People and Planet

Supporting communities, our planet and each other.

Our People & Planet Plan was introduced in 2021 and consists of five Group-wide goals that accelerate action on issues that matter deeply to our business and society – from achieving net zero and creating the diverse and inclusive team we need to get there, to making a big difference in our local communities.

During 2024, we made meaningful progress against most of our goals but are behind on others. This is partly because transformation takes time and partly because recent years required us to refocus efforts on helping customers and communities through the energy crisis.

With the plans we have in place alongside our proactive approach to stakeholder engagement, we are confident that we will achieve our goals in the coming years. In doing so, we will help progress our Purpose to energise a greener, fairer future and contribute positively to the United Nations Sustainable Development Goals (SDGs).

Read more about our non-financial performance on pages 289 to 291 and at **centrica.com/performanceandreports**

"I'm incredibly proud of all we've achieved through our People & Planet Plan and beyond. Not only have we done more than any other energy supplier to help people through the energy crisis, but we're accelerating our pathway to net zero with our updated Climate Transition Plan. The road ahead will undoubtedly have its challenges, but I'm excited to be building a fairer future as we create a greener one.

Chris O'Shea, Group Chief Executive

Our People & Planet Plan

Supporting communities, our planet and each other

People

Supporting every colleague to be themselves to better serve our customers and communities.

We want to:

- Create an engaged team that reflects the full diversity of the communities we serve by 2030(1)
- Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by 2030 (2,000 apprentices by the end of 2025)

Planet

Supporting every customer to live more sustainably.

We want to:

- Help our customers be net zero by 2050 (28% greenhouse gas intensity reduction by the end of 2030)
- Be a net zero business by 2040 (50% greenhouse gas reduction by the end of 2032)

- Inspire colleagues to give 100,000 days to build inclusive communities by 2030 (35,000 days by the end of 2025)

Doing business responsibly

Underpinned by strong foundations to ensure we act fairly and ethically – from customer service to human rights

(1) All company and senior leaders to reflect latest 2021 Census data for working populations. This means 48% women, 18% ethnically diverse, 20% disability, 3% LGBTQ+ and 4% ex-service by 2030 (40% women, 16% ethnically diverse, 10% disability, 3% LGBTQ+ and 3% ex-service by the end of 2025).

People

Supporting every colleague to be themselves to better serve our customers and communities.

Goal 1

By 2030, we want to:
Create an engaged team that reflects the full diversity of the communities we serve, with all company and senior leaders to be 48% women, 18% ethnically diverse, 20% disability, 3% LGBTQ+ and 4% ex-service[(1)]

2024

Progress against goals:
On track Behind

	All company[(2)]	Senior leaders[(2)]
Women	31%	34%
– Excluding Field engineers	41%	31%
Ethnically diverse	16%	10%
Disability	6%	5%
LGBTQ+	4%	2%
Ex-service	2%	2%

(1) Aligns with latest 2021 Census data for working populations. We aim to be 40% women, 16% ethnically diverse, 10% disability, 3% LGBTQ+ and 3% ex-service by the end of 2025.
(2) Beyond gender, data is based on voluntary disclosure of 94% ethnic diversity, 51% disability, 59% LGBTQ+ and 4% ex-service. All company relates to everyone who works for Centrica. Senior leaders include colleagues above general management and spans senior leaders, the Centrica Leadership Team and the Board.

To deliver a greener, fairer future, we need a diverse mix of people, perspectives and skills, coupled with a culture where every colleague feels valued and able to achieve their full potential. This allows for different thoughts and ideas to come together and drive the energy transition forward in a way that leaves no one behind.

Towards this in 2021, our leadership team shared an open letter with colleagues that set out our plan for attracting, promoting and retaining more diverse talent. Since then, we have made steady progress with improvements across our goals of up to 6% since 2021 and 3% during 2024 (see page 289).

With better recruitment and retention practices providing an initial boost to many of our diversity goals in the early years, our progress continues to improve as we shift focus towards initiatives that build a more inclusive culture. We recognise that cultural change does, however, take time and we will need time to deliver systemic change across our business, sector, and society.

Boosting the representation of women in engineering is a particular challenge and focus area for us, given our large Field engineering team reflects the existing male-dominated market. This impacts our overall gender performance which would otherwise be on track. Meanwhile, growing disability representation and senior ethnic diversity are also areas for improvement.

We took decisive action in 2024 to grow a more inclusive team. This included:

- Further embedding tailored Diversity, Equity and Inclusion (DE&I) Action Plans and dashboards for each business, with progress reviewed quarterly to drive improvement and accountability;
- Launching new and improved campaigns like #EveryColleagueCounts and #ThisIsMe, to help every colleague feel valued, included and able to share who they are so that we can better support them and more accurately track progress towards our goals;

Wider gender breakdown[(3)]

	2024		2023	
	Women	**Men**	Women	Men
Board	**45% (5)**	**55% (6)**	42% (5)	58% (7)
Senior executives and direct reports	**32% (23)**	**68% (49)**	34% (27)	66% (52)
Senior leaders	**34% (149)**	**66% (289)**	32% (136)	68% (287)
All company	**31% (6,425)**	**69% (14,613)**	30% (6,221)	70% (14,398)

(3) Relates to everyone who works for Centrica. Total headcount differs from elsewhere in the report as Spirit Energy are not included above. See page 91 for more on Board diversity.

- Enabling opportunities for everyone to succeed by rolling-out training for all managers to empower themselves and their teams, providing targeted talent development programmes for colleagues from under-represented groups, and continuing to embed succession planning as well as diverse shortlists for senior leaders;
- Inspiring more women into engineering through our award-winning apprenticeship programme (see Goal 2) whilst cultivating a more supportive environment through education to improve workplace behaviour and strengthening mentoring alongside networking opportunities; and
- Launching a Great Minds programme that is helping to normalise and support neurodiverse colleagues through enhanced education and tools.

Through these activities and more (see pages 54 to 57), we've received external recognition. This includes earning a place in The Times Top 50 Employers for Gender Equality for the third year running.

In 2024, we'll continue to embed our DE&I Action Plans and grow inclusion and disclosure, with a particular focus on improving the representation of colleagues who are women, have a disability or are ethnically diverse.

I'm so pleased to now be a fully qualified engineer, which gives me a solid trade and security for my family. I love that British Gas actively target women to become engineers and I do whatever I can to help more women see it's a career they can do too."

Faye Lackey, Smart Energy Engineer

Goal 2

By 2030, we want to:
Recruit 3,500 apprentices and provide career development opportunities for under-represented groups (2,000 apprentices by the end of 2025)(1)

2024

Progress against goals:
On track Behind

Apprentices	1,537

(1) Base year 2021.

To provide the best service for our customers and achieve net zero, we need to create thousands of high-quality jobs. As a next step, we've committed to hire an apprentice every day this decade across a variety of roles – from engineering to customer service. This presents a significant opportunity to tap into the talent of under-represented groups to create a future that is greener and more inclusive.

In 2024, we welcomed 339 apprentices to our team. Cumulatively since 2021, this tallies to 1,537 apprentices. Despite having doubled our annual apprenticeship intake this year, our decision to slow recruitment and refocus efforts on providing operational stability during the energy crisis in 2023, means that we remain slightly behind where we had hoped to be.

2024 did, however, enable us to make positive progress in getting back on track with our goal whilst bringing more diverse talent into our business. Our progress against our ambition for women to make up 50% of our Field engineering apprentices, increased from 14% to 19% during 2023-24. This is much higher than the national gas engineer average of 0.3% women. We also continued to make steady progress via our Ex-Forces Pathway Programme. Against our rolling ambition of hiring 500 veterans, reservists, spouses and partners, we have now onboarded 389 people since it launched in 2022.

Thanks to our partnership with Team GB and ParalympicsGB, we have now extended the Pathway programme to include athletes.

In 2025, we look forward to onboarding more diverse talent. We will do this by continuing to break down stereotypes and promote greater inclusion through recruitment, marketing and volunteering campaigns for engineers and wider roles, as well as build a more inclusive team (see Goal 1).

Goal 3

By 2030, we want to:
Give 100,000 days to build inclusive communities (35,000 days by the end of 2025)(2)

2024

Progress against goals:
On track Behind

Days	31,639

(2) Base year 2019.

We channel the passion of our people to create inclusive communities, because this is the foundation for a more sustainable future. Volunteering not only strengthens connections with local communities but enhances skills and engagement, driving meaningful impact for everyone.

Since the goal was set, volunteering has become a big part of our culture with over a quarter of colleagues now being an active volunteer. This has helped volunteering go from strength-to-strength with colleagues donating 10,683, days during 2024 which is 37% more than the previous year. With cumulative progress reaching 31,639 days since 2019, we are firmly on track with our goal to give 100,000 days to local communities by the end of 2030.

One of the ways this has been achieved is through The Big Difference, our local community initiative that inspires colleagues to get involved in local causes they care deeply about – whether running energy support sessions at Post Office Pop-Ups for those struggling with their energy bills, or inspiring the next generation to make greener choices via our Get Set for Positive Energy schools programme via partnership with Team GB and ParalympicsGB.

There is a big step up needed to reach our 2030 goal. We will maintain momentum by continuing to expand volunteering opportunities and embed annual targets in team plans.

Alongside volunteering, we support communities with donations and fundraising in three key areas:

- Helping people with their energy today;
- Building a more sustainable energy future for tomorrow; and
- Making a big difference in our local communities every day.

Towards these causes, we invested nearly £602m in community contributions during 2024[(1)]. A substantial part of this spend goes towards helping customers and communities who struggle to pay their energy bills. With fuel poverty on the rise as energy and living costs have increased in recent years, support like this has never been more important.

