their total carbon footprint

2020 performance



**60%** of OVO Energy customers surveyed agree that OVO is **committed** to helping customers reduce their carbon footprint<sup>23</sup>

**50%** maximum carbon footprint **reduction** or compensation enabled by OVO products and services<sup>24</sup>

## What it means

As a company, 99% of our carbon emissions come from the energy we sell to our customers. Home energy use makes up a whopping 28% of the average person's carbon footprint in the UK<sup>25</sup>. That's a bigger share than transport, food and drink, shopping, and holidays.

If we want to reduce our carbon footprint, we need to help all our members reduce theirs. That means educating, motivating, and empowering every member to start their journey towards zero carbon living – and it all begins at home.

## Our 2020 progress

In 2020, we mobilised our zero carbon community by focusing on 3 areas:

- Helping our members start the journey to reduce their carbon footprint
- Getting members involved through tree planting and nature restoration initiatives
- Building awareness of OVO as a partner for zero carbon living with new brand campaigns, helping people to understand how their home energy can help reduce their carbon footprint

## Helping our members reduce their carbon footprint

Our research shows that 75% of people are “very worried” or “quite worried” about environmental issues. We want to help our zero carbon community turn climate worries into carbon-cutting actions, starting at home. So, we made new products, tools, and offers available to help our members cut carbon:

- **Renewable electricity for every member:** in October 2020, OVO Energy started offering 100% renewable electricity as standard across all energy plans.
- **Extra carbon-cutting upgrades:** the OVO Beyond add-on gives members 15% green gas and compensates all lifecycle carbon emissions from their electricity and gas with carbon offsets – making their home energy footprint carbon neutral. The SSE Energy Services Go Green upgrade offers 100% renewable electricity, energy efficiency advice, and tree planting.
- **Energy advice with OVO Greenlight:** our free energy-saving tool gives members useful information about their energy use, plus handy tips to help cut their carbon emissions – and their bills.
- **Improving our EV offering:** we offer 5,000 free green miles and unlimited access to 7,000 charging points to new MINI Electric owners in the UK who switch to 100% renewable electricity through OVO's EV Everywhere plan. We also partnered with Mitsubishi to offer 10,000 miles of free, green power to customers who purchased a new Mitsubishi Outlander hybrid electric car.

<sup>23</sup> On behalf of OVO Energy, Ipsos MORI surveyed an online quota sample of 5,100 adults across Great Britain (England, Scotland and Wales) aged 18 and over, among those who are solely or jointly responsible for choosing an energy (electricity or gas) supplier. Within that audience 160 claimed to be OVO customers. The results above are among this audience. Surveys were conducted online between 28 September 2020 and 23 December 2020. Survey data were weighted at a total sample level on age, gender and Public Electricity Supply (PES) region to the known population proportions of this audience.

<sup>24</sup> Measured based on the potential reduction or compensation in an average UK individual's carbon footprint enabled by uptake of OVO products and services. In 2020 this was driven by OVO Beyond (which enables 28% of personal carbon footprint attributable to home energy use to be made carbon neutral, and a promotion combining our OVO EV Everywhere tariff with our MINI partnership (which together encouraged the switch from a petrol or diesel car to an EV run on a 100% renewable electricity plan, thereby enabling a 23% reduction in average personal carbon footprint).

<sup>25</sup> Based on analysis by the Carbon Trust, commissioned by OVO Energy (2020).

## Getting our members involved in tree planting

Helping our zero carbon community plant trees is a win-win-win for people, the environment, and the climate. Trees naturally absorb CO<sub>2</sub> as they grow, helping to slow down climate change. But they also offer other amazing benefits for biodiversity and communities.

**By the end of 2020, we had planted just under 2 million trees in the UK across our partnerships and brands.**



We've grown our investments in nature since 2015, when we first launched our I Dig Trees programme (in partnership with The Conservation Volunteers). We now plant a tree every year for each OVO Energy member and an extra 5 trees for members with our green energy add-on, OVO Beyond. We also plant 5 trees a year with Forest Carbon on behalf of each SSE Energy Services Go Green member. And we've been supporting campaigns like the Woodland Trust's Big Climate Fightback.

## CARBON OFFSETTING PROJECTS THROUGH OVO BEYOND

**On behalf of members with OVO Beyond, we offset more than 90,000 tCO<sub>2</sub>e in 2020 and started supporting 3 new carbon offsetting projects<sup>26</sup>.**

**Guatemala:** the Conservation Coast project protects the threatened rainforest habitat of 30 species of high conservation value, including jaguars and manatees. The carbon credits we buy help fund forest protection measures and support sustainable agroforestry, which creates additional income.

