

**centrica**

# ***Our People & Planet Plan Report 2025***

Supporting communities,  
our planet and each other



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# 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<sup>(1)</sup>
- Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by 2030 (2,000 apprentices by the end of 2025)

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

### 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).

# Group Chief Executive introduction

**With this year starting as one of the warmest on record and disruption in the Strait of Hormuz triggering another surge in energy prices, our purpose — energising a greener, fairer future — remains at the forefront of my mind.**

Recent events have reinforced my conviction that we must not only transition to a more sustainable energy system, but we must do so in a way that strengthens energy security, resilience and affordability, to deliver a fairer outcome for customers and wider society. Delivering this transition while maintaining energy security and affordability requires careful choice and disciplined execution.

Against this backdrop, our People & Planet Plan keeps us focused on what matters most. It accelerates our progress towards net zero, builds the inclusive and skilled team we need to succeed, and ensures we continue to make a big difference in our local communities. I'm incredibly proud of the progress we've made since launching the Plan in 2021, and of what we've achieved during the last year. Technology and innovation are playing an increasingly important role in enabling this progress, helping us deliver better outcomes more efficiently.

Looking back at 2025, it's clear that the energy transition is well underway. More than ever, however, it's also clear that the transition needs to be measured and orderly, drawing on a broad mix of technologies and energy sources. Gas and gas storage, for example, will continue to play an important role in maintaining a secure and reliable energy supply as the transition deepens and more intermittent renewables come online. As Chief Executive I must strike the right balance between enabling decarbonisation at pace, with keeping energy secure and affordable. We remain focused on ensuring this progress translates into tangible outcomes for our customers, communities and shareholders.

This doesn't represent a retreat from net zero. Last year we brought forward our own operational net zero target by five years to 2040, whilst maintaining our commitment to help customers reach net zero by 2050 in line with national and international

decarbonisation targets. It does, however, require us to take a more nuanced pathway to net zero because it's our responsibility as a leading energy supplier in the UK and Ireland, to make investments that will enable the energy system to transition responsibly — investments that could see our own emissions rise for a short period, before they come back down again. Just recently, we strengthened energy security by acquiring Severn's 850MW combined-cycle gas turbines (CCGTs) which built on last year's critical gas infrastructure investments — from acquiring the Isle of Grain Terminal which is the UK's largest Liquefied Natural Gas import facility, to securing a long-term gas supply agreement with Equinor through to 2035. At the same time, we continued to grow a resilient low carbon power supply, including our decision to invest in the Sizewell C new nuclear power station and to form a new partnership with X-energy to bring up to 6GW of advanced modular nuclear power to the UK.



These investments aren't just good for the energy system; they will unlock a new generation of much-needed skilled jobs and act as a powerful catalyst for economic growth. Building the wider capabilities required to lead the energy transition, is essential. That's why we're a leading apprenticeship provider and why our new £35m Centrica Park in Lutterworth is opening this year, ready to equip our apprentices and engineers with the skills, innovation and expertise to deliver for customers today, and for decades to come.

Key to achieving this and ensuring no one is left behind in the energy transition, is having diversity of thought and experience within our team, to ensure we can think differently and innovatively. Creating a team that truly reflects the communities we serve takes time but recognition from organisations such as The Times Top 50 Employers for Gender Equality, is something I'm immensely proud of — and a sign that we're moving in the right direction.

I'm acutely aware that the steps we've taken to simplify our business so that we can better deliver the energy transition, hasn't been easy for colleagues. I'm deeply grateful for their continued dedication to serving customers and communities whilst navigating necessary change. Their commitment to giving their best every day is what powers our success and underpins our culture of continuous improvement — reflected in British Gas being named Uswitch's 'most improved energy company' for the second year.

Our success, in turn, enables the resources and reach to go the extra mile for customers and communities — whether that's providing industry-leading support to help people manage their energy bills, or empowering colleagues to volunteer more than 10,000 days each year to support local communities.

The progress we've made gives me real confidence in what lies ahead. Just as we've done for more than 200 years, we'll keep driving the change that's needed because standing still isn't an option. Ultimately, this is about making a meaningful difference for the customers and communities we serve, whilst building a more sustainable and resilient business for the future.



**Chris O'Shea,**  
Group Chief Executive



# Our year in numbers



## 90%

Zero carbon content of our UK electricity fuel mix



## 19.5GW

Renewable and flexible capacity under management



## 70%

Reduction in gross GHG emissions from our operations over the last decade



### Award winners

Top employer rankings including The Times Top 50 Employers for Gender Equality and Glassdoor's Best Places to work in the UK



## >100k

Mental health and wellbeing interactions to empower colleagues to be at their best



## 400+

Apprentices welcomed to our team



## 10.5k

Volunteering days donated by colleagues



## 72k

People supported with their energy bills via the British Gas Energy Trust



## ~900

Good causes supported locally through volunteering, donations and fundraising

# Our Planet

Supporting every customer  
to live more sustainably

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# Goal 1

**By 2050, we want to:**

**Help our customers be net zero  
(28% greenhouse gas intensity  
reduction by the end of 2030)<sup>(1)</sup>**

**2025 Progress against goal:**

■ On track
 ■ Behind

Reduction

18%

(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<sub>2</sub>e/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.

(2) Restated due to availability of improved data.

**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) comes from gas and electricity consumed by customers (Scope 3). Towards this in 2025, our energy, services and solutions helped reduce the GHG intensity of our customers' energy use by 18% against the 2019 base year. This means we're currently ahead of our goal glidepath and remain on track to achieve our mid-and long-term goals.

Savings since 2019 were predominantly driven by the continued decarbonisation of the energy we sell, alongside energy efficiency and optimisation solutions such as our Hive smart thermostats and electric vehicle (EV) chargers. Savings were up from the 10%<sup>(2)</sup> reduction achieved in 2024, mainly as a result of the zero carbon content of our reported electricity fuel mix in the UK rising from 77% to 90% against the national average of 58%.



## 1.5m homes

**Equivalent annual emissions saved from  
the energy, services and solutions we've  
delivered since 2019**

During the year, we helped customers decarbonise power, heat and transport. For example, we:

- Expanded market-leading capability to make low carbon technology more affordable with initiatives like heat pump performance guarantees that supported 2,400 heat pumps being sold last year;
- Empowered over 1.3m customers to shift energy use away from peak demand with PeakSave to cut carbon, costs and pressure on the grid (see page 8); and
- Enabled a route-to-market for renewable and flexible capacity under management which totalled 19.5GW — 81% of which was renewable energy and is equivalent to powering around 29m electric vehicles (EVs).

### Spotlight:

## Powering farms sustainably

Working with the Irish Farmers' Association, Bord Gáis Energy continues to help farmers overcome barriers to rooftop solar by providing affordable, high-quality solar PV solutions across farm types. This supports long-term sustainable farming by lowering energy costs and supporting carbon reduction targets.



# 1,129tCO<sub>2</sub>e

**Annual GHG emissions saved during 2025 — equivalent to planting 1,600 trees**

### Spotlight:

## Manging energy in the home

Building on the smart thermostat, Hive also offers heat pump controls, solar panels, battery storage and EV charging solutions, with the latter two designed to use energy when it's cheapest and cleanest via the Hive app. In 2025, we made it easier to control energy around the home by enabling third-party eco-tech to be managed alongside our own Hive solutions, resulting in 3m energy devices being connected to the platform.

# £744m

**Cumulative energy bill savings via the Hive smart thermostat since 2013**

# 738k

**Homes that could be powered for one year with energy savings generated from the thermostat**

To support our green and standard tariffs, we continued to buy and trade energy certificates responsibly, including Renewable Energy Guarantees of Origin and Nuclear Declarations. Although some studies have suggested that certificates alone may not provide a strong enough incentive to drive the additional renewable or zero carbon generation needed to deliver net zero, we believe they have been important in enabling the development and marketing of renewable and low carbon tariffs. We continue to listen to stakeholder feedback to ensure our actions align with expectations, and as a consequence, we've maintained the purchasing of certificates which is guided by our internal framework to ensure quality and value for customers.

As set out in our Climate Transition Plan (see page 14), we remain committed to helping customers reduce emissions including via 2030 climate ambitions to connect 5m energy devices to the Hive platform and supply 100% renewable or zero carbon power in the UK and Ireland.

## Case study:

### ***Saving with PeakSave***

**Customers are shifting their electricity use to help save money and the planet.**

PeakSave rewards homes and businesses for shifting their electricity usage to times when there's less demand like a Sunday, or when more renewable electricity is available on the grid. This helps customers cut bills whilst supporting a more sustainable energy system by reducing the need for additional generation at peak times, or by harnessing excess green energy.

With many households and businesses — including pubs, restaurants and salons — under pressure from the cost of living, PeakSave provides a welcome boost to finances. Hundreds of thousands of customers joined the scheme last year, with over 1.3m PeakSavers onboarded by the end of 2025. By participating in PeakSave, customers have also been able to save over 4,000tCO<sub>2</sub>e which is equivalent to taking around 2,500 petrol-fuelled cars off the road for an entire year.

PeakSave is available to any customer who has a smart meter and wants to get involved.