That is why during the peak of the energy crisis in 2022-23, we voluntarily created our £140m energy support package. This has enabled us to continue to be there for the growing number of people who have needed a helping hand during 2024. The package of support is mainly distributed via British Gas for residential and business customers through initiatives like 'You Pay: We Pay' (see page 17), alongside dedicated charity partners like the British Gas Energy Trust in the UK as well as St. Vincent de Paul and the Money Advice and Budgeting Service in Ireland. Collaboration with charities like these, is key to ensuring support is provided in the heart of communities and reaches those with the greatest social need.

Our voluntary energy support package is on top of the hundreds of millions of pounds we spend on wider industry initiatives each year. These include initiatives to help people with their energy costs and emissions such as the Warm Home Discount and Energy Company Obligation (ECO).

We continue to engage with Ofgem on the ongoing investigation regarding the installation of prepayment meters under warrant.

Read more about our consumer and community support on pages 4 to 5

Some of the ways we made a difference during 2024

20 years

The British Gas Energy Trust marked its 20th year – during this time, the Trust has helped over 700,000 people facing fuel poverty by providing energy advice and grants directly and via the funding of more than 40 organisations like Citizens Advice and Scope, to ensure support for those who need it most.

£140m

Our energy support package for customers and communities, continues to be the largest voluntary support package ever provided by an energy company in the UK and Ireland, comprising of around £134m in the UK and €8m in Ireland.

9

New community organisations helped on their journey to net zero through our Energy for Tomorrow social impact fund, which has an annual budget of up to £600,000 and has supported 44 initiatives to date.

~800

Good causes supported via The Big Difference, our £2m local community fund which has helped a range of organisations – from hospices and food banks, to schools and conservation projects.

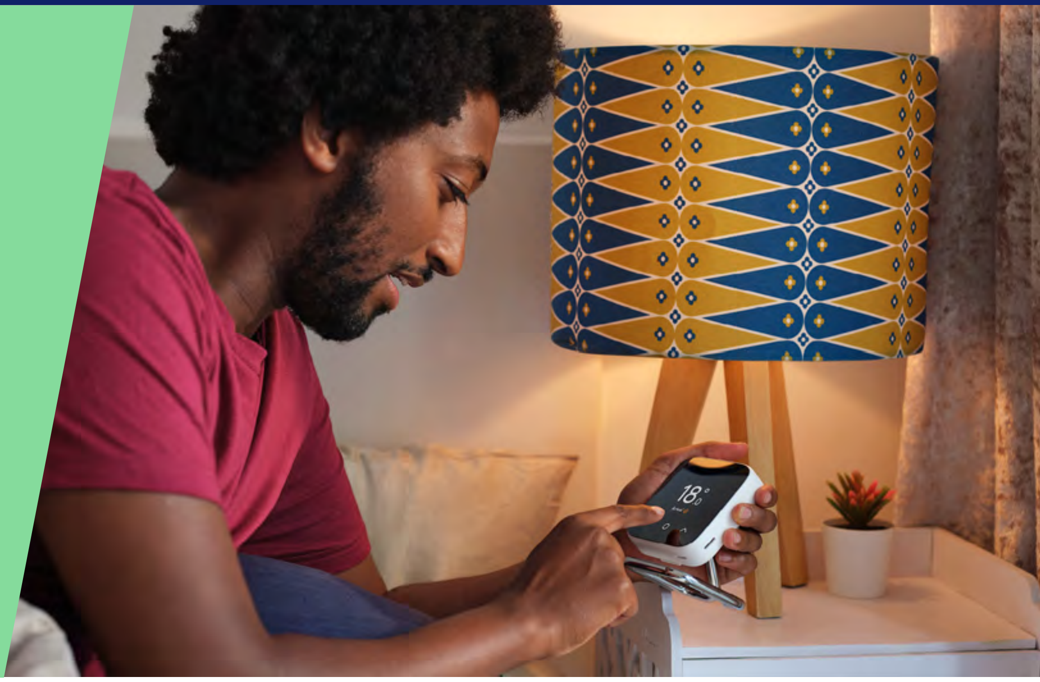
>€550,000

Donated as part of Bord Gáis Energy's €4.4m partnership with Focus Ireland, enabling more than 8,500 families at risk of or experiencing homelessness to be helped since 2015.

(1) Comprises £596.8m in mandatory and £1.4m in voluntary contributions to support vulnerable customers and communities which includes the Warm Home Discount and ECO amongst others, alongside £3.6m in charitable donations. See more on page 291.

Planet

Supporting every customer to live more sustainably.



Goal 4

By 2050, we want to:

Help our customers be net zero (28% greenhouse gas intensity reduction by the end of 2030)[1]

2024

Progress against goals:
On track Behind

Reduction	6%†

† Included in DNV's independent limited assurance report. See page289 or centrica.com/assurance for more.

(1) Net zero goal measures the greenhouse gas (GHG) intensity of our customers' energy use including electricity and gas with a 2019 base year of 182gCO_2e/kWh. Target is normalised to reflect acquisitions and divestments in line with changes in Group customer base. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by mid-century.

The biggest thing we can do to tackle climate change, is to help our customers transition to lower carbon and sustainable energy use. This is because around 90% of our total GHG emissions (Scope 1, 2 and 3), arise from the gas and electricity used by customers (Scope 3).

During 2024, our energy, services and solutions helped reduce the GHG intensity of our customers' energy use by 6% against the 2019 base year.

Savings achieved since 2019 were predominantly driven by our renewable and low carbon energy tariffs alongside energy efficiency and optimisation solutions like heat pumps and our Hive smart thermostats. Performance was down on the 9% reduction achieved last year[2]. This was largely as a result of the zero carbon content of our reported electricity fuel mix having dropped from 80% to 77%, although it remains much higher than the UK national average of 56%. We are slightly behind our goal glidepath but remain on track to achieve our mid and long-term net zero goals.

Customers were helped to decarbonise their power, heat and transport in many ways during the year. For example, we:

- Enabled a route-to-market for 16.7GW of renewable and flexible capacity under management – of this, around 80% is renewable and is enough to power 31m electric vehicles (EVs) on the road;
- Evolved market-leading capability to make low carbon technology more affordable and accessible having added solar to the range of solutions that can be optimised via the Hive home energy management system, whilst providing price and performance guarantees for heat pumps and EV charging. These initiatives support greater adoption, demonstrated by our cumulative sales reaching more than 6,000 heat pumps across the able to pay market and via ECO, alongside over 46,000 charging points sold; and
- Empowered more customers to cut carbon and cost by shifting energy use away from peak demand to reduce pressure on the grid – we now have almost 800,000 customers benefitting from the PeakSave in the UK.

"I'm mindful of the energy I use and the effect this has on the planet. This is a great way to reduce usage and save money at the same time. I feel I am doing my bit for the environment."

A customer signed up to PeakSave

450k homes

Equivalent annual emissions saved from our energy, services and solutions 2019-24.

(2) Restated due to availability of improved data.

To support our green and standard tariffs, we continued to purchase and trade energy certificates including Renewable Energy Guarantees of Origin and Nuclear Declarations. Whilst recent studies have highlighted the possibility that certificates do not sufficiently encourage the development of renewable or zero carbon power generation that is needed for net zero, we believe certificates have been crucial in developing and marketing new renewable and low carbon energy tariffs. After consulting with various stakeholders and evaluating their feedback, we have decided to maintain the purchase of certificates. We have developed an internal framework to ensure quality and value for customers. We will keep stakeholders up-to-date on any changes to our approach.

In the meantime as set out in our Climate Transition Plan (see page 73), we will continue to help customers reduce their emissions through energy efficiency and optimisation services alongside low carbon technologies and cleaner energy.

Goal 5

By 2040, we want to:

Be a net zero business (50% GHG reduction by the end of 2032)[(1)]

2024

Progress against goals: On track Behind

Reduction	18%

(1) Net zero goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary. Comprises emissions from all operated assets and activities including the shipping of Liquefied Natural Gas (LNG) alongside the retained Spirit Energy assets in the UK and the Netherlands. Non-operated nuclear emissions are excluded. Target is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,120,446mtCO_2e. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by 2040.

Since we launched this goal in 2021, our transition plans for major assets have progressed significantly as we work on strategies to decarbonise or repurpose them. Following publication of our updated Climate Transition Plan at the start of 2025, we have bought forward our net zero target from 2045 to 2040 – a whole decade ahead of the widely accepted point at which net zero must be achieved. To help us get there, we have likewise advanced our interim milestone to reduce our GHG emissions by 40% by the end of 2034, to 50% by the end of 2032.

Towards this in 2024, we achieved an 18% reduction in emissions against our 2019 base year, which is broadly on track with our goal. This was, however, down on the 21% reduction achieved in 2023 due to security of supply driving an increase in gas-fired power generation at our Whitegate power station and rapid-response peaking plants, alongside increased activity across our gas production and storage assets. Meanwhile, sustainable savings were secured via the gradual roll-out of our EV road fleet and across our property portfolio where lower occupancy was driven by FlexFirst. FlexFirst is our flexible approach to working which enables colleagues to choose when they want to work from home or come into the office.

Although we are currently on track with our glidepath for net zero, our journey there will not be a linear one. This is because as a leading supplier of energy in the UK and Ireland, we have a responsibility to ensure consumers have the energy they need. So as we invested in renewable and low carbon capacity during 2024, we also continued to invest in additional LNG and gas supplies, including the construction at two new 100MW peaking gas-fired power plants in Ireland alongside a 40MW peaking plant in Wales – all of which are expected to come online in 2025. Whilst these investments play a pivotal role in securing an affordable supply of energy to safeguard from geopolitical shocks and increased intermittency as more renewables come online, they mean that our own emissions will likely rise from 2025 before coming back down again from 2029.

With general consensus being that gas will be essential during the energy transition until at least the mid-2030s, our action is in line with what is needed, although it does make our pathway to net zero more complex in the short term. All of our gas peaking plants are, however, capable of running with hydrogen when it is available.