**China:** in Guizhou province, the Hezhang Rural Methane Digesters project builds domestic digesters fuelled by pig manure. Families use the biogas created for cooking, avoiding the need for coal as a fuel and preventing methane from being emitted into the atmosphere. The project has improved local air quality and created permanent jobs.

**Uganda:** the award-winning International Small Group and Tree Planting Program encourages groups of farmers to plant trees on unused land. In addition to sucking up carbon, the trees planted provide other benefits such as fruit, shade, and stabilising soils.



## Building awareness of OVO as a partner for zero carbon living in the home

We also showcased OVO as a brand of choice for climate-conscious people who want to go on the journey to zero carbon living in their home.

Over the year, we shared more content with more people about low carbon lifestyles and how we can fight climate change together. Readership of our OVO Energy blogs tripled. Three blogs alone – [120 ways to save](#)

[and conserve energy for a greener planet](#), [How to dry your clothes in a flash \(without a tumble dryer\)](#) and [What are the best energy-efficient heaters for your home?](#) – racked up a total of more than 12 million impressions.

We supported this messaging with major new brand campaigns. Our climate-focused The Home Front campaign aimed to empower everyday people to make the switch to renewable power by telling the story of how tackling the climate emergency starts at home. The campaign reached 67% of the UK adult population.

## THINK BEFORE YOU THANK

**At the end of 2019, we launched our Think Before You Thank PR campaign. This was designed to help people understand that even small changes can help make a difference to our collective carbon footprint. Our research showed that Brits send more than 64 million unnecessary emails, every single day, each with a small but measurable carbon footprint.**

If we all sent one less pointless email every day, the UK could save 16,433 tonnes of carbon a year. We created a simple Google plug-in, the Carbon Capper, which alerts users if they're about to send an email of fewer than 5 words, and checks if they really want to.

We also launched a simple "thanks in advance" email footer that our OVO team have on their email signatures. You can steal it if you like.

The campaign captured the imagination of the world, encouraging people to think about the little positive changes we can all make. It featured in 83 newspaper articles, blogs, and radio programmes throughout 2020 and was even referenced by the government ahead of COP26.

**CLIMATE CHANGE:  
Can sending fewer emails really save the planet?**

BBC News, November 2020



### Next steps

- We will build awareness of our OVO brand as the UK's zero carbon living partner for the home through our blogs, content, and campaigns. We want to be the top choice for people who want to drive carbon out of their home.
- We also plan to develop new product features for members who want to become more active participants in the energy system.



# CREATE VALUE FOR OUR COMMUNITIES

## 2020 performance

**54,828 people** reached through OVO Foundation projects

**2,086 tCO<sub>2</sub>e carbon emissions reduced** and/or avoided due to OVO Foundation funding

## A force for good

As part of our Plan Zero objectives, we strive to make OVO a force for good in our communities at home and abroad. The [OVO Foundation](#) (our charitable foundation) and our employee volunteering programme aim to give children and young people a greener, fairer future.

## Our 2020 progress

In 2020, we helped more than 50,000 people through our amazing initiatives in the UK – Climate Changers, Future Builders, and When I Grow Up – plus Project Jua in Kenya.



## Climate Changers

Launched in 2020, our £1 million Climate Changers programme will give 116,000 children and young people the knowledge, skills, and confidence to fight the climate crisis and strengthen their communities. Here's what we plan to do for the next 3 years:

- Work with Earthwatch to create 12 Tiny Forests in areas that need support. These small urban forests will absorb up to 7.2 tonnes of carbon, improve local air quality, support biodiversity, and give young people outdoor classrooms.
- Collaborate with Energy Sparks to teach children about energy. This will help 350 schools avoid 6,000 tonnes of carbon emissions by 2022 and save an estimated £1.9 million in energy costs.
- Support Action for Conservation to engage 2,500 children and young people in climate change and sustainability issues.

## Future Builders

For the last 5 years, our Future Builders project has taught young homeless people in the UK how to turn derelict houses into safe, affordable homes.

Despite Covid-19, we launched the programme in 2 new locations – Perth and Norfolk – working with local charities the Rock Trust and The Benjamin Foundation. Together with our existing partners 1625 Independent People (Bristol) and Roundabout (Sheffield), we supported 97 young people in 2020 and turned 5 properties into homes for young homeless people.