**>£46m**

**Collective energy bill savings by PeakSavers**



**I have structured my washing, bulk cooking and using my tumble dryer only to a Sunday! It's helped me form a routine which is so helpful in my busy life, and I know I will be saving so much money whilst doing this.**

**A residential customer,  
Newcastle upon Tyne**



**We received an email regarding PeakSave and it was very easy to enrol... Every little helps, especially when everything is so tight these days... we are one of the smaller companies but our electricity bill is one of our main expenses due to the machinery we use heavily every day.**

**A business customer,  
Buckinghamshire**

## Case study:

### ***Driving EV adoption forward***

**British Gas and Zaptec — Europe's leading EV charger brand — are piloting the UK's first communal EV charging tariff to make charging fairer and more affordable.**

The lack of fair and accessible charging options available for people without access to private off-road parking, has been a barrier to EV adoption. For people living in flats and shared living spaces who drive an EV, they're reliant on using communal chargers which are more expensive than plugging in to charge at home.

The 12-month pilot announced in 2025, is designed to tackle this disparity by reducing costs for both residents and building owners alike. British Gas expects residents taking part in the pilot to see charging costs fall by over 50% on average, with a day rate of around 25p per kWh and night rates of roughly 17p per kWh. Landlords should also benefit from a step change in shared infrastructure costs which are likely to drop from around £400 to £40 per month, making onsite EV charging more financially viable.

The pilot will gather insights into how communal chargers are used to help shape future roll-outs and the ability to tailor solutions to customer needs.



**Until now, residents in flats and shared buildings have been stuck on the sidelines of the EV transition. Partnering with British Gas allows us to deliver a complete, scalable solution that makes communal charging both practical and affordable and that's a major step forward for EV accessibility in the UK.**

**Michael Braybrook,**  
Managing Director UK at Zaptec

**50%** *Expected reduction  
in charging costs*

Average public charging rates taken from Zap Map charging price index, May 2026.

# Goal 2

**By 2040, we want to:**

**Be a net zero business  
(50% GHG reduction  
by end of 2032)<sup>(1)</sup>**

**2025 Progress against goal:**

■ On track ■ Behind

Reduction	25%+
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<sup>†</sup> Included in DNV's independent limited assurance report. See page 38 or [centrica.com/assurance](https://www.centrica.com/assurance) for more.

<sup>(1)</sup> The 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 2,120,446tCO<sub>2</sub>e. 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.

**We've made good progress in cutting the GHG emissions across the breadth of our business — from our property portfolio and assets, to our road fleet.**

Towards our goal, we've achieved a 25% emissions reduction against the 2019 base year. This was up on the 18% reduction achieved in 2024 following lower emissions from LNG shipping, power generation and gas production including an unplanned outage at Barrow Terminal. Sustainable savings were also delivered from gradually rolling out EVs across our road fleet and optimising property energy use, supported by our flexible approach to working which enables colleagues to work from home or the office (see page 17).

Having successfully converted 33% of our van fleet to zero emission, we've decided to revise our ambition for our vans to be zero emission by 2030. Although charging infrastructure is expanding, coverage of public rapid EV chargers remains challenging, with charging delays posing a risk to customer service. From 2026, we'll instead work towards a 100% zero emission van order book by 2030 which remains aligned with evolving best practice and national targets. Following our hydrogen vehicle trial with Ryze Power during 2025, we'll continue to assess the potential for hydrogen vehicle adoption to help meet this ambition, if the technology becomes available at scale in future years. It remains our ambition to achieve 100% zero emissions for our car fleet by the end of 2026. By the end of last year, our 100% EV company car policy had contributed to over 90% of our car vehicle fleet being zero emissions.

# 2045 → 2040

**We've accelerated our net zero target by five years to 2040 — putting us a decade ahead of global expectations for delivering net zero**



Although we're ahead of our net zero glidepath for our business and currently on track to meet our mid- and long-term goals, our route to net zero won't be linear. This is because for the energy transition to be a success, we must balance reducing emissions with ensuring a reliable and affordable energy supply that not only protects people from intermittency as renewables scale, but safeguards against geopolitical risk and associated price spikes. Consequently, it's widely accepted that gas, the primary source of our GHG emissions, will remain an important part of the energy transition in the near-to-mid-term.

As a leading energy company in the UK and Ireland, we have a system-wide responsibility to help meet the energy needs of these nations — and governments are increasingly seeking our involvement to do so. This means investing in clean power driven by our green-focused investment strategy whilst also securing sufficient back-up capacity with gas-based solutions. In 2025, we therefore continued to invest billions of pounds in renewable and low carbon capacity which included the Sizewell C new nuclear power station and X-energy partnership to deploy advanced modular nuclear power reactors (see pages [12](#) to [13](#)). In parallel, we also secured essential gas supplies demonstrated by our deal with Equinor to obtain 5bn cubic meters of gas a year out to 2035 alongside our acquisition of the Isle of Grain LNG Terminal (see page [12](#)), whilst constructing four peaking power plants which will initially run on gas before switching to clean hydrogen when available. These necessary steps mean our emissions are likely to rise from 2026, before falling again from 2029.

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

We'll continue to seek emission reduction opportunities aligned with our climate ambitions set out in our Climate Transition Plan (see page [14](#)) — including net zero gas production and gas storage by 2035. Future developments to achieve this include the Morecambe Net Zero carbon storage project which has the potential to be the UK's largest carbon storage hub, alongside hydrogen production and storage opportunities in the Humber region.



# 49%

**Total investment in green activities through our green-focused investment strategy, against our ambition for 50% between 2023–28 — a significant increase from less than 5% in 2019**

# 70%

**Our gross GHG emissions reduction over the last decade<sup>(1)</sup>**

## Some of our key low carbon and transition asset investments made in 2025



### **UK-first for hydrogen**

Brigg Energy Park became the UK's first power station to be part fuelled by clean hydrogen. Developed in partnership with HiiROC and supported by the Net Zero Technology Centre, the trial confirmed that the plant can run on a blend of natural gas and hydrogen. The site also completed construction of an additional peaking power station and battery system to facilitate the deployment of renewables onto the grid, with a 150MW combined capacity — capable of powering around 100,000 homes during periods of peak demand.



### **New nuclear build**

Our 15% equity stake in the Sizewell C new nuclear power station was secured with our £1.3bn investment. The 3.2GW asset supports the future delivery of reliable, low carbon power to 6m homes for at least 60 years. This investment is in addition to our 20% stake in the UK's existing nuclear fleet.



### **Leading LNG terminal**

We acquired a 50% equity stake in the Isle of Grain LNG terminal in partnership with Energy Capital Partners, having purchased it from National Grid for £200m. The facility is the largest for LNG imports in the UK and for regasification in Europe. Our investment in this asset therefore plays a critical role in improving energy security, with 1,000,000m<sup>3</sup> of LNG storage enabling rapid response regasification capacity of up to 21.7bcm of gas per year.



**Case study:*****Investing in advanced nuclear technology***

**Last autumn, Centrica and X-energy, entered into a joint development agreement to deploy the UK's first Advanced Modular Reactors (AMR), with a formal proposal now submitted to the Government's Advanced Nuclear Framework Pipeline.**

EDF and Centrica's Hartlepool site has been identified as the preferred first location for X-energy's Xe-100 AMRs. Here, the 12-unit AMR totalling 960MW of capacity, could generate over £12bn in economic value as it brings clean, safe and affordable power to homes and industries whilst boosting the domestic and global supply chain. The fleet is planned to eventually total up to 6GW which could mobilise at least £40bn in economic value.

The proposed development will also aid the development of high value careers in the clean energy sector. With the site adjacent to the existing Hartlepool nuclear power station that's due to cease generation in 2028, the AMRs could help redeploy the existing skilled workforce. In support of equipping local people with green skills, a memorandum of understanding has been established to create a new Nuclear and Electrical Trades Academy in partnership with X-energy, Hartlepool Borough Council, Hartlepool College of Further Education and the Hartlepool Development Corporation alongside ourselves.

Centrica will provide initial project capital for the power station plans, with the ambition of initiating full scale activities in 2026 subject to regulatory approvals. Discussions are underway with potential equity partners and leading engineering and construction firms, with the aim of establishing a UK-based development company to deliver on this and future projects.



# Mid-2030s

***First electricity generation expected***

# 1.5m

***Homes to be powered with clean energy generated by the proposed 12-unit Xe-100 AMRs***

# Our Climate Transition Plan

2025 Progress:

On track Behind

**It's been three years since we launched our first Climate Transition Plan — so in 2025, we updated it to go further and faster towards net zero.**

Every three years in line with best practice, we update our Climate Transition Plan to ensure it remains relevant. Our refreshed Plan reinforced our net zero 2050 commitment for customers and accelerated our net zero plan for our business from 2045 to 2040 (see page 10). We also set out more clearly how we plan to decarbonise over the next five-to-ten years with the introduction of a new suite of climate ambitions that strengthen delivery towards our net zero targets.

Achieving these ambitions depends on key external factors, including supportive policy development alongside the development and uptake of both existing and emerging technologies. That's why we'll continue to work closely with government, partners, customers and others, to ensure everyone plays their part in the journey to net zero and we don't leave anyone behind.

We put our updated Plan to a shareholder advisory vote at the AGM during 2025 which secured 93.44% support, up from 79.96% three years earlier. We'll keep engaging investors, shareholders and wider stakeholders to maintain an open dialogue on what it will take to deliver net zero.