Alongside these activities, we will continue to drive emissions out of our wider business and identify opportunities wherever possible to support the adoption of lower carbon energy for customers via our Climate Transition Plan – from supplying renewable and zero carbon power in the UK and Ireland by 2030, to exploring the role Rough could play in becoming the world's leading hydrogen storage facility as we aim for net zero gas storage operations by 2035 (see page 73).

~70%

Our gross GHG emissions reduction over the last decade[(2)] – achieved by gradually pivoting away from a carbon intensive asset portfolio, to become an integrated energy company focused on investing in low carbon and transition infrastructure alongside services and solutions that energise a greener, fairer future.

>50%

Total investment in green activities planned between 2023-28 via our green-focused investment strategy – a big step up from less than 5% back in 2019.

-5 years

Accelerated our plan to be a net zero business by five years – we now expect to achieve net zero by the end of 2040 instead of 2045.

(2) Represents our gross reductions. This differs from our net zero goal which is normalised for acquisitions and divestments against the base year.

Our foundations

Our People & Planet Plan is underpinned by strong foundations to ensure we act fairly and ethically.

Customers

We have made meaningful progress in providing a stronger customer service. Continued investment in engineer training and contact centre roles alongside customer service systems, resulted in better customer outcomes compared to 2023. In British Gas Services & Solutions, improved reschedule rates helped contribute to Services Engineer Net Performance Score (NPS) rising by 2 points to +73 and complaints per customer falling by 12% to 5.3%. In British Gas Energy, the majority of residential customers have now been migrated to the new service platform, contributing to Residential energy Touchpoint NPS improving by 12 points to +29. Residential complaints per customer also reduced by 24% to 10.1%. Meanwhile in Bord Gáis Energy, continued focus on customer service has helped to almost halve the number of complaints per customer to 0.9% and double Journey NPS to +36. Reduced commodity prices and continued focus on delivering high levels of customer service in Centrica Business Solutions, additionally meant that energy supply complaints per site improved by 20% to 2.4%. This positively influenced our Energy Supply Touchpoint NPS, which rose 12 points to +37.

See more on pages 33 to 35

In recognition that energy bills remained a real worry for customers, we prioritised ongoing support during 2024. This included launching 'You Pay: We Pay' initiative which commits us to match energy payments from struggling customers, with funding from our £140m energy support package created during 2022-23.

See more on page 61

Colleagues

We want colleagues to feel safe, engaged and rewarded. Towards this in 2024, we experienced zero fatalities among our workforce whilst our total recordable injury frequency rate continued to improve by 25% to 0.63 per 200,000 hours worked (see page 39). We did, however, have one Tier 1 process safety event following a hydrocarbon release at Spirit Energy's Seven Seas well which thankfully resulted in no serious injuries. In 2025, we will continue to focus on keeping safety front-of-mind by reinforcing a strong safety culture, with a particular focus on preventing unplanned hydrocarbon releases and contractor management, as well as gas, electrical and road safety. Alongside physical health, we provide leading mental health and wellbeing support for colleagues. We ran all-employee campaigns that talked about the importance of mental health and wellbeing whilst encouraging proactive use of our support suite – from a company-funded benefit

healthcare plan for all and a wellbeing app, to our 120-strong network of mental health first aiders and a generous Colleague Support Foundation which provides money advice and grants to anyone struggling with the cost of living crisis. The Foundation has so far distributed around £150,000 to colleagues since it launched mid-2023. For the third year running, the investor group CCLA, ranked us as a UK leader for our approach and disclosure on mental health.

Focus was also maintained on fair reward practices – whether that's paying at least the Real Living Wage in the UK and upholding equal pay (see page 57), or working to reduce pay gaps. Our UK gender pay gap remains largely driven by more men working in higher paid jobs like engineering, and more women working in valued but lower paid roles like customer service. Our median gender pay gap improved by 1% to 13% during 2023-24. Likewise, our ethnicity pay gap which we publish voluntarily and is due to similar factors as the gender pay gap, improved by 4% to 7% median. We remain committed to reducing our pay gaps over time as we work to transform our business, sector and society (see pages 59 to 60).

Inclusive and proactive action like this, is important to colleague engagement. By the end of 2024, our engagement score improved by 0.4 points to 8.1 out of 10. Our goal was to achieve top quartile performance for our sector in 2024, and we achieved this. Gains were driven by our recognition and investment in colleagues as we seek to provide an inclusive and fulfilling place to work, alongside galvanising a stronger belief in our strategy and new Purpose.

With engagement being fundamental to our productivity and success, we want to maintain our current high engagement levels in 2025 by continuing to connect colleagues with our strategy and Purpose whilst creating an inspiring and inclusive workplace that empowers us all to go further and faster.

Communities and ethics

Our Code and Values set out the standards we expect for anyone who works for us or with us. Together, they enable us to operate with integrity and in a mutually beneficial way with our communities.

At the core of Our Code, is our commitment to uphold and protect human rights. Consequently, we take action to ensure colleagues and workers in our supply chain are safeguarded through activities like risk-based training and ongoing due diligence, alongside monitoring of supplier selection and renewal. If suppliers receive a high risk rating relating to the country where they operate or the products/services provided, we consider appropriate action which may involve conducting a third-party audit to better understand the level of risk. Where concerns are identified, we work with suppliers to raise standards. If suppliers cannot or will not improve, we may end the relationship and report any abuse. In 2024, we continued to ramp-up our audit programme by conducting 27 on-the-ground site inspections alongside remote worker surveys. The audits spanned workwear as well as the manufacturing of solar panels, battery systems, smart meters and wider electrical products across Cambodia, China, Greece, India, Morocco, Poland, Serbia, Turkey and the UK. Whilst we have not identified any specific instances of modern slavery, 191 improvement opportunities were agreed with suppliers to raise standards across labour as well as health and safety practices. The majority of actions have been completed with the remainder set to finalise during 2025. As part of our due diligence and monitoring across supplier selection and contract renewal, we also ensured compliance with sanctions on Russia.

Clear guidance on bribery and corruption is provided via Our Code. We prohibit any improper payments, including facilitation payments regardless of value or jurisdiction, and exchange gifts and hospitality responsibly by declaring them on a register. Anti-bribery training is also provided for higher risk roles and our Financial Crime team run third-party risk management screening. A register is used to record and manage potential or actual conflicts of interest.

During 2024, 99% of colleagues completed annual training on Our Code and confirmed they would uphold its principles. If anyone suspects Our Code is being contravened, a confidential 24/7 Speak Up phone and online helpline is provided. In 2024, 315 reports were received via Speak Up alongside 215 grievances raised directly with HR. This resulted in 2.33 reports of concern per 100 colleagues which is higher than the external benchmark of 1.57, demonstrating that colleagues feel safe to speak up. As with 2023, reports mainly related to interpersonal relations. Each report is investigated, with periodic monitoring by the Board and its Committees, including at the Audit and Risk Committee three times a year.

Read more about our Modern Slavery Statement at **centrica.com/modernslavery**

Environment

Beyond climate change, monitoring and managing our wider environmental impact is important. In 2024, our water consumption increased by 6% to 357,260m^3, due mainly to increased operation of Whitegate power station. Meanwhile, waste increased by 10% to 16,651 tonnes. This was largely due to the repurposing of our site at Brigg as we progress our plans for net zero (see page 71).

Non-Financial and Sustainability Information Statement

In line with the Non-Financial Reporting Directive and Companies Act 2006, we have set out where the relevant information we need to report against can be located.

This includes an explanation of the relevant Group policies which relate to the stated matters below, together with an overall summary of their effectiveness, including specific examples of how the policies are implemented alongside due diligence processes conducted and associated outcomes.

Reporting requirement	***Section***
Business model	**Business overview and Our strategic value drivers –** Pages 14 to 15 and 18 to 25
Reporting requirement and policy position Our Code sets out our position on key issues by providing a high-level summary of key policies that form the foundation for how we do business. Read more at **centrica.com/ourcode**	**Due diligence and outcome**
Colleagues Our policy states that we work collaboratively to create a workplace that has a respectful and inclusive culture whilst offering fair reward and recognition. We're also committed to working safely and provide proactive support to ensure colleagues' health and wellbeing.	• Chair's statement – Page 5 • Group Chief Executive's statement – Pages 8 and 10 • Our stakeholders – Page 12 • Our Principal Risks and uncertainties: Political, legal, regulatory or ethical intervention/compliance. People, Safety, Cyber and Operational asset integrity – Pages 45 and 48 to 51 • Group Chief People Officer's report – Pages 54 to 57 • People and Planet – Pages 59 to 61 and 64 to 65 • Key performance indicators (KPIs) – Pages 39, 59 to 61, 64 to 65 and 289 to 291
Environmental matters This policy sets out that we endeavour to understand, manage and reduce our environmental impact. Towards this, we will play our part in the transition to net zero.	• Chair's statement – Page 6 • Group Chief Executive's statement – Page 9 • Our stakeholders – Pages 12 to 13 • Business overview, Market trends and Our strategic value drivers – Pages 14 to 19, 21 and 23 to 25 • Business review – Pages 33 to 37 • Our Principal Risks and uncertainties: Energy market, Energy transition and Government intervention, Weather, Political, legal, regulatory or ethical intervention/compliance, Climate change, Customer, People and Operational asset integrity – Pages 41 to 42, 44 to 48 and 51 • People and Planet including TCFD – Pages 62 to 63, 65 and 67 to 77 • KPIs – Pages 33 to 38, 62 to 63, 65, 75 to 76, 289 and 291
Social matters Our policy states that we will treat all of our customers fairly. As part of this, we strive to provide services and solutions that meet their needs as well as care for customers who need extra support. We also want to make a big difference by helping to create more inclusive and sustainable communities. We partner with community and charity organisations on key issues and inspire colleagues to volunteer and fundraise.	• Chair's statement – Pages 4 to 5 • Group Chief Executive's statement – Pages 9 and 10 • Our stakeholders – Pages 12 to 13 • Business overview, Market trends and Our strategic value drivers – Pages 14 to 25 • Business review – Pages 33 to 35 • Our Principal Risks and uncertainties: Cost of living and fuel poverty, Technology adoption, Political, legal, regulatory or ethical intervention/compliance, Customer and Cyber – Pages 41 to 42, 45, 47 and 50 • People and Planet – Pages 60 to 65 • KPIs – Pages 33 to 35, 39, 60 to 65 and 289 to 291
Human rights Our commitment to human rights ensures that wherever we work in the world, we respect and uphold the fundamental human rights and freedoms of everyone who works for us or with us.	• Our stakeholders – Page 13 • Our Principal Risks and uncertainties: Political, legal, regulatory or ethical intervention/compliance and Safety – Pages 45 and 49 • People and Planet – Page 65 • KPIs – Pages 65 and 291
Anti-bribery and corruption Our policy commits us to working with integrity, within the laws and regulations of all the countries in which we operate and in accordance with recognised international standards. This includes not offering or accepting bribes or other corrupt practices. We will not tolerate any form of bribery or corruption from suppliers or others.	• Our Principal Risks and uncertainties: Political, legal, regulatory or ethical intervention/compliance – Page 45 • People and Planet – Page 65 • Based on materiality, KPIs specific to anti-bribery and corruption are not reported externally