## FROM FUTURE BUILDERS TO UNIVERSITY

**At 18, Jake was sleeping on a friend's sofa in Bristol. Without a home, he couldn't finish his A-levels or go on to study business at university. Then he found Future Builders.**

With the help of our delivery partner 1625 Independent People, Jake got a place to live at under £50 per week, as well as access to mentoring, support with budgeting, and a bursary to pay for exam resits. Just having the space to talk and be listened to, without judgement, was also vital.

With a stable and affordable home, Jake passed his exams, got into university, and moved into student accommodation. Before he left Bristol, he spoke at 1625 Independent People's conference, inspiring attendees with how Future Builders had helped him. He's doing well in his studies and plans to start his own business when he graduates.

## When I Grow Up

We work with a number of educational charities that help parents of young children, focusing on improving language and literacy skills. Schools and nursery closures caused by Covid-19 were a problem, but we helped our charity partners move to digital and online learning wherever possible. They were still able to reach more than 300 families during this challenging time.



## Project Jua

Project Jua (Swahili for “sunshine”) brings Plan Zero to life in another part of the world. It has funded solar panels at education and healthcare facilities in rural Kenya since 2018. Despite Covid-19 restrictions, we still hit our target of reaching more than 300 schools and health clinics by the end of October 2020. This gave more than 25,000 people life-changing access to reliable, low carbon energy.



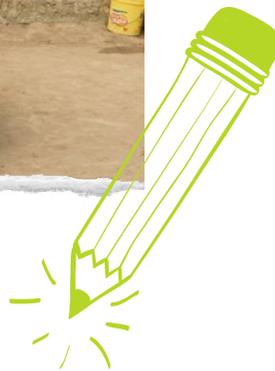
## Volunteering in our communities

In 2020, we relaunched OVO Gives Back, our employee volunteering and charitable giving scheme. To help communities #BuildBackBetter, we donated £120,000 to local charities supporting people most impacted by the pandemic – and tackling issues like food poverty, homelessness, and isolation.

While most of our normal volunteering programmes were on hold in 2020, we also set up a Coronavirus Volunteering programme so that more of our people could support their community services and the NHS.

**“Volunteering with Clean Up Bristol Harbour was a highlight of my year. We went out into the harbour, picking up rubbish and clearing the banks. All the volunteers were so enthusiastic, and it was so rewarding to make a visible improvement to the city in just a few hours.”**

**Sophie Hoffman**  
OVO Gives Back Champion





# STRENGTHEN OUR SUPPLY CHAIN

## Uniting our procurement teams

When we acquired SSE Energy Services, we combined the OVO and SSE Energy Services procurement teams, simplifying and strengthening sustainability in our supply chain. By making sure we buy from sustainable suppliers and educate existing suppliers on the importance of sustainability, we can get to zero carbon faster.

## Our 2020 progress

We focused on growing the role of sustainability throughout our supply chain. Over the year, we:

- Published the [OVO Supplier Code of Conduct](#) and began strongly encouraging suppliers to follow it as part of our contract negotiations
- Made sustainability a bigger factor when evaluating and selecting new suppliers – particularly for suppliers that carry a higher risk of negative environmental or social impacts<sup>27</sup>
- Published our [2020 Modern Slavery Statement](#) and developed plans for further assessing and managing modern slavery risks

## Sustainable Procurement Pledge

Robert Skidmore, OVO's Head of Procurement, signed the [Sustainable Procurement Pledge](#). This makes us part of a community of professionals focused on making sustainability central to their procurement process.

## There's still more to come

We know it's still early days and that we can play a much bigger part in influencing the environmental and social impacts in our supply chain. We're working with more suppliers that share our values to make our supply chain even more sustainable.

**“We’ll get to zero carbon faster if we work with others, and our supply chain provides a great opportunity to do that. In the procurement team, we’re playing our part in Plan Zero by making sure sustainability is at the heart of our supplier selection criteria and using our supplier ecosystem as a source of knowledge to drive best practice.”**

**Rob Skidmore**  
Head of Procurement



<sup>27</sup> These include outsourced business operations in countries considered to be higher risk for labour and human rights issues – upstream supply chain of materials in electronic equipment considered higher risk in terms of social and environmental issues.