– **Read more** at [centrica.com/climatetransition](https://centrica.com/climatetransition)

Net zero targets supported by climate ambitions <sup>(1)</sup>	2025 Progress
<b>Help our customers be net zero by 2050 (28% GHG intensity reduction by 2030)</b>	<b>18% reduction</b>
5m devices connected to the Hive platform by 2030	3.0m
20,000 heat pumps sold to customers by 2030	2.4k
80% of electricity customers with access to smart services in the UK by 2030 <sup>(2)</sup>	69%
33% of customers engaged in green or flexible energy in the UK by 2030	19%
100% supply of renewable or zero carbon power in the UK and Ireland by 2030	90%
Engineers with green skills in the UK and Ireland — 3,000 by 2030	1.9k
<b>Be a net zero business by 2040 (50% GHG reduction by 2032)</b>	<b>25% reduction<sup>+</sup></b>
Net zero baseload power generation by 2034–39	
Net zero gas production by 2035	– <sup>(3)</sup>
Net zero gas storage by 2035	
Net zero LNG shipping by 2035	
Zero emissions vehicle fleet — Cars: 100% by 2026	91%
Zero emissions vehicle fleet — Vans: 100% by 2030 <sup>(4)</sup>	33%
Over 50% green investment from 2023–28	49%

+ Included in DNV's independent limited assurance report. See page 38 for more.

(1) The glidepath trajectory for ambitions is not linear as they were modelled around the expectation that demand would increasingly grow, resulting in accelerated delivery as we near the target date.

(2) Working electricity smart meter.

(3) Progress is not measured quantitatively. Progress is instead measured through a range of factors including operational efficiencies as well as the development of policies, permits, licences, technology and partnerships needed to achieve net zero by the ambition date.

(4) The ambition for our van fleet has been revised from 2026 onwards (see page 10).

# Our People

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

- **Goal 3**  
Create an engaged team that reflects the full diversity of the communities we serve by 2030 16
- **Goal 4**  
Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by 2030 19
- **Goal 5**  
Give 100,000 days to build inclusive communities by 2030 23
- **Creating greener and fairer communities** 24



# Goal 3

## By 2030, we want to:

Create an engaged team that reflects the full diversity of the communities we serve<sup>(1)</sup>

### 2025 Progress against goal:

On track Behind

	2030 Goal <sup>(1)</sup>	2025 Milestone	All company <sup>(2)</sup>	Senior leaders <sup>(2)</sup>
Women	48%	40%	30%	34%
– Excluding Field engineers	—	—	43%	34%
Ethnically diverse	18%	16%	16%	10%
Disability	20%	10%	6%	6%
LGBTQ+	3%	3%	4%	2%
Ex-service	4%	3%	2%	3%

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

(2) Beyond gender, data is based on voluntary disclosure of 94% ethnically diverse, 53% disability, 61% 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 and the Centrica Leadership Team.

To get to net zero, we need the best team — a diverse mix of people and skills, where everyone feels counted, welcome and able to succeed.

In doing so, different thoughts and ideas can come together and drive the energy transition forward in a way that leaves no one behind.

Following the launch of our goals in 2021, leadership shared an open letter with colleagues outlining plans to attract, promote and retain more diverse talent. Progress followed, with improvements of up to 6ppts since 2021 and 1ppt during 2025. Initial gains were driven by stronger recruitment and retention practices, whilst recent efforts have centred on building a more inclusive culture and strengthening succession planning — initiatives that take longer to show measurable impact.

Like many in our sector, increasing women in engineering remains our big focus given our team reflects the male-dominated market which impacts our overall gender representation that's otherwise on track (see second row in table). Diversifying senior levels and growing disability representation are also key areas we continue to work on.

# Top 50

Ranked in The Times Top 50 Employers for Gender Equality for the fourth consecutive year and the Glassdoor Top 50 Best Places to Work in the UK for the first time since 2017

In 2025, we strengthened inclusion by embedding our Every Colleague Counts Action Plan and associated inclusion campaign to drive progress and accountability. For example, we:

- Ran targeted campaigns to attract more women into engineering via our award-winning apprenticeship programme (see page 19), including a collaboration with social media influencer Holly Hobbs to break down barriers to entry by going 'undercover' to demystify the application process;
- Worked with our fantastic 10+ colleague-led diversity networks and trade unions in the UK to quadruple paternity leave from two to eight weeks fully paid, and develop a sector-first Transgender Inclusion Policy for colleagues undergoing gender affirming treatment;
- Ensured wider industry-leading support was available for colleagues — from providing our working carers with up to 30 days paid leave when matched with annual leave, to providing up to £15,000 for fertility treatment via our Pathway to Parenthood programme;

- Enabled colleagues to benefit from flexible working via FlexFirst. This gives colleagues the choice to shape their schedule to individual needs — whether that's coming into the office to connect, adjusting core hours for things like the school run, or working from home to focus;
- Provided opportunities for all colleagues to develop and progress their careers. Our MyLearning Campus hosts hundreds of on-demand and live learning sessions that put colleagues in the driving seat of their professional development. Meanwhile, tailored development and mentoring opportunities are also available for colleagues from under-represented groups via external programmes like Mission Include and Aspire, as well as in-house initiatives such as reverse mentoring which pairs leaders with junior colleagues to enable mutual learning; and
- Introduced new preventative sexual harassment training to help eliminate this issue which often goes un-reported in society. All managers in the UK completed the training and were provided with toolkits to enable meaningful conversations within their team.

In 2026, we'll continue to embed our Ever Colleague Counts Action Plan to help every colleague feel they belong, are counted and included. Our particular focus for the year ahead will be on attracting, developing and retaining more women in our team, working with our networks and Shadow Board to grow our culture of inclusion and ensuring consistent application of our policies to uphold fairness. We also hope to encourage more colleagues to disclose their diversity information so that we can better support our people and track progress more effectively. To grow momentum, 2025 milestones have been superseded with 2028 milestones for our team to be 45% women, 17% ethnically diverse, 15% disability, 3% LGBTQ+ and 3% ex-service.

## Best Network Initiative of the Year

***Awarded to our +Network for LGBTQ+ colleagues, for their efforts to co-create our pioneering Transgender Inclusion Policy at the Employee Network Awards***



## Hear how we're supporting colleagues to thrive



The VOICE network had another great year running events, panel debates and inputting into policy discussions. Helping lead VOICE is really rewarding as I get to see first-hand the difference it's making in educating colleagues, driving change and empowering our communities.

**Abdul Kamara,**  
Net Zero Policy Lead at Centrica and  
Co-Chair of VOICE (our ethnicity network)



After returning to work from maternity leave, I felt like a whirlwind of emotions! The tea and chat sessions held by the Working Parents Network and Mental Health First Aiders reminded me that I was still a capable professional and left me believing, 'I've got this'.

**Elaine Kelly,**  
Corporate Affairs Manager  
at Bord Gáis Energy



Without the Carers Policy and Carers Network, I don't know how I would have coped. The flexibility and understanding made a massive difference. It enabled me to juggle work and be there for my parents when they've needed me.

**Stephen Scott,**  
Customer Fulfilment Manager  
at British Gas and carer



Being part of the Shadow Board has given me the confidence to bring my whole self to work. It shows that diverse perspectives are genuinely valued and that your voice can be heard at the highest levels, helping to shape the company's future.

**Rani Samra,**  
Head of Operational Technology & Security Risk  
at Centrica and Shadow Board member



## Goal 4

**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)<sup>(1)</sup>**

**2025 Progress against goal:**

On track Behind



(1) Base year 2021.

**We want to harness talent from under-represented groups to build a future that's greener and fairer.**

In 2025 we welcomed 410 apprentices to our team in a range of roles — from engineering to customer service. This takes the total number of apprentices recruited since 2021 to 1,947 apprentices. Although intake grew by 21% over the past year, business phasing and our focus on operational stability during the energy crisis reduced hiring opportunity in recent years, which meant we fell slightly short of our bold 2025 milestone.

As we work towards our ambition for women to make up 50% of our British Gas engineering apprenticeships by 2030, 15% of these roles were filled by women at the end of 2025. This was down from 19% the previous year due to reduced hiring opportunity in these roles but remains much higher than the 0.3% national average for women already trained as gas engineers — showing the significant progress we're making to diversify engineering.

Alongside apprenticeships, we continued to invest in career development for under-represented talent. This included tailored development opportunities for diverse talent (see page 17), alongside dedicated pathways for ex-forces personnel and elite athletes, designed to support their transition into permanent roles upon completion of their placement with us (see page 22).

Looking ahead, we're well-positioned to get back on track with our apprenticeship goal through targeted recruitment and marketing campaigns. This also includes exploring new opportunities for apprentices in green technology, data and AI, alongside other growth areas. With our 2025 milestone now retired, we're focusing on our next milestone to recruit 3,000 apprentices by the end of 2028, including 500 apprentices due to be welcomed in 2026.

## Every day

**Our goal is equivalent to hiring one apprentice a day over the course of this decade**

## 50:50

**Our first 2026 electrical apprentice cohort has made a strong start, achieving gender parity**



**Case study:*****Building skills for the energy transition***

**We've developed a state-of-the-art academy and research facility in Lutterworth, Leicestershire, opening mid-2026.**

The new Centrica Park will play a critical role in equipping the workforce with the skills needed to deliver the energy transition, whilst creating high-quality, well-paid jobs across the UK.

Centrica Park will see hundreds of engineers trained each year in low carbon technologies, including heat pumps, EV chargers, solar panels and battery storage. It will complement Centrica's existing award-winning academies in Dartford, Hamilton and Thatcham, with the current Leicester training site integrated into the new hub to significantly increase capacity. At 40% larger than the existing Leicester academy, the new facility will enable greater scale and reach.

A full size 'eco house' will allow engineers and apprentices to develop end-to-end skills, demonstrating how Centrica's technical capabilities come together to deliver the home of the future. The site will also host advanced research laboratories, including Net Zero, Diagnostic & Innovation, Smart Testing, Hive, and Centrica Business Solutions Controls Labs, supporting innovation across domestic, commercial and industrial energy solutions.