Task Force on Climate-related Financial Disclosures

As an energy, services and solutions company, we have a pivotal role in helping our customers, communities and our business get to net zero.

It is therefore important that we robustly manage and report on the impacts, risks, opportunities and plans related to climate change across our business (see our Business overview on pages 14 to 15). That is why since 2020, we have structured our reporting around the recommendations set out in the Task Force on Climate-related Financial Disclosures (TCFD) (see page 77). We have achieved full compliance with TCFD since it was introduced as a reporting requirement in 2022 and every year thereafter, we have endeavoured to improve our disclosure against the reporting requirements. This ensures we stay aligned with evolving best practice and stakeholder expectations. We believe increased transparency via the TCFD drives greater insight and action, which is essential to advance net zero.

Governance

With our Purpose and strategy focused on energising a greener, fairer future, climate change is a key issue for the Board. From the top to the bottom of our business, governance is embedded across the full breadth of our activities with the Board supported in its duty to oversee climate-related matters via a series of Board-level and executive-level committees (see diagram on page 68). In 2024, climate matters were reviewed by the Board and its Committees at a number of meetings including at all three meetings of the Safety, Environment and Sustainability Committee (SESC) as well as via the Board Strategy and Shape Process.

The Board's effectiveness in overseeing climate change matters and undertaking regular related engagement with stakeholders like investors, government and regulators, is dependent on having the collective capability needed. To assess capability, the Board has 'climate change and sustainability' as one of the criteria used in the Skills Matrix, spanning climate science, climate risk and mitigation, alongside evolving stakeholder expectations.

Following a review in 2024, 60% of the Board were identified as having these competencies, which enables us to effectively govern climate matters (see pages 85 to 89). We will aim to build on the collective expertise of the Board in this area as the energy transition progresses. To nurture capability during the year, net zero was a core theme for the Board training programme. They underwent deep-dive sessions run by internal and external experts on issues including stakeholder expectations on climate change and emerging Environment, Social and Governance (ESG) regulation, as well as Centrica's refreshed Climate Transition Plan. Regular updates from management on progress against climate targets alongside related risks and opportunities tabled at Committee meetings, also helped to upskill the Board, SESC and wider Centrica Leadership Team.

Effectiveness in tackling climate change and furthering our journey to net zero, is incorporated in our remuneration scheme for Executive Directors and wider colleagues (see pages 116 to 147). Climate change targets and Climate Ambitions are one of 14 key performance indicators included, with a combined weight of 37.5% in determining awards.

Remuneration is managed via two schemes:

- The Annual Incentive Plan (AIP) which has targets and weightings allocated annually by the Remuneration Committee; and
- The Restricted Share Plan (RSP) which has a three-year vesting period and a two-year holding period, with the Committee making decisions on targets and performance subject to a performance underpin. This ensures consideration of matters such as sanctions, fines and/or a major incident alongside the overall progress achieved against in scope KPIs. The first vesting period is due at the end of 2024.

Listing rule compliance

We have complied with the requirements of UKLR 6.6.6R, by including climate-related financial disclosures that are consistent with the four TCFD pillars and the 11 recommended disclosures that are set out on page 77.

Our climate-related financial disclosures additionally comply with the requirements of the Companies Act 2006, as amended by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Our approach to governance and disclosure is strongly influenced by the materiality of ESG matters which includes climate change. To understand what's important and what's not, we assess the impact of these issues on our stakeholders and our business. This involves undertaking research, engagement and applying our TCFD financial materiality thresholds. Through identification of our material issues in this way together with associated laws and regulations, management teams can ensure the necessary processes are in place to effectively measure, manage, mitigate and disclose. We know stakeholder expectations and the regulatory landscape continuously evolves, so we remain agile and adjust our approach accordingly.

A diagram of our climate governance

The Board

Has ultimate responsibility for climate change and delegates authority to its Committees

- Sets strategy for People and Planet matters
- Reviews strategic and financial planning to ensure integration of climate considerations in the transition to net zero
- Oversees progress against climate targets and ambitions whilst ensuring related risks and opportunities are effectively managed
- Approves annual reporting

- Chaired by Scott Wheway until Kevin O'Byrne took on the responsibility in mid-December 2024, with attendance including the Group Chief Executive who has overall accountability for climate change and regularly attends Committee meetings and chairs the Centrica Leadership Team meetings

Read more on pages 80 to 99

Challenge ↓ Report ↑

Board Committees

Provide challenge and reviews updates from senior leaders, with outputs shared with the Board

Safety, Environment and Sustainability Committee (SESC)

- Meets three times a year and is primarily responsible for supporting the Board in overseeing climate change
- Assesses and approves proposals relating to net zero whilst monitoring progress on net zero targets, ambitions, risks and opportunities
- Reviews annual reporting and associated requirements like TCFD and CSRD
- Monitors stakeholder views including those on climate change
- Chaired by Heidi Mottram, Independent Non-Executive Director

Audit and Risk Committee (ARC)

- Meets quarterly
- Reviews mitigations related to Principal Risks, including those related to climate change
- Oversees and informs Group audits, financial statements and non-financial disclosures
- Chaired by Nathan Bostock, Independent Non-Executive Director

Remuneration Committee

- Meets four times a year
- Ensures Executive Directors are appropriately rewarded, with progress against the Climate Transition Plan considered as part of remuneration arrangements
- Chaired by Carol Arrowsmith, Independent Non-Executive Director

Nominations Committee

- Typically meets three times a year
- Ensures the Board and its Committees, have the appropriate balance of skills, knowledge and experience including on climate change, to effectively lead the Company
- Chaired by Kevin O'Byrne, Chair of the Company

Read more on pages 100 to 147

Challenge ↓ Report ↑

Centrica Leadership Team (CLT)

Ensure ongoing oversight and challenge on climate strategy

As frequently as needed at the 11 meetings held each year which are chaired by the Group Chief Executive, the CLT monitors, assesses and informs progress and plans relating to net zero targets and ambitions as well as Principal Risks and opportunities.

At meetings of the Centrica Investment Committee, a sub-committee of the CLT, investment opportunities are reviewed with regard to the impact they may have on delivering net zero.

Challenge ↓ Report ↑

Sub-groups

Support leadership on integrating climate change into strategy

TCFD working group

Ongoing engagement led by Group Environment alongside Strategy, Risk, Finance and Reward, to fulfil mandated reporting requirements and embed climate strategy Group-wide[(1)]

Group Enterprise Risk and Controls Review

Chaired by the Group Chief Risk Officer with business unit Managing Directors and Chief Financial Officers in attendance, they review Priority Risks and opportunities alongside controls quarterly

Read more on pages 40 to 53

Challenge ↓ Report ↑

Business units

Follow and provide feedback on climate strategy

Managers and teams

Operationalise climate change considerations in line with Group strategy

Risk owners

Identify, assess and mitigate climate risks and opportunities

(1) Group Head of Environment develops and socialises climate change strategy and progress, whilst co-ordinating and influencing related activities. Director of Group Corporate Business Strategy embeds climate change into our strategic planning and investment frameworks. Group Programme Director for Enterprise Risk Management (ERM) integrates climate risk and opportunities into the ERM Framework. The Head of Accounting, Reporting and Tax supports the business to understand the financial impacts of net zero. The Director of Reward and Benefits integrates ESG targets into remuneration frameworks.

Strategy

In line with best practice, we usually conduct a full update on our scenario analysis every three years, unless there has been a material change to our business. As no material changes arose during 2024, our 2022 assessment remains fit for purpose for another year until the assessment is re-run in 2025. We did, however, make some updates to the assessment in both 2023 and 2024, which are accordingly outlined in our disclosure.

In our existing assessment, we tested our strategic resilience to climate change using ten independent climate scenarios. The scenarios are most relevant to national climate targets, as well as our business and the key markets in which we operate across the UK and Ireland.

As a next step, we used our in-house scenario analysis model to assess the various plausible pathways relating to global warming ranging from between 1.5°C to 4°C(1), together with the potential positive and negative impact of each on our key areas of business which takes into account the technological dependencies of each scenario, together with our organisational dependencies and our ability to adjust operations to meet demand. Our model then projects impact on our services, solutions and assets based on the relevant external scenario, whilst maintaining our market share and unit margin at a consistent level. This allows for calculation of the potential growth or shrinkage of gross margin (GM) at a Group and business level out to 2050 - the widely accepted date at which the world should meet net zero.