# PROTECT HEALTH AND SAFETY

## 2020 performance

**0.10 total recordable injury rate**  
(per 100,000 hours worked)

**0.06 serious road traffic collision rate**  
(per million miles)

**0.04 high-potential incident rate**  
(per 100,000 hours worked)

## Keeping employees safe during Covid-19

During a time of massive upheaval and changing work practices, we've done everything we can to make health and safety a priority. We've made our workplaces and practices Covid-19 safe, and set up processes to handle self-isolation. When the pandemic first hit, we followed all government guidelines and moved our people home, reducing the risk of infection while still looking after their mental wellbeing.

## Our 2020 progress

When we acquired SSE Energy Services, we unified our health and safety standards. By focusing on one set of rules, we knew we could do a better job of protecting the health, safety, and wellbeing of all employees and members during that transition period.

## New internal structures

We also set up a new governance structure, including committees at both leadership and operational levels, to oversee performance, risk management, and compliance.

## New review programme

We're setting up a new safety review programme to make sure we're following the proper compliance rules and handling risks in key areas – including gas, electricity, asbestos, working at height, managing contractors, hazardous substances, and display screen equipment.

## Our injury record

There were 20 recordable injuries at OVO in 2020, mainly caused by slips, trips, falls, and minor muscle injuries. In addition, we recorded 1 serious road traffic collision, in which a third party collided with our vehicle, and 9 high-potential incidents, ranging from falls from height to electrical incidents.

## Understanding how and why accidents happen

We set up a Technical Safety Working Group with the goal of making accidents less common and less severe. If we understand why accidents are happening, we can prevent more serious ones from happening in future.

We plan to continue our work unifying the culture of safety at OVO and SSE Energy Services, and build a safety management system to prevent harm and reduce injuries.





# SAFEGUARD DATA AND PRIVACY

## One consistent approach to data

To better protect member data, we've spent the year crafting one consistent approach to protecting data and managing information security across OVO.

## Our 2020 progress

We have continued to strengthen our data protection and information security processes in a big way. It's a win-win for us, enabling us to meet our regulatory obligations while building the trust of our members.



## Data protection

After acquiring SSE Energy Services, we started streamlining processes across data protection, such as Data Protection Impact Assessments and data subject rights requests. We aligned our privacy notices for both members and employees, provided more self-serve advice (including training and guidance on key risks), and worked towards automated monitoring.

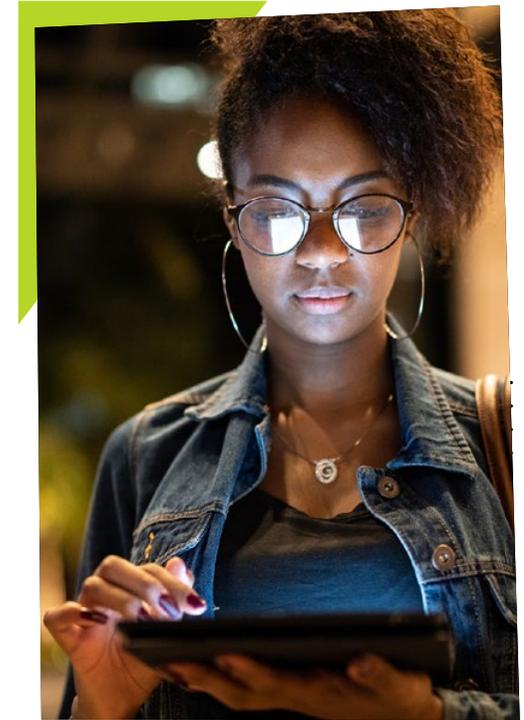
We also reviewed our plans for strategic-level data migration projects, including migrating member and employee data as part of the SSE Energy Services integration.

## Information security

During 2020, we brought together information security management teams, systems, and processes across the group. We released training videos on our online platform OVO Learn to give our people the knowledge they need to keep information secure. We've also reviewed our supply chain to understand and manage any information security risks.

## Creating a security roadmap

Our new security roadmap sets our priorities for the future. It builds on our information security audits in 2020 (including ISO 27001 and SEC), which helped us spot some room for improvement. We'll continue this work in 2021.



**We released training videos on our online platform OVO Learn to give our people the knowledge they need to keep information secure.**

# GOVERNANCE



## OVO as a force for good

The OVO Board of Directors believes that businesses can – and should – be a force for good in the world. It supports OVO’s purpose – to drive progress to zero carbon living – and it focuses our strategy to deliver on Plan Zero’s 2030 goals.

We believe the Board’s role is to create and preserve long-term value for our stakeholders, including our shareholders, employees, members, partners, communities, and the environment.