The site will help ensure the energy transition is achievable, inclusive and leaves no one behind.



# £35m

***Investment in Centrica Park  
in Lutterworth***



**By investing in apprenticeships and world-class training, we're building much-needed skills for the UK that'll help drive innovation, support a just transition and deliver a first-class service for customers. I can't wait to see our apprentices and engineers welcomed to the site this year.**

**Karen Hutcheson,**

Director of Recruitment, Internal Mobility & Emerging Talent at Centrica

## Case study:

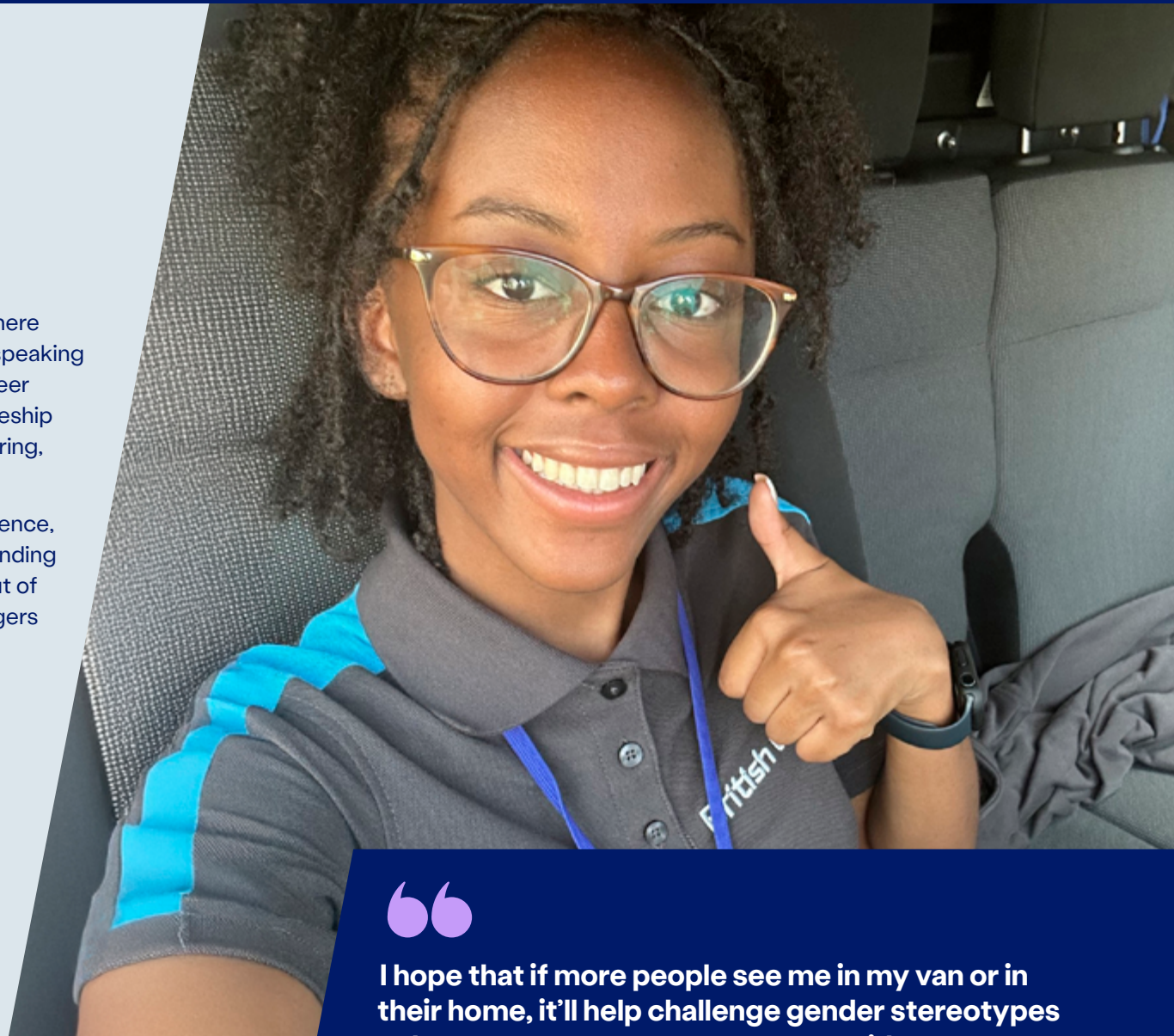
### **From retail to engineering**

#### **Mia-Marie Lawrence, talks about her engineering apprenticeship experience so far.**

As a retail assistant I loved meeting and helping customers but there wasn't a clear pathway for me to build a long-term career. After speaking to my brother about his role as a British Gas Smart Energy Engineer and seeing that British Gas was not only expanding its apprenticeship programme but actively encouraging more women into engineering, I decided to give it a go.

Starting my career in a completely new field with no prior experience, felt daunting at first. Conversations about system design, fault-finding and the right procedures, sometimes left me feeling like a fish out of water but the support around me — the training team, my managers and fellow engineers — all helped me build my knowledge and skills, as well as my confidence. The Females in the Field days are also a brilliant opportunity to meet other women engineers, share experiences, and work with leaders on creating the right conditions for women to thrive in their role.

The most rewarding part of my apprenticeship is knowing I can make a real difference for customers — whether that's keeping their heating and hot water running, or having a friendly chat. I'm looking forward to the day I can say I'm a fully qualified engineer, and I'm excited about the opportunity of building my green skills in the future.



# 50%

**Our ambition is for women to make up 50% of our British Gas engineering apprenticeships by 2030**

“

**I hope that if more people see me in my van or in their home, it'll help challenge gender stereotypes and encourage more women to consider engineering as a career they can do too.**

**Mia-Marie Lawrence,**  
British Gas Service & Repair Apprentice

## Case study:

### ***From sport to business***

**Former Paralympian Stephen Miller MBE, shares his journey to becoming a Centrica employee through the Athlete and Military Pathway programme.**

I've always loved sport, representing my country and challenging perceptions of disability, gave me a deep sense of mission. I represented Great Britain in the club throw across six Paralympic Games and I was fortunate to win three consecutive gold medals. To sum it up, sport shaped my life — it gave me purpose, identity and offered a platform to challenge perceptions.

Since my retirement, I've successfully transitioned into the business world through the Pathway programme and I now work as a Customer Communications Manager. The main skills I developed as an athlete were discipline, goal-setting, teamwork and communication, which are hugely transferable to business. I'm used to analysing performance, working under pressure and striving for continuous improvement, which has helped me in my new environment.

Disability inclusion isn't just a talking point for me; it's lived experience. I know what it feels like to be underestimated, and that's why I want to empower others, create safe spaces for conversation and to show that disability is not a limitation but a strength. I'm therefore really honoured to be a Co-Chair of Centrica's Diverse-ability Network. In this role, I'm proud to work to improve disability inclusion to ensure we can make our workforce even better and more diverse in the future.



**The Athlete's Pathway provides the structure and support to apply what you've learnt in sport, to real business challenges. So if you're an athlete who is looking for a new adventure whilst you train or once you've retired, it could be a great pathway for you.**

**Stephen Miller MBE,**  
Customer Communications Manager at British Gas Business

# Goal 5

**By 2030, we want to:**

**Give 100,000 days to build inclusive communities (35,000 days by the end of 2025)<sup>(1)</sup>**

**2025 Progress against goal:**

■ On track
 ■ Behind

Days	42,104
------	--------

(1) Base year 2019.

**We channel the power of our people to create inclusive communities because stronger communities are key to a more sustainable future.**

Volunteering is also a fantastic way to strengthen our connection with local communities whilst building team spirit and developing skills. Since setting our goal, volunteering has become a core part of our culture. This shift has helped move volunteering from a one-off activity to a shared commitment by our passionate people.

In 2025, colleagues donated 10,465 days which was broadly similar to last year and brings our cumulative progress to over 42,100 days since 2019. This surpasses our 2025 milestone and means we're well on track to deliver our 2030 goal.

Gains since 2019 have been achieved with the launch of The Big Difference, our local community programme that inspires colleagues to get involved in local causes they really care about — whether that's running energy advice pop-up events with partners like the British Gas Energy Trust, or inspiring the next generation to be greener via the Get Set for Positive Energy schools programme delivered in partnership with Team GB and ParalympicsGB (see pages 26 and 28).

To deliver the step up needed out to 2030, our 2025 milestone has been replaced with a new 2028 milestone of 75,000 volunteering days. We'll endeavour to achieve our goal by continuing to expand volunteering opportunities and embedding annual targets in team plans to drive take-up.

# 30%

**Proportion of colleagues who volunteer**



# Creating greener and fairer communities

We support our communities with volunteering, 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.

## £500m

Contributed to our communities in 2025<sup>(1)</sup>



Since 2004, the British Gas Energy Trust — an independent charity funded solely by British Gas — has helped tackle fuel poverty. It provides grants and fuel vouchers to people struggling with their energy bills, and funds frontline money and energy advice organisations across England, Scotland and Wales. We've contributed more than £230m in mandatory and voluntary donations to the Trust, supporting over 830,000 people.



Our social impact fund supports community initiatives delivering affordable and sustainable energy solutions across the UK. It does this by providing expert advice and grant funding using income generated from solar panels installed at nearly 270 schools more than a decade ago. The fund distributes £600,000 each year through grants of up to £100,000. To date, over 50 community initiatives have benefitted from the fund.