Acknowledging the passage of time since our first publication, we updated our short, medium and long-term time horizon intervals in 2024. We rolled forward our short and medium time horizon intervals by one year to 2029 and 2039, whilst keeping 2050 static. These time horizons align better with our latest strategic business plan, our updated Climate Transition Plan and our associated net zero targets, whilst also encompassing the expected lifetime of the vast majority of our assets and the materialisation of key potential transitional risks and opportunities.

As we continue to shift our reported timeframes further out whilst keeping our base year static, our analysis naturally shows a greater impact as the scenarios accelerate towards achieving net zero by 2050. For example, as time progresses we see a more material opportunity for the growth of renewable energy, with solar and battery markets expected to be more established by 2029 in a 1.5°C world.

We do, however, recognise that scenarios extending this far out into the future are subject to significant uncertainties and carry material dependencies, which should be considered when reviewing insights. Other critical assumptions such as policy and technology pathways, remain aligned with the independent scenarios used for the analysis.

Scenarios used:

- **Transitional impacts –** Assessed using four different scenarios from the National Grid Future Energy Scenarios, where assumptions on energy demand, production and use cases are adjusted out to 2050. This enables more detailed modelling of potential impacts in the UK and Ireland at the individual product and commodity level, based on the level of demand for different types of fuel like hydrogen adoption or the scale-up of different types of technologies like EVs. We adapt the scenarios for the context in Ireland to reflect key differences like off-grid consumers making up a bigger proportion of customers.
- **Physical impacts –** Assessed using three different scenarios based on the Intergovernmental Panel on Climate Change Representative Concentration Pathways. The scenarios allow physical climate attributes to be modelled, such as temperature and sea level rise as well as flooding and extreme weather, across differing average temperature rises resulting from varying radiative forces.
- **Asset impairment –** Assessed using the International Energy Agency Net Zero Emissions scenario and Aurora Net Zero Mixed & High Renewable Energy Share scenarios, which model 1.5˚C pathways to net zero for the energy sector. This allows us to model the potential impact on global and regional demand for different energy sources in response to different drivers, including carbon pricing. In turn, this affects commodity prices and the potential implications for the valuation of gas and power assets.

Net financial benefit

Our modelling suggests an overall net financial benefit for Centrica across all climate scenarios assessed.

The outcome of our scenario analysis (see page 72), revealed that across the various scenarios, we are well-placed to mitigate the risks and seize the opportunities presented by climate change. For example, if global temperature increase is limited to 1.5°C, we project a net positive financial impact ranging from 5% to over 10% compared to our GM. And should temperature rise be limited to 2°C, our analysis reveals a net financial gain of more than 10% against our GM.

This is attributed to our unique position as an integrated energy company, with leading roles at every stage of the energy value chain. As part of this, our business model has been designed for resilience, enabling us to adapt to the evolving demands of the energy transition regardless of the pace of change. However, in any given scenario, the potential for risks to manifest is subject to uncertainty, as are the opportunities and our ability to pivot and capitalise on them.

Looking at our findings, we can identify which parts of our business are potentially exposed to which types of risks and opportunities. These risks and opportunities typically span those that are transitional or physical. The potential transitional risks and opportunities facing our business include those relating to policy and regulatory changes. These risks and opportunities vary in impact, ranging from 'low' to 'high' in significance over the longer term.

(1) Climate scenario global warming measured out to 2100.

The key transitional risks for British Gas and Bord Gáis Energy relate to the gradual phase-out of natural gas in heating. Although gas remains an essential transition fuel until the mid-term, its phase-out could stimulate a shift in the range of energy, services and solutions offered to customers. In the short term, however, the most recent external scenarios suggest a more gradual phase-out than previously imagined, which limits risk.

We are confident that we will be able to pursue the opportunities created by the energy transition. This is because we believe we have the necessary systems and capabilities needed to transition from the trading and sale of gas and electricity today, to the trading and sale of electricity and hydrogen tomorrow.

Towards this, we have already enhanced our strategic resilience by structurally altering our business model to establish leading market positions in low carbon solutions. This includes launching an internal business unit in 2023 called New Business and Net Zero, which is dedicated to delivering low carbon offerings to residential customers that will drive carbon reductions and cost savings like heat pump price and performance guarantees, alongside flexible time-of-use tariffs (see page 62). In 2024 we also launched a new internal business unit called Centrica Power, to develop a comprehensive power strategy that will support the energy transition through its heightened focus on building a portfolio of flexible and low carbon power solutions. Previously managed within other business units, this new structure allows for greater focus and funding to capitalise on the significant opportunities within the power sector which our scenario analysis highlights. Meanwhile, Centrica Business Solutions was created several years ago to specialise in providing bespoke net zero action plans for large-scale energy users and encouraging their adoption of low carbon solutions, whilst offering some fossil-based solutions at the same time.

We have also started to evolve the skills of our market-leading engineering team. Although our engineers are largely focused on installing gas heating solutions today, they can be upskilled to deliver new services and solutions via our award-winning network of training academies which have capacity to train over 500 people a day. And by 2030, it's our ambition to have 3,000 engineers in the UK and Ireland equipped with green skills. This will enable us to meet the expected rise in demand for low carbon services and solutions whilst maintaining existing needs as the transition deepens.

Most of our modelled opportunities are in areas where we have a strong market presence and relatively mature technologies, such as EVs, heat pumps, solar and battery storage. We are continuously evolving to ensure we can capitalise on these opportunities.

Clean hydrogen for heating is the only high-impact opportunity we have identified that relies on emerging technology, and may consequently be harder to harness. We have therefore taken proactive action to invest in hydrogen research and development opportunities – from securing a 5% minority stake in HiiROC and working with them to blend hydrogen at our Brigg energy park in a first-of-its kind trial in the UK, to exploring the transformation of Rough storage facility to become the biggest hydrogen store in the world whilst enabling fuel switching to hydrogen at our Easington Terminal.

Our scenario analysis also reviewed physical risks. These spanned risks relating to extreme weather such as increased wave height or chronic physical risks like those associated with longer-term shifts in climate patterns, which can lead to sea level rise or sustained heatwaves. Across both types of risk, focus centred on our energy assets in Centrica Business Solutions, Centrica Energy Storage+ and Spirit Energy. This is because the type of activities undertaken at assets, are generally more vulnerable to physical risks. In 2024, we refreshed our sea level analysis to reflect changes in the UK Met Office scenarios. We found minimal changes in the output which showed that due to the substantial height of our platforms, the risk remains minimal, even in the more extreme scenarios. No new sites or assets were added to our portfolio in 2024 so the analysis from prior year remained valid.

Overall, our analysis showed that our exposure to physical acute risks are 'low' in significance in both the near and longer term. Similar to 2023, our only potential 'medium' risk arose from a physical chronic risk, in which a rise in mean temperature with an extreme >4°C warming future by 2050, reduced energy demand for heating. This risk would, however, be partially offset by an increase in cooling demand. In doing so, many of the transitional risks are countered to provide a natural hedge for the Group.

Risk of asset impairment was refreshed in 2024 with analysis based on average price forecasts aligned with a 1.5°C scenario. Our most exposed assets were our gas production fields as well as our investment in nuclear. The impact on the value of our gas assets was relatively 'low' due to both existing impairment headroom and because the majority of fields are expected to have produced most of their reserves within the next five years. Our nuclear investment would be further impaired by around £97m given baseload power price scenarios slightly exceed net zero price forecasts (see note 7 to the financial statements). More detail on how the Directors considered the impact of climate risk and opportunities on the wider financial reporting judgements and estimates, are in note 3 to the financial statements.

We additionally see our supply chain risk as 'low' and effectively managed through ongoing dialogue with suppliers, defined hedging strategies and collaboration with counterparties. In 2023, we ran a targeted engagement campaign to better understand our supply chain risk exposure[1]. We found that the majority of our strategic and critical suppliers who responded, assessed their risk with many having resilience plans and utilising sophisticated scenario analysis.

As the energy transition progresses, all modelled scenarios involve significant disruption to our markets. We will therefore need to adapt to changes as they occur. Our assessment of the capital expenditure required to manage potential risks and opportunities, remains in line with our current plans and balance sheet.

Through the process, numerous opportunities for capital investment into new and existing assets and technologies have been identified. Through our green-focused investment strategy for instance, we aim to build investment to £600-800m per year between 2023-28, with over 50% of capital expenditure going into green projects. This is a big

(1) We surveyed our strategic and critical suppliers, who are long-term providers of essential goods and services, as well as some core suppliers. We received a 30% response rate. Of those who responded, 80% assessed their risk exposure with 60% using scenario analysis. One company reported a risk of disruption due to climate risk.

step up from less than 5% investment back in 2019, which reflects our commitment to move at pace in aligning our business model to net zero.

Action like this is critical to help meet our net zero targets and climate ambitions, including exploring longer-term optionality at assets for hydrogen storage and carbon capture and storage.

Our assessment of how climate-related issues may affect our business, is fully integrated into our annual strategic and financial planning process at a business unit and Group level. This process underpins how we are transitioning the Company towards a lower carbon future and helps shape critical decisions on energy, services and solutions. For example, growth plans for key opportunities are identified, with metrics and targets to determine whether performance is on track.

Furthermore, to deliver on our green finance climate ambition and ensure our investments are aligned with our long-term emissions reduction targets, we have developed and implemented a net zero guardrail for investment decisions. The Group Head of Environment is a member of the Centrica Investment Committee, and ahead of any financial investment decision, the Group Environment team reviews each proposal for potential impact. Where needed, investment propositions are escalated for a further net zero assessment which includes reviewing potential GHG emissions, the contribution of the investment towards system-wide decarbonisation, and categorisation as a 'green' investment according to our company framework.

An internal carbon price is also used to guide commercial decisions that support our Climate Transition Plan (see page 73).