## Doing the right thing for OVO, people, and the planet

Our Board members are committed to doing the right thing for the business while making sure we’re hitting our ESG targets and getting closer to Plan Zero. This means directing OVO’s business in a way that:

- Tackles climate change and accelerates the switch to renewable energy
- Protects the safety, health, wellbeing, labour, and human rights of people across our business and value chain
- Promotes ethical, responsible, and legally compliant business practices
- Contributes to the UN Sustainable Development Goals

To make this happen, the Board will make sure that it has the right skills to tackle current and emerging ESG issues – and develop those skills through the right training and development.

## Governance and oversight of Plan Zero

In 2020, we established a Plan Zero Steering Committee to oversee our progress. Chaired by OVO’s CEO, the committee reported to the Board every quarter. But Plan Zero isn’t simply an add-on – it’s our business plan. So, in 2021, we integrated oversight of Plan Zero into OVO’s core business governance roles, structures, and processes.

Ethical business practice is one of the foundations for delivering Plan Zero. Our [Code of Conduct](#) sets out what we expect of each other at OVO. And we have a whistleblowing policy and mechanism in place so that people can speak out in confidence if they have any concerns.

## OUR BOARD

**Stephen Murphy (Chair)**

**Vincent Casey**

**Bill Castell**

**Stephen Fitzpatrick**

**Adrian Letts**

**Daniel Sasaki**

**Atsushi Suzuki**

# PLAN ZERO AND ESG DATA

| <b>ACHIEVE ZERO CARBON OPERATIONS</b>  | <b>2020 data</b>                               |
|--|--|
| Electric vehicles in group-wide fleet  | <b>8%</b>                                      |
| Energy productivity <sup>28*</sup>   | <b>110 £/kWh</b>                               |
| Total Scope 1 emissions*   | <b>7,125 tCO<sub>2</sub>e</b>                  |
| Total Scope 2 emissions (market based) <sup>29*</sup>  | <b>319 tCO<sub>2</sub>e</b>                    |
| Total operational emissions (Scope 1 and 2 emissions) <sup>29*Δ</sup>                                | <b>7,444 tCO<sub>2</sub>e<sup>Δ</sup></b>      |
| Total Scope 1 and 2 carbon emissions intensity relative to revenue <sup>29*</sup>                    | <b>1.67 tCO<sub>2</sub>e/£m</b>                |
| Total Scope 1 and 2 carbon emissions intensity relative to full-time equivalent (FTE) <sup>29*</sup> | <b>0.93 tCO<sub>2</sub>e/FTE</b>               |
| Total value chain emissions (Scope 3 emissions) <sup>30*Δ</sup>                                      | <b>11,645,643 tCO<sub>2</sub>e<sup>Δ</sup></b> |
| Total Scope 3 emissions intensity per customer <sup>30, 31*</sup>                                    | <b>2.6 tCO<sub>2</sub>e/customer</b>           |

| <b>LEAD THE TRANSITION TO A ZERO CARBON ENERGY SYSTEM</b> | <b>2020 data</b> |
|---|------------------|
| Homes optimised with smart meters                         | <b>343,000</b>   |
| Smart meters installed <sup>32</sup>                      | <b>619,000</b>   |

<sup>28</sup> Measured as revenue relative to energy consumption by our buildings and fleet operations.

<sup>29</sup> Our Scope 2 and 3 emissions are market-based emissions, calculated in line with GHG Protocol standards.

<sup>30</sup> Scope 3 emissions from fuel and energy-related activities and use of sold products (electricity and gas).

<sup>31</sup> Based on the average monthly number of energy retail customers in 2020

<sup>32</sup> Includes both electricity and gas smart meters.

\* Includes our UK and international businesses.

Δ PricewaterhouseCoopers LLP (PwC) was engaged to provide independent limited assurance over selected information in the Plan Zero report for the year ended 31 December 2020. Information that is within PwC's limited assurance scope is marked with the symbol Δ. See PwC's Assurance Statement at [www.ovo.com/sustainability-assurance-report/](http://www.ovo.com/sustainability-assurance-report/)

**FIGHT THE CLIMATE CRISIS** **2020 data**

|                                |           |
|--------------------------------|-----------|
| Advocacy actions <sup>33</sup> | <b>88</b> |
|--------------------------------|-----------|