We're backing local causes our colleagues care about across the UK. After a colleague vote at the launch of The Big Difference in 2022, we've focused efforts on building a more sustainable future by tackling poverty, supporting health, and helping children and young people thrive. With our £2m annual local fund together with colleague fundraising and volunteering, we provide smaller organisations with much-needed assistance.



Since 2015, Bord Gáis Energy has partnered with Focus Ireland to help support families and tackle homelessness. Over the past decade, we've donated €4.4m to support the charity's work, helping more than 8,500 families who were experiencing homelessness or were at risk of losing their home through financial assistance and preventative support.

(1) Comprises of mandatory and voluntary contributions to support vulnerable customers and communities with their energy through schemes like the Warm Home Discount and Energy Company Obligation, alongside charitable contributions. See more on page 42.

## Supporting our local communities

We supported around 900 good causes across our local communities during 2025, with some examples shared below.

### £6,000

**Amelia Trust Farm** in Barry supports young people with mental health challenges. Our donation alongside colleague volunteers, helped them continue to provide a positive environment for those needing breathing space and a fresh start. They're one of more than 550 charities supported by The Big Difference in 2025.

### £1,400

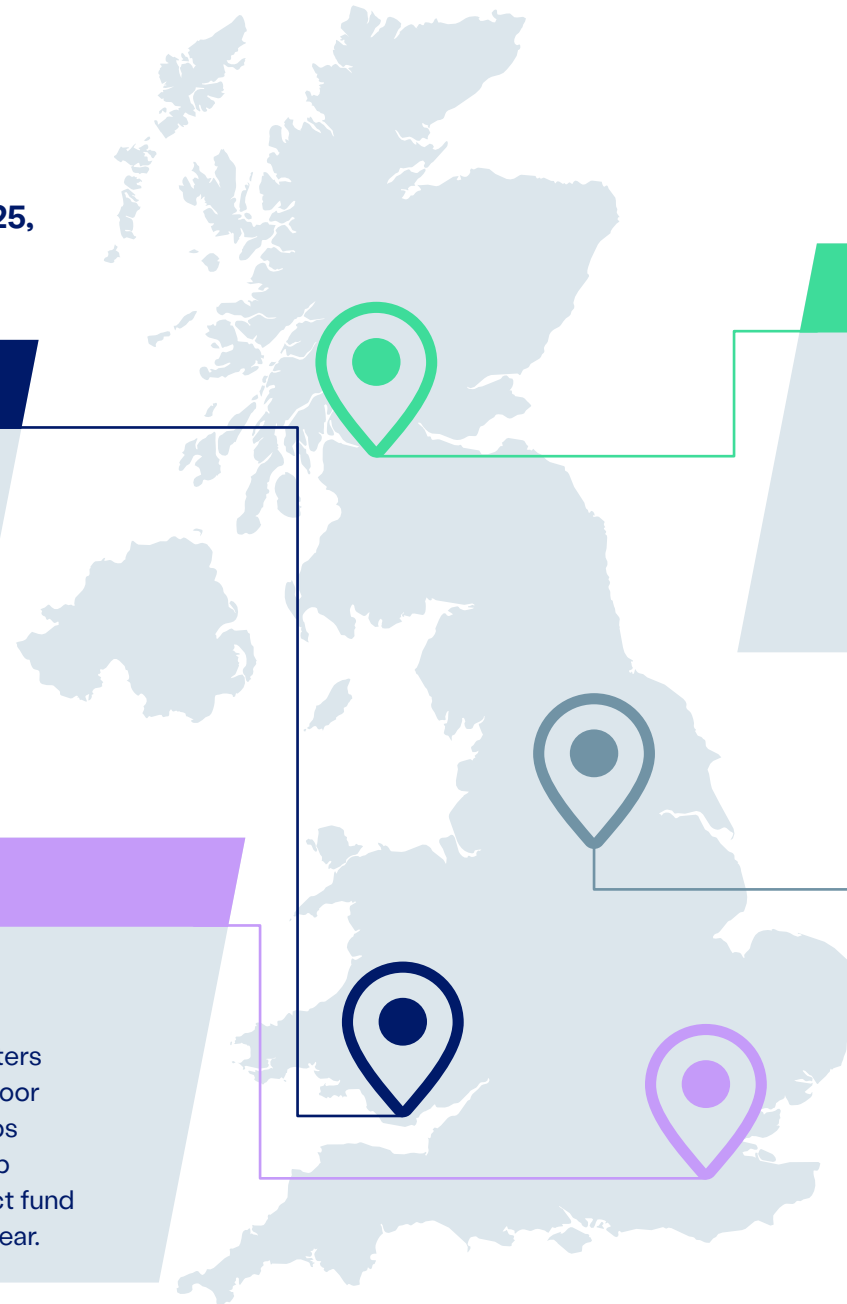
**Houston United Girls Football Club** in Glasgow secured funding for new training kit for its Under 18 squad. This helped the girls feel ready to compete and eased financial pressure on families. 270 grassroots sports clubs supported by our colleagues, received funding via The Big Difference last year.

### £75,000

**Kent County Scouts** received an Energy for Tomorrow grant to install solar panels, battery storage, LED lighting and energy efficient heaters at its headquarters. With the site hosting outdoor activities and residential stays for Scout groups and schools, the upgrades cut carbon and help educate the next generation. Our social impact fund supported 10 new community initiatives last year.

### £196,500

**Citizens Advice** in Doncaster received a British Gas Energy Trust grant to help deliver crucial money and energy advice — unlocking financial gains of over £800,000 for clients. It's one of more than 40 community projects funded by the Trust, to ensure support at the heart of communities.



– Read more in our interactive map online at [centrica.com/ourcommunities](https://centrica.com/ourcommunities)

**Case study:****Tackling energy support head-on**

**For more than 20 years, we've been supporting people in or at risk of fuel poverty through our partnership with the British Gas Energy Trust — regardless of whether they're a British Gas customer or not.**

Rising energy prices and ongoing cost of living pressures mean many households still need help with their energy bills. The Trust plays a central role in the support we provide vulnerable customers by providing expert advice, debt write-off grants, white goods and emergency fuel vouchers — all whilst funding over 40 community projects run by organisations like Citizens Advice alongside local and national charities including Mencap and the RNIB, which ensures we reach those most vulnerable to rising energy costs.

Over the past year, we've worked with the Trust to expand reach and impact through media campaigns, workshops, and innovative community outreach initiatives and partnerships. For example, with the support of an expanded number of charity partners and Centrica volunteers, 120 energy advice events are currently being delivered in community spaces. Meanwhile at the start of 2026, new referral routes to the Trust's energy grants, white goods and fuel vouchers were established through a partnership with Multibank.

By focusing on improving access to support at the heart of communities, the Trust has been able to scale its reach — from supporting 21,000 people a year five years ago, to now supporting more than 72,000 people in the last year alone.

Looking ahead, the Trust will continue using frontline insight to create innovative solutions and champion policy reform as they seek to progress towards our shared ambition of eradicating fuel poverty.

— **Read more** about our energy bill support on page [30](#)



# >830k

**People supported with their energy bills via the British Gas Energy Trust since 2004**



**I would just like to say a huge thank you for everything you have done for me... You took a weight off my mind as I've had many sleepless nights worrying over everything.**

**A client,**  
of the British Gas Energy Trust

**Case study:*****Backed by community, powered by the sun***

**Ashton under Lyne Cricket, Bowls & Tennis Club is one of the latest community initiatives to benefit from our Energy for Tomorrow social impact fund.**

A cornerstone for the Greater Manchester community, the club offers affordable access to sport and a welcoming space for people of all backgrounds and ages. Like many grassroots organisations, it was facing rising energy costs and ageing infrastructure, which put pressure on finances and threatened its long term sustainability.

As part of Energy for Tomorrow's commitment to back grassroots sports clubs in the run up to the next Olympic Games with a £1m investment, the club took part in the first round of our new sport crowdfunding programme. They raised £32,000 which together with matched funding from us, enabled them to install solar panels and battery storage alongside wider site improvements. This enables the club to generate their own electricity, reducing energy bills and enabling savings generated to be channelled back into facilities as well as helping to expand participation opportunities. The solar panels are also expected to save lifetime carbon emissions of around 67tCO<sub>2</sub>e — equivalent to the emissions of charging more than 76m smartphones.

The club additionally receives support from Centrica volunteers to help engage members, supporters and the wider community on energy sustainability.

During 2024–28, Energy for Tomorrow expects to help around 18 sports clubs improve their energy efficiency, financial resilience and social impact.

– **Read more** in Energy for Tomorrow's [Social Impact Report 2026](#)

# £4.8k

***Estimated annual energy bill savings from onsite solar generation***



**The support provided by Energy for Tomorrow came just at the right time — not only do we have peace of mind that we can continue to serve our community, but we have been able to future proof our club by kick-starting our net zero journey.**

**Martin Frost,**  
Club President at Ashton under Lyne Cricket, Bowls & Tennis Club



**Case study:*****Empowering the next generation to be more sustainable***

**As part of our British Gas partnership with Team GB and ParalympicsGB, we've teamed up to deliver Get Set for Positive Energy — a free, cross-curricular nationwide education programme that empowers primary school children to harness the power of positive energy to create a happier, healthier, greener future.**

Our passionate colleagues provide the people power to fuel Get Set for Positive Energy, volunteering to run interactive workshops in local primary schools, joining high-energy 'Positive Energy' roadshows with Team GB and ParalympicsGB athletes, and judging creative energy-saving competitions.