Read more about our financial planning process in our CDP disclosure at **centrica.com/cdp24** and our Climate Transition Plan at **centrica.com/climatetransition**

Examples of how we progressed opportunities for a greener, fairer future during 2024

X2

Construction of a hydrogen-ready gas peaking plant got underway at Brigg energy park which will double capacity with fast response power assets totalling 100MW – capable of meeting the demand of 200,000 homes when supply from renewable generation is low. A 50MW battery store was also commissioned and is now generating revenue. Our longer-term ambition is for Brigg to become a commercial-scale hydrogen production site using HiiROC technology.

Swyft Energy

Kick-started the acquisition of leading solar PV provider to empower Bord Gáis Energy to deliver their target of 10,000 solar installations over the next five years across residential, commercial and agricultural sectors – this will enable customers to cut their electricity bills by 50-70% on average.

82MW

Delivered two battery energy storage solution projects in Belgium and commenced construction of two more in Sweden. These investments totalling 82MW alongside others, provide grid flexibility and ancillary services across the electricity market– deals like this strengthen our position as a leading provider of flexible energy solutions across Europe.

£2bn

Reviewed our position on Rough and we stand ready to invest up to £2bn to convert it into the world's largest storage facility subject to securing the necessary regulatory framework – we believe Rough is key to a sustainable energy transition and has potential to reduce energy costs by an additional £1bn per year by 2050.

Summary of our most material risks and opportunities[1]

Impact on gross margin (GM)

0-5% (low)	5-10% (medium)	>10% (high)

Climate-related trend and category	Potential impact		Potential GM impact in the year 2029	2039	2050	Strategic response and resilience
Transition away from fossil fuelled heating (TCFD category: Transition – Policy, Markets and Technology)	**Risk:** Reduced GM from the sale and servicing of natural gas residential boilers and commercial combined heat and power (CHP) units	>2° C	low	low	medium	• Strategic aim to grow market share in heating installation and remain the market leader in heating solutions in the UK and Ireland • Installation of hydrogen-ready boilers and CHP
		1.5° C	low	high	high	
Growth in low carbon heating market (TCFD category: Transition – Policy, Markets and Technology)	**Opportunity:** Increased sales and servicing of electric and hydrogen fuelled heating systems, alongside associated opportunities in fabric upgrade including insulation	>2° C	low	medium	medium	• Heat pump business is ring-fenced within the New Business and Net Zero division, targeting 20,000 sales per year by 2030 with plans for further expansion • Insulation and retrofit opportunities pursued including via ECO
		1.5° C	medium	high	high	
Transition away from natural gas and energy efficiency (TCFD category: Transition – Policy, Markets and Technology)	**Risk:** Reduced GM from the sale of natural gas and energy efficiency	>2° C	low	low	high	• Strategic aim to grow customer numbers in UK and Ireland energy supply • Launch of innovative tariffs and add-ons to facilitate the transition
		1.5° C	medium	high	high	
Growth in low carbon heating market (TCFD category: Transition – Policy, Markets and Technology)	**Opportunity:** Increased sales of electricity and green or low carbon hydrogen	>2° C	medium	medium	high	• Systems and capabilities in place to pivot towards trading and selling hydrogen • Partnering in hydrogen production and use trials to grow capability and adoption
		1.5° C	medium	high	high	
Growth of EV transport market (TCFD category: Transition – Markets)	**Opportunity:** Access to new and growing value pools related to EV charging installations, operation and maintenance (O&M) alongside energy supply	>2° C	low	high	high	• EV charger sales and installations are a key component of the Hive business • Ambition to connect 5m Hive devices with solutions including EV charging by 2030
		1.5° C	low	high	high	
Growth in demand for renewable energy (TCFD category: Transition – Energy Source)	**Opportunity:** Strong growth in solar and battery markets driven by decarbonisation	>2° C	low	low	low	• Strategy to invest £600-800m per annum out to 2028, with a pipeline of renewable and flexible assets • Introducing services for 'behind the meter' solutions, including solar and battery systems • Power division created to focus on growing the generation business • Value derived from install, O&M and asset ownership
		1.5° C	low	medium	medium	
Rising mean temperatures (TCFD category: Physical Chronic)	**Risk:** Reduced sales of natural gas and electricity for heat	>2° C	low	low	medium	• Strategic aim to grow customer numbers in UK and Ireland energy supply • Heat pump business launched with material growth plans – can also provide cooling
		1.5° C	low	low	low	
Overall net impact for the Group	**Opportunity**	>2° C	high	high	high	• Analysis suggests an overall net financial benefit for the Group across all scenarios, based on our strategic plans, portfolio and capabilities
		1.5° C	medium	high	medium	

(1) Our financial scenario analysis is conducted every three years unless there is a material change to the business or external scenarios. Materiality above is therefore based on 2021 Group GM due to our last full scenario analysis taking place in 2022 (see page 69). A well-below and well-above 2°C scenario for global warming has been used to best demonstrate the spectrum of proactive and inactive progress on climate change in our key markets, and the impact this may have on our business. In the analysis which spans over 95% of the Group, this table includes our most material risks and opportunities together with the inclusion of our most material physical risk because whilst less material than all other key risks in the long term, we believe it's important to transparently show the net impact of physical risk on GM. All listed 'opportunities' result in a positive impact on GM whilst all listed 'risks' correlate to a negative impact on GM. The table concludes by showing an overall positive net financial benefit for the Group across all climate scenarios and time periods assessed.

Our updated Climate Transition Plan 2024

Three years on from publishing our first Climate Transition Plan, we have now updated it to go further and faster than ever before.

In line with best practice, we provide an update on our Climate Transition Plan every three years. In our latest Plan, we have strengthened our net zero commitments and provided greater transparency around the steps we intend to take to advance the energy transition. Accordingly, our net zero targets are now underpinned by a new suite of climate ambitions to reduce risk and seize opportunities, with the ultimate aim of driving meaningful progress towards net zero in the next ten years. From 2025 onwards, these ambitions will replace our old set of ambitions that were introduced in 2021 (see page 76).

To help our customers be net zero by 2050 and achieve a 28% GHG intensity reduction in customer energy use by 2030, the following ambitions have been created:

- 5m devices connected to the Hive platform by 2030;
- 20,000 heat pumps sold per annum by 2030;
- 80% of electricity customers in the UK to have access to smart services;[1]
- 33% of customers engaged in green or flexible energy in the UK by 2030;
- 100% renewable and zero carbon power supply in the UK and Ireland by 2030; and
- 3,000 engineers to have green skills in the UK and Ireland by 2030

We will also focus on our enhanced target to be a net zero business by 2040 with a 50% reduction in GHG emissions by 2032[2]. This will be driven by the following ambitions:

- Net zero baseload power generation by 2034-39;
- Net zero gas production by 2035;
- Net zero gas storage by 2035;
- Net zero LNG shipping by 2035;
- Zero emissions vehicle fleet by 2030; and
- Green investment increase to over 50% from 2023-28

As we work towards achieving net zero for our customers and our business, we will also be a key enabler of a net zero energy system. From energy storage systems and optimisation, to power purchase agreements and gas storage facilities, our activities will positively contribute to national and international efforts to get to net zero.

There are key dependencies we rely on to achieve our ambitions including positive policy development as well as the development and take up of new and existing technologies. We must therefore engage government, partners, customers and others, to ensure they play their part as we play ours to get to net zero. And for the transition to be a success, we cannot leave anyone behind. We will therefore champion the needs of customers and ensure support for those who struggle with their energy bills, create thousands of high-quality inclusive green jobs, back sustainable initiatives in communities and work towards a low carbon supply chain.

Our updated Plan will be put forward for a shareholder advisory vote at the AGM in 2025. We hope to maintain or grow the advisory approval rate achieved for our first Plan which secured 79.96% at the AGM in 2022. We will engage investors, shareholders and others on our Plan before and after the vote, to ensure we maintain an open dialogue on the considerations needed for net zero.

Read more about our plan in detail at **centrica.com/climatetransition**

(1) Working electricity smart meter.
(2) In our first Climate Transition Plan published in 2021, our net zero goal was focused on achieving net zero by 2045 and securing a 40% reduction in GHG emissions by the end of 2034.

Risk management

Transition and physical climate risks alongside all wider risks, continue to be predominantly managed via our ERM Framework. This ensures consistency in identification and controls management.

The Framework uses a time horizon of 0–5 years to assess Principal Risks whilst Emerging Risks are considered as inputs to the ERM and strategic planning process. With this approach, climate change was made a Principal Risk in 2021 and remains as a Principal Risk in 2024.

The risk process starts with our wider strategic planning process. The Group Strategy and Environment team run the climate scenario analysis to identify and assess risks and opportunities across a range of plausible future scenarios. Regular risk meetings with the Group Enterprise Risk team ensures full consideration of potential financial impacts across time horizons and integration with the ERM Framework, the Group Principal Risks and business unit risk registers.

Climate change risks alongside other business unit risks are then considered at the quarterly Group Enterprise Risk and Controls Review. The most material Principal Risks, which includes Climate change alongside other risks that may impact our ability to deliver on our Climate Transition Plan such as Weather and Operational asset integrity, are subsequently reported to the CLT before going to the Board's ARC (see page 40).

This is supported by more detailed reports on climate change strategy, progress, risk and opportunities presented to the SESC. The Board Strategy Review and Shape Process, further examines the external landscape and strategic plans which includes risk relating to market, competition, technology and policy – all of which are influenced by climate change. With this context, the Board is able to review the robustness of the business' strategic proposals and transition plans.

Read more about Risk on pages on 40 to 53

Metrics and targets

We have a robust track record in adopting best practice GHG emissions reporting, as well as setting and achieving climate-related targets.

Having fully considered the TCFD recommendations on metrics and targets, we report those that are most relevant and material to our business and its stakeholders. This involves effectively managing and mitigating our impact through our metrics, targets and ambitions which are explained in turn below.