**BUILD THE LEADING PLACE TO WORK** **2020 data**

|  |              |
|--|--------------|
| Peakon engagement score <sup>34</sup>                            | <b>7.2</b>   |
| OVO employees who identify as women                              | <b>42%</b>   |
| OVO leadership who identify as women                             | <b>36.5%</b> |
| OVO employees who identify as Black, Asian, and minority ethnic  | <b>7%</b>    |
| OVO leadership who identify as Black, Asian, and minority ethnic | <b>7.6%</b>  |

**DESERVE OUR CUSTOMERS' TRUST** **2020 data**

|                          |           |
|--------------------------|-----------|
| Net Promoter Score (NPS) | <b>21</b> |
|--------------------------|-----------|

**MOBILISE A ZERO CARBON COMMUNITY** **2020 data**

|   |            |
|---|------------|
| OVO Energy members who agree that OVO is committed to helping customers reduce their carbon footprint <sup>35</sup> | <b>60%</b> |
| Maximum carbon footprint reduction or compensation enabled by OVO products and services <sup>36*</sup>              | <b>50%</b> |

<sup>33</sup> Includes actions related to climate change and the energy transition, such as open letters, bilateral policy meetings, consultation responses, policy roundtables, policy briefings, OVO-commissioned research papers or reports, press comments, speaker engagements, or OVO-hosted events.

<sup>34</sup> We use Peakon to conduct our employee engagement survey. The Peakon platform gives real-time visibility into employee engagement, sentiment, and productivity, and converts feedback into meaningful insights that drive excellence and success.

<sup>35</sup> On behalf of OVO Energy, Ipsos MORI surveyed an online quota sample of 5,100 adults across Great Britain (England, Scotland and Wales) aged 18 and over, among those who are solely or jointly responsible for choosing an energy (electricity or gas) supplier. Within that audience 160 claimed to be OVO customers. The results above are among this audience. Surveys were conducted online between 28 September 2020 and 23 December 2020. Survey data were weighted at a total sample level on age, gender and Public Electricity Supply (PES) region to the known population proportions of this audience.

<sup>36</sup> Measured based on the potential reduction or compensation in an average UK individual's carbon footprint enabled by uptake of OVO products and services. In 2020 this was driven by: OVO Beyond (which enables 28% of personal carbon footprint attributable to home energy use to be made carbon neutral), and a promotion combining our OVO EV Everywhere tariff with our MINI partnership (which together encouraged the switch from a petrol or diesel car to an EV run on a 100% renewable electricity plan, thereby enabling a 23% reduction in average personal carbon footprint).

\* Includes our UK and international businesses.

| <b>CREATE VALUE FOR OUR COMMUNITIES</b>                               | <b>2020 data</b>              |
|---|-------------------------------|
| People reached through OVO Foundation projects                        | <b>54,828</b>                 |
| Carbon emissions reduced and/or avoided due to OVO Foundation funding | <b>2,086 tCO<sub>2</sub>e</b> |

| <b>PROTECT HEALTH AND SAFETY</b>                        | <b>2020 data</b> |
|---|------------------|
| Total recordable injury rate (per 100,000 hours worked) | <b>0.10</b>      |
| Serious road traffic collision rate (per million miles) | <b>0.06</b>      |
| High-potential incident rate (per 100,000 hours worked) | <b>0.04</b>      |

| <b>GOVERNANCE AND ECONOMIC</b>            | <b>2020 data</b> |
|---|------------------|
| Revenues*                                 | <b>£4,459m</b>   |
| Operational costs*                        | <b>£298m</b>     |
| Employee wages and benefits*              | <b>£232m</b>     |
| Payments to providers of capital*         | <b>£57m</b>      |
| Number of employees (FTE**) <sup>37</sup> | <b>8,000</b>     |
| Number of properties                      | <b>88</b>        |

<sup>37</sup> Average monthly FTE in 2020, rounded to nearest hundred.

\* Includes our UK and international businesses.

\*\* Includes international.

PLAN ZERO



We're really proud to have published our first Plan Zero progress report.

We've covered lots of ground since 2019, but there's still plenty of work to be done. If you have feedback after reading this – on the content or structure of this report – please email [sustainability@ovoenergy.com](mailto:sustainability@ovoenergy.com). We welcome any ideas that'll help us improve.



Plan Zero is printed on Revive Offset 100% recycled paper. This is recycled from 100% post-consumer waste to FSC standards and manufactured in accordance with ISO certified standards for environmental, quality and energy management, all whilst being carbon balanced. The litho printing process uses vegetable-based inks.



PLAN ZERO