Towards this in 2025, colleagues brought sustainability to life in a fun and meaningful way — whether by running sessions on how to make greener choices or showcasing how different careers can help people and planet. Colleagues additionally awarded Wokingham's Dominic Savio Catholic School as the 'Everyday Energy Competition' winners, for their banner designed to inspire others to make small, energy-saving changes. The school received £5,000 to fund energy-saving improvements, an outdoor banner displaying the winning artwork, and a visit from Team GB athlete Amber Rutter and ParalympicsGB athlete Blaine Hunt, to present the award. 25 runners up were also awarded £500.

Get Set for Positive Energy is making a big difference. Across the academic year 2024–25, the programme reached more than 450 primary schools and over 113,000 children across the UK.



# 669k

***Young people engaged via Get Set for Positive Energy against our ambition to reach almost 1m children and their families over five years out to 2028***



***I've volunteered twice with Get Set for Positive Energy — at my daughter's school and a school near our office. It's inspiring working with such curious children, using my skills to bring energy and sustainability to life. They are the future custodians of our planet, so it's super important, and I look forward to supporting more workshops in 2026.***

**Ross Matthews,**  
Director, Pensions, Benefits & Wellbeing at Centrica

# Our Foundations

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

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- Environment 33



# Customers

**We're committed to delivering a great service and supporting our customers whenever they need us.**

Positive progress has been made in delivering stronger customer service. Continued investment in training for engineers and contact centre colleagues alongside customer service systems, resulted in lower complaints and higher Net Promoter Scores (NPS) across all of our Retail businesses (see page 42). In UK Home Energy Supply for example, completion of a system migration helped enhance customer interaction and contributed a record high NPS of +33 alongside a 2ppt improvement in complaints. Meanwhile, operational improvements and low reschedule rates led to UK Home Services Engineer NPS rising by 3 points to +76 alongside a 0.5ppt improvement in complaints. Consequently, British Gas improved its Trustpilot score and received the Uswitch Energy Award for 'Best Overall Improvement' for the second consecutive year.

Recognising that energy bills remained a real worry for customers in 2025, we prioritised ongoing support. Alongside the hundreds of millions of pounds spent each year on industry initiatives like the Warm Home Discount, we continued to utilise our £140m voluntary energy support package which was established during the peak of the energy crisis in 2022–23, and includes £20m of targeted support for prepayment customers.

This is the largest voluntary support package provided by an energy company in the UK and Ireland and is mainly distributed via British Gas for households and businesses through initiatives like 'You Pay: We Pay', alongside dedicated funds via long-term charity partners like the British Gas Energy Trust in the UK as well as Focus Ireland and the Money Advice and Budgeting Service in Ireland.

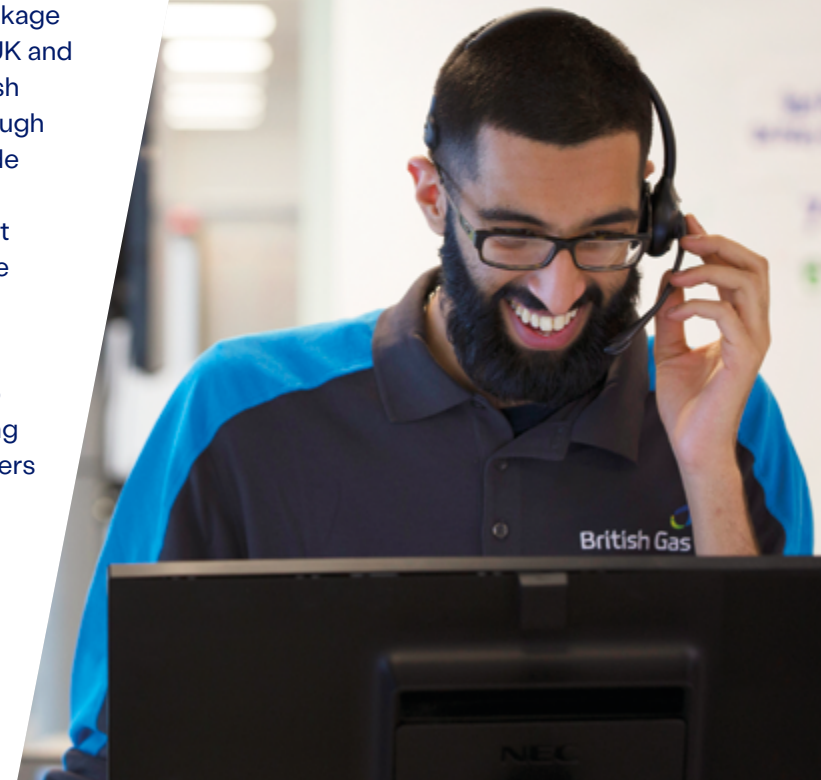
At the same time, we were there to help those from failed energy providers during 2025. We welcomed 91,000 UK customers through the Supplier of Last Resort ('SoLR') process, following the failures of Rebel Energy and Tomato Energy.

– **Read more** about our wider work with the British Gas Energy Trust on page [26](#)

# 4.4



**British Gas Trustpilot score**



# >16k

**Customers benefitting from 'You Pay: We Pay', a first-of-its kind initiative which commits us to match energy payments from struggling customers**

# Colleagues

## We want every colleague to feel safe, valued and engaged.

In 2025, we kept safety front of mind. Zero fatalities were maintained and our total recordable injury frequency rate fell by 3% to 0.61 per 200,000 hours worked, with most incidents tied to minor slips, trips and musculoskeletal injuries. We did, however, experience a Tier 1 process safety event at the Rivers Terminal operated by Spirit Energy. The event related to hydrocarbon containment loss and fortunately resulted in no injuries. In 2026, we plan to continue to strengthen safety culture by focusing on preventing containment losses, mitigating gas and electrical risks, as well as enhancing contractor management and road safety practices.

We also prioritised mental health and wellbeing (see page [32](#)). Reflecting our robust approach and disclosure on the matter, the CCLA investment group ranked Centrica as a UK leader on mental health management for the fourth-year running.

We have a strong focus on fair reward and recognition. We regularly review our pay offering to ensure it supports colleagues' everyday needs and we continue to uphold our commitment to pay at least the Real Living Wage in the UK. As part of these efforts, we help colleagues save for the future by sharing the value they create through our Global Profit Share whilst offering a range of savings

and retirement benefits. In 2025 for example, we relaunched ShareSave which gives colleagues the opportunity to buy additional Centrica shares on favourable terms.

We also strive to reduce our pay gaps. Our UK gender pay gap remained largely driven by more men working in higher paid jobs like engineering, and more women in valued but lower paid roles such as customer service. Our median gender pay gap increased slightly from 13% to 16% during 2024–25. Our ethnicity pay gap which we publish voluntarily remained at 7% median and is due to similar factors as the gender pay gap, with fewer ethnically diverse colleagues working in higher paid roles like engineering and more ethnically diverse colleagues in lower paid customer service and junior Information Systems (IS) roles. We remain committed to reducing our pay gaps over time as we seek to make our business, sector and society more inclusive (see pages [16](#) to [22](#)).

Proactive action like this is crucial for positive colleague engagement and productivity. Despite significant organisational changes underway to simplify our business and improve customer outcomes, we saw only minor changes in colleague engagement. We maintained our top quartile performance for the majority of the year, with our year-end position landing at 7.9 out of 10. This is 0.1 points below top quartile for our sector and 0.2 points lower than our 2024 score. In 2026, we'll continue to support our colleagues as we focus on delivering our strategy whilst ensuring everyone feels valued, included and motivated to energise a greener, fairer future.

– **Read more** in our [Gender & Ethnicity Pay Statement](#)

# Zero Fatalities



**Case study:*****Helping create a healthier workforce***

**To help colleagues thrive, we continue to strengthen our support package by widening access to wellbeing resources, running campaigns and giving managers the confidence to step in if someone needs support.**

In 2025, colleague health was most affected by anxiety, depression, musculoskeletal pain and seasonal illness, often compounded by lifestyle factors like inactivity, poor sleep and excess weight.

To address this, we encouraged colleagues to take proactive steps to care for themselves and others. Our flexible benefits and on-demand services help make this possible by offering colleagues and their families the right support at the right time — from our company-funded healthcare plan and 24/7 emotional helpline and GP access, to our wellbeing app and 180-strong network of colleague Mental Health First Aiders.

Support like this alongside regular campaigns, help build a culture of openness and break down the stigma often associated with mental health. For example in 2025, our Bord Gáis Energy business joined the 'Elephant in the Room' initiative, designed to drive proactive conversations about mental health.

Managers are educated on mental health and wellbeing. This provides them with the confidence to have informed and meaningful conversations to support their team. Towards this, we provide dedicated mental health training and a wide range of resources on topics including the menopause or being a carer.

Colleague feedback guides our wellbeing support, so we'll keep listening and learning to ensure colleagues receive the support they need.

– **Read more** in our [Health & Wellbeing Statement](#)

# >100k

**Mental health and wellbeing interactions throughout the year**



**We're trained to spot signs of poor mental health, to listen non-judgementally and help people towards the help that they need. To see somebody put steps in place to get better, is why I do it and why it's important.**

**Kelly Duguay,**

Customer Delivery Manager at British Gas and Mental Health First Aider

# Ethics

## Operating to high standards strengthens our business and supports the communities we serve.

Our Code provides a high-level summary of our key policies and sets the standard we expect for everyone who works for us, or with us. Our Values — Care, Collaboration, Courage, Agility and Delivery — supports Our Code by demonstrating how we do business.