Our metrics principally relate to our energy consumption and global GHG Scope 1, 2 and 3 emissions (see emissions table on page 75). The majority of these metrics have undergone limited external assurance every year since 2012. During 2023-24, our emissions and carbon intensity of revenue rose. This was mainly as a result of security of supply driving an increase in gas production, generation and storage, alongside a reduction in revenue which was impacted by lower commodity prices, lower volatility and lower seasonal gas price spreads (see more on pages 62 to 63).

Our targets in our People & Planet Plan focus on being a net zero business by 2040 and helping our customers be net zero by 2050. With our Company targets aligned to the Paris Agreement and based on science, they play an important role in actively contributing to UK and European targets to achieve net zero by 2050. Our business target is far ahead of a well below 2°C pathway initially and accelerates to exceed the 1.5°C net zero target year that falls in 2043. Meanwhile our customer target in the short term is broadly consistent with a well-below 2°C glidepath as well as 1.5°C in the long term.

We have needed to reflect the slower than expected pace of heating decarbonisation within the trajectory of our near term customer target. We are, however, ready to accelerate plans in the future should the situation change. In the meantime, we are providing market-leading price and performance guarantees for heat pumps to advance heat decarbonisation (see page 62) whilst collaborating with government on positive policy development. Whilst the delayed growth of the heat pump market does not impact our scenario analysis, our Climate Transition Plan takes account of the rate of take-up and remains on track to achieve net zero customer emissions by 2050.

We are unable to progress our validation by the Science Based Target initiative (SBTi). This is due to the continued delay relating to the Oil and Gas guidance, which the SBTi believe, will apply to us.

Although we expect to have hard-to-remove residual emissions in the 2040s, we believe they will be significantly less than 10% of our emissions. We will use our in-house carbon trading team to engage high-quality carbon removal projects like tree planting, which enables us to achieve net zero in a credible way. Our targets receive limited external assurance on a rotational basis every three years. In 2024 we were on track with both our customer and business targets (see pages 62 to 63).

Our ambitions set out in our Climate Transition Plan, help respond to key risks and opportunities in order to progress our People & Planet Plan net zero targets. The ambitions are incorporated into budgets, business plans and accounting assumptions, which enables strategic progress.

As part of our updated Climate Transition Plan 2024, we now have a new set of ambitions that we will use to measure our progress from 2025 onwards (see page 73). They will replace our original ambitions from our first Climate Transition Plan published in 2021 (see page 76). Although we have not reached the final year of their timeframe, we feel that the time is appropriate for a reset given the launch of our updated Climate Transition Plan. We have published our performance against these ambitions for one final time as part of our 2024 annual reporting.

Good progress has been made against the majority of the ambitions but we are behind on others. For example, we have had to extend our EV van fleet roll-out from 2025 to 2030 due to deployment issues as not all engineers have driveways to easily charge their car – a factor further complicated by the slower than anticipated rate at which wider public charging infrastructure is growing. In doing so, this gives us the time to invest in systems, processes and working practices to manage these EV charging challenges and achieve our ambition. As a result of the pace of heat decarbonisation and heat pump adoption, we have also subsequently updated our ambition for 20,000 heat pumps to be sold per year from 2025 to 2030 and are taking action to improve take-up (see left). See more about our progress set out in our Climate Transition Dashboard (see page 76), the performance of which is embedded into remuneration arrangements (see page 67).

To reduce our emissions and progress towards net zero, we use an internal carbon price. This helps guide commercial decisions in line with our Climate Transition Plan. In 2024 our internal carbon price ranged from £74.8tCO_2e to £141.0/tCO_2e.

The carbon price is time-sensitive and rises over time to incentivise future decisions and predict long-term impact of regulation on our business.

Our internal carbon price in 2024 was utilised for hedging to support fuel mix decarbonisation as well as determine the price point for bidding in the energy market auction for potential future generation assets and power purchase agreements.

Although the metrics, targets and ambitions set out on pages 62 to 63 and 75 to 76, relate to our most material climate-related risks and opportunities, we also measure and track a wider number of less material environmental metrics such as water and waste (see pages 65 and 291).

Our metrics, targets and ambitions evolve in line with best practice and the changing energy landscape.

Our energy use and GHG emissions	**2024**	2023
Total GHG emissions (Scope 1 and 2)(1)	**1,733,882tCO_2e(2) †**	1,685,840tCO_2e(3) (4)
Scope 1 GHG emissions	**1,726,177tCO_2e(5) †**	1,678,457tCO_2e(4) (6)
Scope 2 GHG emissions	**7,706tCO_2e(7) †**	7,383tCO_2e(4) (8)
Scope 3 GHG emissions(9)	**21,860,510tCO_2e**	21,180,922tCO_2e
Total GHG intensity by revenue(10)	**87tCO_2e/£m(11)**	64tCO_2e/£m(12)
Total energy use	**7,925,163,679kWh(13) †**	7,437,652,380kWh(14)

Read more about our performance on pages 62 to 63. Reporting practices for environmental metrics are drawn from the WRI/WBCSD Greenhouse Gas Protocol and Defra's Environmental Reporting Guidelines. Reporting is additionally based on operator boundary which is the more commonly used approach for reporting environmental matters, and includes all emissions from our shipping activities relating to LNG alongside the retained Spirit Energy assets in the UK and Netherlands. Non-operated nuclear emissions are excluded.

† Included in DNV's independent limited assurance report. See page 289 or centrica.com/assurance for more.
(1) Comprises Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol.
(2) Comprises UK 578,677tCO_2e and non-UK 1,55,205tCO_2e.
(3) Comprises UK 547,555tCO_2e and non-UK 1,138,285tCO_2e.
(4) Restated due to availability of improved data.
(5) Comprises UK 572,939tCO_2e and non-UK 1,153,238tCO_2e.
(6) Comprises UK 542,244tCO_2e and non-UK 1,136,213tCO_2e.
(7) Market-based, comprises UK 5,738tCO_2e and non-UK 1,967tCO_2e. Sum of constituent parts does not align with total due to rounding. Location-based is 17,361tCO_2e.
(8) Market-based, comprises UK 5,312tCO_2e and non-UK 2,071tCO_2e. Location-based is 17,041tCO_2e.
(9) Includes emissions from the following Scope 3 categories defined by the Greenhouse Gas Protocol: purchased goods and services, capital goods, fuel and energy related activities, waste generated in operations, business travel, employee commuting, upstream and downstream transportation and distribution, use of sold product and investments. All emissions are calculated in line with the methodologies set out by the Greenhouse Gas Protocol's technical guidance, apart from working from home emissions which are based on methodology set out in EcoAct's homeworking emissions whitepaper. Other categories spanning upstream leased assets, processing of sold products, end-of-life treatment of sold product, downstream leased assets and franchises, are not included because they are not relevant to our business.
(10) Carbon intensity of revenue is employed as our intensity measure because it is the most meaningful intensity measure for our diverse business and is the most widely used and understood measure for climate-related stakeholders such as CDP. Based on statutory revenue.
(11) Comprises UK 36tCO_2e/£m and non-UK 315tCO_2e/£m.
(12) Comprises UK 25tCO_2e/£m and non-UK 267tCO_2e/£m.
(13) Comprises UK & Offshore 1,812,987,689kWh and non-UK energy use 6,112,175,991kWh. Sum of constituent parts does not align with total due to rounding.
(14) Comprises UK & Offshore 1,654,616,311kWh and non-UK energy use 5,783,036,069kWh.

Our climate transition dashboard – progress against our outgoing Climate Transition Plan 2021[1]

Includes our net zero targets, supported by our climate transition ambitions

Progress against targets and emissions:

On track Behind

Targets and ambitions	*2024 Progress*	*2023 Progress*
Customer GHG emissions – 28% intensity reduction by 2030 and net zero by 2050 (from 2019)	**6% reduction†**	**9% reduction[2]**
Hive smart thermostats – 2.5m customers by 2025 (units to date)	2.8m	2.4m
Smart meters – 6m additional installed by 2030 (from 2020)	3.5m	3.0m
EV charging points – 100,000 in year by 2025 (annual units)	9.1k	7.0k
Heat pumps – 20,000 in year by 2025 (annual units)	3.2k	3.0k
Centrica GHG emissions – 50% reduction by 2032 and net zero by 2040 (from 2019)	**18% reduction**	**21% reduction**
Low carbon and transition assets – 800MW installed by 2025 (from 2020)[3]	195MW	132MW
Zero emission vehicle fleet (total to date) – 100% EV van roll-out by 2030	32%	29%
Zero emission vehicle fleet (total to date) – 100% EV car roll-out by 2025	83%	74%
Property – 50% reduction in UK emissions by 2030 (from 2019)	67%	65%
Capex – grow capital allocated to green activities from less than 5% to over 50% from 2023-28[4]	37%	31%

† Included in DNV's independent limited assurance report. See page 289 or centrica.com/assurance for more.

(1) We are expected to publish an update to our Climate Transition Plan every three years in line with best practice. The above ambitions from part of our first Climate Transition Plan published in 2021, and will now be retired and replaced by our new set of ambitions which form part of our updated Climate Transition Plan that was developed during 2024 and which we will report progress against from 2025 (see more on pages 73 to 74). We have, however, updated our net zero target to align with our updated net zero target for our business for consistency, which advances on our previous commitment set in 2021 and focused on being a net zero business by 2045 with a 40% GHG reduction by 2034. In last year's Annual Report, we also stated that we would extend the EV van fleet roll-out from 2025 to 2030, as well as our green investment commitment from 2025 to 2028 and report it cumulatively in order to align with the introduction of our new green-focused investment strategy. The glidepath trajectory for climate ambitions is not linear as they were modelled around the expectation that demand would increasingly grow, resulting in accelerated delivery against the target as we near the target date.

(2) Restated due to availability of improved data.

(3) A mixed portfolio of solar, battery and gas-fired peaking assets, all enabling the grid to decarbonise.