At the heart of Our Code is our commitment to respect and help advance internationally recognised human rights standards including the United Nations (UN) Global Compact, the UN Guiding Principles on Business and Human Rights, and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work. We protect colleagues and supply chain workers through employment checks, risk-based training, ongoing due diligence, and oversight of supplier selection and renewal. As with many organisations, our greatest risk sits within our supply chain. So where due diligence flags a supplier as high risk based on country and/or the products or services provided, we take appropriate action. This may include undertaking a third-party audit and working with the supplier to raise standards (see page 34). If the supplier cannot or will not improve, we reserve the right to report any abuse and end the relationship.

Our Code and our Anti-Fraud and Anti-Bribery and Corruption (ABC) Statement set clear expectations on bribery and corruption. We prohibit improper payments, including facilitation payments, regardless of value or jurisdiction. We also exchange gifts and hospitality responsibly which includes declaring them on a register. Following the Economic Crime and Corporate Transparency Act 2023, we additionally briefed senior managers on beneficiary fraud and mitigation responsibilities during the year, which complements wider ABC training. A separate register is used to manage conflicts of interest.

Our Code is embedded through onboarding and annual refresher training. Colleagues can report any concerns via our independent and confidential 24/7 Speak Up phone and online helpline. In 2025, we received 236 Speak Up reports which is in line with external benchmarks for a company our size. A further 226 grievances were raised directly with HR, reflecting a culture where colleagues feel safe to speak up without fear of retaliation. This is backed by our zero tolerance approach for retaliation. Most cases reported related to interpersonal relations and were thoroughly investigated.

Our Values are embedded through day-to-day activities and celebrated through our digital Recognitions platform. During the year, more than 203,000 recognitions were made by colleagues with opportunities to convert points into rewards.

# Environment

## Alongside GHG emissions, we monitor and manage our wider environmental impact.

During 2025, our water consumption remained relatively consistent with the previous year, decreasing by 2% to 348,958m<sup>3</sup>. Our waste meanwhile, increased by 39% to 23,109 tonnes. The rise was mainly due to construction of the 30MW Dyce battery storage plant in Aberdeen which is due to be fully operational in 2026.

# 97%

**Colleagues completed annual Our Code training and confirmed they would uphold its principles**

## Case study:

### ***Strengthening our supply chain***

**Upholding human rights is fundamental to how we operate, and each year we seek to enhance our approach to mitigating the risk of modern slavery.**

To strengthen human rights governance across our operations and supply chain, we've partnered with the Slave-Free Alliance and together, reviewed our salient human rights risks. This helped pinpoint the parts of our business and supply chain most exposed to these risks, including potential indicators of modern slavery.

Building on this insight, we've enhanced our escalation process. When non-compliance or warning signs are identified, issues are now assessed more consistently and efficiently, with appropriate consideration of victim needs. We've also launched a new ethical inspection programme delivered by our in-house quality assurance team, increasing oversight of higher-risk suppliers to complement existing independent audits and remote worker surveys.

In 2025, we conducted 35 on-the-ground site audits. The audits were focused on higher-risk suppliers spanning the manufacturing of workwear, solar panels, battery systems, smart meters and other electrical products across Cambodia, China, India, Malaysia, Thailand, Tunisia, Turkey and the UK. Although we didn't identify human rights abuses, we recorded 249 non-compliances relating to labour and health and safety practices; none of which were classed as 'business critical'. Improvement plans have been agreed with each supplier and by the end of the year, remediation activity had been identified for 72% of non-compliances with the remainder due in 2026.

Together, these steps are improving visibility, strengthening accountability and supporting sustained progress in responsible sourcing.

– **Read more** in our [Modern Slavery Statement](#)

# Zero

**Confirmed cases of forced or compulsory labour**



**We are proud to have worked with Centrica on a proactive human rights saliency assessment this year, reflecting a deepening maturity in its approach to human rights due diligence... with the aim of preventing and mitigating adverse impacts for workers.**

**Slave-Free Alliance**

# Our Governance

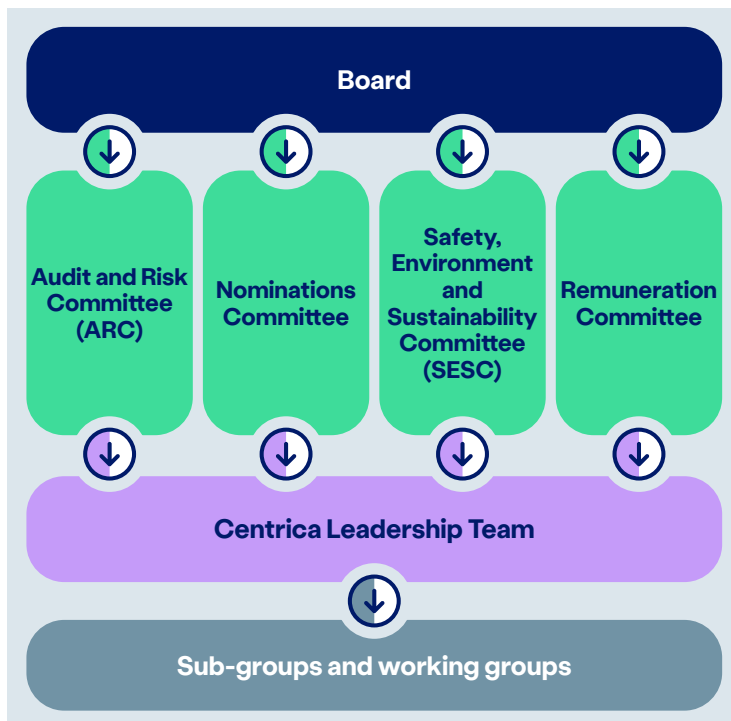
Robustly managing all that we do

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# Our Governance

**Sustainability matters are fully embedded and robustly managed across the Group.**



– **Read more** in our [Annual Report & Accounts](#) (see sections on Governance and Task Force on Climate-related Financial Disclosures)

The Board retains overall accountability for sustainability matters and is supported through a clear structure of Board committees, led by Independent Non-Executive Directors.

- **The Safety, Environment and Sustainability Committee** meets three times a year and has delegated responsibility to provide primary oversight of stated matters, whilst reviewing non-financial reporting;
- **The Audit and Risk Committee** meets quarterly and supports the Board by reviewing mitigations for Principal Risks including 'Climate change', 'People culture and workforce', 'Customer' and 'Safety and asset integrity'. The Committee additionally oversees the process of audits as well as financial statements and non-financial disclosures;
- **The Nominations Committee** meets three times a year to ensure the Board and its Committees have the right balance of skills, knowledge and experience to effectively lead the Company; and
- **The Remuneration Committee** meets four times a year and ensures sustainability considerations are appropriately reflected in incentive arrangements for Executive Directors and the wider workforce.

The Remuneration Committee has two reward solutions which have a strong connection to driving a sustainable business. The Annual Incentive Plan is set each year by the Remuneration Committee, with targets and weightings that include measures of progress against our business performance metrics, Climate Transition Plan, colleague engagement and customer satisfaction. Together, these form part of 18 metrics with a combined weighting of 37.5%. The Restricted Share Plan has a three-year vesting and two-year holding period, with the Committee making decisions on targets and performance subject to a performance underpin for the consideration of sanctions, fines, major incidents, poor financial performance, and lack of sustainability progress or performance.

To continuously grow capability and effectiveness, the Board underwent site visits and deep-dive sessions in 2025 on issues like net zero policy and sustainability regulation. The Board also considered actions arising from the 2024 external Board performance review which have now been implemented, including a renewed focus on succession planning and maintaining strong Board visibility. An internal Board performance review in 2025 concluded that the Board continued to operate effectively and will maintain its ongoing focus on succession planning and development to support delivery of the Company's strategy.









# Sustainable Development Goals

## The United Nations launched 17 Sustainable Development Goals (SDGs) in 2015.

The SDGs call on governments, businesses and wider society to take action on the most pressing challenges facing people and planet by 2030. Although we contribute to a number of the SDGs, our People & Planet Plan specifically makes the greatest contribution towards three lead SDGs whilst supporting several others.

Over the coming decade, we'll continue to work with stakeholders to further shape and strengthen our contribution to build a more sustainable future.

– [Read more](#) about our the specific [SDG indicators](#) we support

SDGs supported	Why	Examples of our support in 2025
<b>Planet</b>		
<p>Lead SDGs</p>  <p>Supporting SDGs</p>   	<p>Climate change is a major challenge facing the world. We're well-placed to cut energy's impact and support national and international targets by helping customers live more sustainably and reach net zero by 2050, whilst becoming a net zero business ourselves by 2040.</p>	<ul style="list-style-type: none"> <li>Helped customers improve control over their energy and cut emissions by connecting 3m devices to the Hive app.</li> <li>Enabled system decarbonisation through renewable and flexible assets, including 19.5GW of renewable and flexible capacity under management.</li> <li>Reduced emissions across our business, producing 70% less carbon than we did a decade ago through our shift to energise a greener, fairer future.</li> </ul>
<b>People</b>		
<p>Lead SDGs</p>   <p>Supporting SDGs</p>  	<p>To get to net zero and ensure we leave no one behind, we need a team with a range of skills and experience, who can deliver for our customers. That's why by 2030, we want to create an engaged team that reflects the full diversity of our communities, recruit 3,500 apprentices and inspire colleagues to give 100,000 days to local communities.</p>	<ul style="list-style-type: none"> <li>Progressed our plan to build a more inclusive team, working with our diversity networks to quadruple paid paternity leave and introduce a sector-first Transgender Inclusion Policy.</li> <li>Diversified our talent pipeline in engineering with 15% of our British Gas engineering apprentices being women — much higher than the 0.3% of trained female gas engineers in the UK.</li> <li>Made a big difference in our local communities by volunteering 10,500 days.</li> </ul>

# Key Performance Indicators

**Our robust and transparent reporting across key performance indicators (KPIs), enables us to monitor performance and take action.**

In 2025, we engaged DNV Business Assurance Services UK Limited (DNV) to conduct an independent limited assurance engagement for our Annual Report & Accounts 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 [10](#), [14](#), [39](#) and [40](#). It's important to read the responsible business information in our Annual Report in the context of DNV's full limited assurance statement and Centrica's Basis of Reporting, which are available at [centrica.com/assurance](https://centrica.com/assurance).