(4) Categorisation is based on our company assessment framework, which is built on the foundations of the EU Taxonomy for sustainable activities. Judgements are made using the most reliable information present, without fully evidencing the alignment criteria.

Read more about our wider data and trends in our data centre at **centrica.com/datacentre**

Task Force on Climate-related Financial Disclosures

The table below sets out the 11 TCFD recommendations and where the related information can be found.

Read more about each of these areas in our Climate Transition Plan at **centrica.com/climatetransition**

Recommendation	Recommended disclosure	Pages
Governance	a) Describe the Board's oversight of climate-related risks and opportunities	• Pages 6, 9, 67 to 68 and 80 to 98
	b) Describe management's role in assessing and managing climate-related risks and opportunities	• Pages 67 to 68, 73 to 75, 96 to 97, 100 to 104 and 114 to 115
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	• Pages 69 to 73, 176 to 181 and 192 to 196
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	• Pages 69 to 73, 176 to 181 and 192 to 196 • CDP 2024 submission centrica.com/CDP24
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	• Pages 69 to 73
Risk management	a) Describe the organisation's processes for identifying and assessing climate-related risks	• Pages 40 to 42, 68 and 74
	b) Describe the organisation's processes for managing climate-related risks	• Pages 40 to 42, 44 to 48 and 51
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	• Pages 40 to 42, 44 to 48, 51, 68 and 74
Metrics and targets	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	• Pages 74 to 76 • Data centre at centrica.com/datacentre
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	• Pages 69 to 75
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	• Pages 62 to 63 and 73 to 76

The Strategic Report has been approved by the Board and signed on its behalf by:

Raj Roy
Group General Counsel
& Company Secretary
19 February 2025

People and Planet – Performance measures

In 2024, we engaged DNV Business Assurance Services UK Limited (DNV) to conduct an independent limited assurance engagement using the International Standard on Assurance Engagements (ISAE) 3000 (Revised): 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information'. DNV has provided an unqualified opinion in relation to five KPIs that are identified with the symbol '†' and feature on pages 1, 62, 75 to 76, 289 and 291. It is important to read the responsible business information in the Annual Report and Accounts 2024 in the context of DNV's full limited assurance statement and Centrica's Basis of Reporting, which are available at **centrica.com/assurance**

Read more about our People & Planet Plan on pages 58 to 77

Read more about our wider non-financial performance at **centrica.com/datacentre**

Progress against our People & Planet Plan

Key | Progress against goals: On track Behind

Goal	Milestone	2024 Progress	2023 Progress
Create an engaged team that reflects the full diversity of the communities we serve by 2030 – this means all company and senior leaders to be [i]: • 48% women • 18% ethnically diverse • 20% disability • 3% LGBTQ+ • 4% ex-service	By the end of 2025: • 40% women • 16% ethnically diverse • 10% disability • 3% LGBTQ+ • 3% ex-service	**All company:** [ii] • **31% women** **– 41% excluding Field engineers** • **16% ethnically diverse** • **6% disability** • **4% LGBTQ+** • **2% ex-service** **Senior leaders:** [ii] • **34% women** **– 31% excluding Field engineers** • **10% ethnically diverse** • **5% disability** • **2% LGBTQ+** • **2% ex-service**	Senior leaders: [ii] • 30% women – 41% excluding Field engineers • 15% ethnically diverse • 3% disability • 3% LGBTQ+ • 2% ex-service Senior leaders: [ii] • 32% women – 32% excluding Field engineers • 9% ethnically diverse • 2% disability • 2% LGBTQ+ • 2% ex-service
Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by 2030 (base year 2021)	2,000 apprentices by the end of 2025	**1,537 apprentices**	1,198 apprentices
Inspire colleagues to give 100,000 days to build inclusive communities by 2030 (base year 2019)	35,000 days by the end of 2025	**31,639 days**	20,956 days [iii]
Help our customers be net zero by 2050 [iv] (base year 2019)	28% greenhouse gas (GHG) intensity reduction by the end of 2030	**6% reduction †**	9% reduction [iii]
Be a net zero business by 2040 [v] (base year 2019)	50% GHG reduction by the end of 2032	**18% reduction**	21% reduction

† Included in DNV's independent limited assurance report. See page 289 or centrica.com/assurance for more.

(i) Aligns with latest 2021 Census data for working populations.

(ii) Beyond gender, Centrica's 2024 performance is based on colleague voluntary disclosure of 94% ethnic diversity, 51% disability, 59% LGBTQ+ and 4% ex-service. For 2023, this was 74% ethnic diversity, 45% disability, 51% LGBTQ+ and 3% ex-service. All company relates to everyone who works for Centrica. Senior leaders include colleagues above general management and spans senior leaders, the Centrica Leadership Team and the Board.

(iii) Restated due to availability of improved data.

(iv) Net zero goal measures the GHG intensity of our customers' energy use including electricity and gas with a 2019 base year of 182gCO_2e/kWh. Target is normalised to reflect acquisitions and divestments in line with changes in Group customer base. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by mid-century.

(v) Following an update to our Climate Transition Plan (see page 73), we accelerated our net zero goal which was previously focused on achieving a 40% reduction in emissions by the end of 2034 and net zero by 2045. Net zero goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary. Comprises emissions from all operated assets and activities including the shipping of Liquefied Natural Gas (LNG) alongside the retained Spirit Energy assets in the UK and the Netherlands. Non-operated nuclear emissions are excluded. Target is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,120,446mtCO_2e. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by 2040.

Progress against our Foundations

People

Metric	2024	2023	What's next
Customers			
British Gas Services & Solutions – Services Engineer Net Promoter Score (NPS) (i)	**+73**	+71	Deliver energy, services and solutions that energise a greener, fairer future for all
British Gas Energy – Residential energy Touchpoint NPS (ii)	**+29**	+17	
Bord Gáis Energy – Journey NPS (iii)	**+36**	+18	
Centrica Business Solutions – Energy supply Touchpoint NPS (iv)	**+37**	+25 (v)	
British Gas Services & Solutions – Services complaints per customer (vi)	**5.3%**	6.0%	Maintain focus on driving down complaints by improving customer experience
British Gas Energy – Residential energy complaints per customer (vii)	**10.1%**	13.3%	
Bord Gáis Energy – Complaints per customer (viii)	**0.9%**	1.7%	
Centrica Business Solutions – Energy supply complaints per site (ix)	**2.4%**	3% (v)	
Customer safety incident frequency rate per 1,000,000 jobs completed	**1.15**	2.82	Keep customers safe by following controls and encouraging customers to maintain distance from work areas

(i) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas following a gas engineer visit.
(ii) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas Energy following contact.
(iii) Weighted NPS for the main customer interaction channels.
(iv) Measured independently, through individual questionnaires and the customer's willingness to recommend, on a year-to-date basis.
(v) Restated to reflect changes in methodology. NPS now uses year-to-date data whilst complaints uses sites rather than customer numbers.
(vi) Total complaints, where we identify material distress, inconvenience or financial loss, as a percentage of average customers over the year.
(vii) Total complaints, measured as an expression of dissatisfaction in line with submissions made to Ofgem, as a percentage of average customers over the year.
(viii) Total complaints, measured as any oral or written expression of dissatisfaction, as a percentage of average customers over the year.
(ix) Total complaints, measured as any oral or written expression of dissatisfaction, as a percentage of total sites over the year.

Metric	2024	2023	What's next
Colleagues			
Colleague engagement (i)	**8.1**	7.7	Strive to maintain current high engagement levels by continuing to connect colleagues with our Purpose and strategy whilst creating an inspiring and inclusive workplace, that motivates colleagues and empowers us all to go further and faster
Gender pay gap (ii)	**13% median** **13% mean**	14% median 15% mean	Reduce our pay gaps by building a diverse and inclusive team through our People & Planet Plan and associated Diversity, Equity and Inclusion Action Plans
Gender bonus gap (iii)	**20% median** **48% mean**	14% median 36% mean	
Ethnicity pay gap (ii) (iv)	**7% median** **10% mean**	11% median 2% mean	
Ethnicity bonus gap (iii) (iv)	**21% median** **–12% mean**	25% median 4% mean	
Retention	**91%**	90%	Improve retention through our focus on talent development whilst providing a supportive and inclusive culture
Absence (v)	**12 days**	10 days	Reduce absence through good management practices alongside proactive support and education via our health and wellbeing suite of support
Total recordable injury frequency rate (TRIFR) per 200,000 hours worked	**0.63**	0.84	Drive down TRIFR and LTIFR by keeping safety front-of-mind and reinforcing a strong safety culture whilst advancing controls and monitoring
Lost time incident frequency rate (LTIFR) per 200,000 hours worked	**0.38**	0.44	
Process safety incident frequency rate (Tier 1 and 2) per 200,000 hours worked	**0.10**	0.09	Continue to ensure robust operational controls and operator competencies, timely safety-critical maintenance programmes and effective performance management
Significant process safety events (Tier 1)	**1**	1	
Fatalities	**0**	1 (vi)	Maintain zero fatalities

(i) Based on an average score out of 10, measuring how colleagues feel about the Company.
(ii) Based on hourly rates of pay for all employees at full pay (including bonus and allowances) at the snapshot dates of 5 April 2023 and 2024. Read our Gender and Ethnicity Pay Statement to find out more at centrica.com/pay.
(iii) Includes anyone receiving a bonus during the 12-month period leading up to the pay gap snapshot date and who are still employed on the snapshot date.
(iv) Based on 77% of colleagues in 2024 and 74% of colleagues in 2023, who confirmed whether they are from a Black, Asian or Mixed/Other ethnic group.
(v) Relates to absence from sickness rather than wider forms of absence such as bereavement. Scope based on UK where the majority of our team are located due to absence being tracked differently across geographies.
(vi) A road traffic collision involving a Dyno Franchisee, resulted in a member of the public sadly losing their life.