– **View** over 150 metrics in our Data Centre and more at [centrica.com/performanceandreports](https://centrica.com/performanceandreports)



# 14 years

**We've achieved limited assurance over our climate metrics every year since 2012**

## Progress against our People & Planet Plan

Key | Progress against goals: ■ On track ■ Behind

Goal	Milestone	2025 Progress	2024 Progress
<p>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<sup>(i)</sup>:</p> <ul style="list-style-type: none"> <li>• 48% women</li> <li>• 18% ethnically diverse</li> <li>• 20% disability</li> <li>• 3% LGBTQ+</li> <li>• 4% ex-service</li> </ul>	<p>By the end of 2025:</p> <ul style="list-style-type: none"> <li>• 40% women</li> <li>• 16% ethnically diverse</li> <li>• 10% disability</li> <li>• 3% LGBTQ+</li> <li>• 3% ex-service</li> </ul>	<p><b>All company:</b><sup>(ii)</sup></p> <ul style="list-style-type: none"> <li>• <b>30% women</b> <span style="color: purple;">■</span> – 43% excluding Field engineers</li> <li>• <b>16% ethnically diverse</b> <span style="color: green;">■</span></li> <li>• <b>6% disability</b> <span style="color: purple;">■</span></li> <li>• <b>4% LGBTQ+</b> <span style="color: green;">■</span></li> <li>• <b>2% ex-service</b> <span style="color: purple;">■</span></li> </ul> <p><b>Senior leaders:</b><sup>(ii)</sup></p> <ul style="list-style-type: none"> <li>• <b>34% women</b> <span style="color: purple;">■</span> – 34% excluding Field engineers</li> <li>• <b>10% ethnically diverse</b> <span style="color: purple;">■</span></li> <li>• <b>6% disability</b> <span style="color: purple;">■</span></li> <li>• <b>2% LGBTQ+</b> <span style="color: green;">■</span></li> <li>• <b>3% ex-service</b> <span style="color: green;">■</span></li> </ul>	<p><b>All company:</b><sup>(ii)</sup></p> <ul style="list-style-type: none"> <li>• 31% women <span style="color: purple;">■</span> – 41% excluding Field engineers</li> <li>• 16% ethnically diverse <span style="color: green;">■</span></li> <li>• 6% disability <span style="color: purple;">■</span></li> <li>• 4% LGBTQ+ <span style="color: green;">■</span></li> <li>• 2% ex-service <span style="color: green;">■</span></li> </ul> <p><b>Senior leaders:</b><sup>(ii)</sup></p> <ul style="list-style-type: none"> <li>• 34% women <span style="color: purple;">■</span> – 31% excluding Field engineers</li> <li>• 10% ethnically diverse <span style="color: purple;">■</span></li> <li>• 5% disability <span style="color: purple;">■</span></li> <li>• 2% LGBTQ+ <span style="color: green;">■</span></li> <li>• 2% ex-service <span style="color: green;">■</span></li> </ul>
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	<b>1,947 apprentices</b> <span style="color: purple;">■</span>	1,537 apprentices <span style="color: purple;">■</span>
Inspire colleagues to give 100,000 days to build inclusive communities by 2030 (base year 2019)	35,000 days by the end of 2025	<b>42,104 days</b> <span style="color: green;">■</span>	31,639 days <span style="color: green;">■</span>
Help our customers be net zero by 2050 <sup>(iii)</sup> (base year 2019)	28% greenhouse gas (GHG) intensity reduction by the end of 2030	<b>18% reduction</b> <span style="color: green;">■</span>	10% reduction <sup>(iv)</sup> <span style="color: green;">■</span>
Be a net zero business by 2040 <sup>(v)</sup> (base year 2019)	50% GHG reduction by the end of 2032	<b>25% reduction+</b> <span style="color: green;">■</span>	18% reduction <span style="color: green;">■</span>

+ Included in DNV's independent limited assurance report. See page 38 or [centrica.com/assurance](https://centrica.com/assurance) for more.

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

(ii) Beyond gender, 2025 data is based on colleague voluntary disclosure of 94% ethnically diverse, 53% disability, 61% LGBTQ+ and 4% ex-service. For 2024, this was 94% ethnically diverse, 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 and the Centrica Leadership Team.

(iii) Net zero goal measures the GHG intensity of our customers' energy use including electricity and gas with a 2019 base year of 182gCO<sub>2</sub>e/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.

(iv) Restated due to availability of improved data.

(v) Our updated Climate Transition Plan published at the start of 2025, accelerated and replaced our outgoing goal to be net zero by 2045 (40% reduction in GHG emissions by the end of 2034). The 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 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 2,120,446tCO<sub>2</sub>e. 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.

– Read about our new 2028 milestones for People goals on pages 17, 19 and 23

## Progress against our Foundations

### Planet

Metric	2025	2024	What's next
<b>Greenhouse gas (GHG) and energy</b>			
Total GHG emissions (Scope 1 and 2) <sup>(i)</sup>	<b>1,580,933tCO<sub>2</sub>e<sup>(iii)</sup>+</b>	1,732,328tCO <sub>2</sub> e <sup>(iii)</sup> (iv)	Measure and reduce emissions to achieve our People & Planet Plan goals of being a net zero business by 2040 and helping our customers be net zero by 2050, enabled through the delivery of our Climate Transition Plan and associated climate ambitions
Scope 1 emissions	<b>1,571,517tCO<sub>2</sub>e<sup>(v)</sup>+</b>	1,725,987tCO <sub>2</sub> e <sup>(iii)</sup> (vi)	
Scope 2 emissions	<b>9,415tCO<sub>2</sub>e<sup>(vii)</sup>+</b>	6,341tCO <sub>2</sub> e <sup>(iii)</sup> (viii)	
Scope 3 emissions <sup>(ix)</sup>	<b>18,294,835tCO<sub>2</sub>e</b>	21,860,510tCO <sub>2</sub> e	
Total GHG intensity by revenue <sup>(x)</sup>	<b>81tCO<sub>2</sub>e/£m<sup>(xi)</sup></b>	87tCO <sub>2</sub> e/£m <sup>(xii)</sup>	Analyse the impact of our strategy on decoupling GHG emissions from value creation
Total energy use	<b>7,177,638,803kWh<sup>(xiii)</sup>+</b>	7,925,163,679kWh <sup>(xiv)</sup>	Remain focused on energy efficiency as we strive to be a net zero business by 2040
<b>Water, waste and non-compliance</b>			
Total water use	<b>348,958m<sup>3</sup></b>	357,260m <sup>3</sup>	Effectively monitor, manage and reduce our water use and waste production, as well as our incidence of environmental non-compliance
Total waste generated	<b>23,109 tonnes</b>	16,651 tonnes	
Environmental non-compliance <sup>(xv)</sup>	<b>12</b>	2	

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 38 or [centrica.com/assurance](https://centrica.com/assurance) for more.

(i) Comprises Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol.

(ii) Comprises UK 604,640tCO<sub>2</sub>e and non-UK 976,293tCO<sub>2</sub>e.

(iii) Included in DNV's limited assurance scope for the Annual Report 2024. See [centrica.com/performanceandreports](https://centrica.com/performanceandreports) for our 2024 Basis of Reporting and DNV's 2024 Assurance Statement. Although there were no material changes to reported data, previous figures included in DNV's limited assurance scope have subsequently been restated due to availability of improved data and were as follows: Total GHG emissions (Scope 1 and 2): 1,733,882tCO<sub>2</sub>e, Scope 1: 1,726,177tCO<sub>2</sub>e and Scope 2: 7,706tCO<sub>2</sub>e.

(iv) Comprises UK 579,094tCO<sub>2</sub>e and non-UK 1,153,234tCO<sub>2</sub>e.

(v) Comprises UK 595,709tCO<sub>2</sub>e and non-UK 975,808tCO<sub>2</sub>e.

(vi) Comprises UK 572,985tCO<sub>2</sub>e and non-UK 1,153,002tCO<sub>2</sub>e.

(vii) Market-based, comprises UK 8,931tCO<sub>2</sub>e and non-UK 485tCO<sub>2</sub>e. Sum of constituent parts does not align with total due to rounding. Location-based is 16,492tCO<sub>2</sub>e.

(viii) Market-based, comprises UK 6,109tCO<sub>2</sub>e and non-UK 232tCO<sub>2</sub>e. Location-based is 17,347tCO<sub>2</sub>e.

(ix) 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. 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.

(x) 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.

(xi) Comprises UK 38tCO<sub>2</sub>e/£m and non-UK 266tCO<sub>2</sub>e/£m.

(xii) Comprises UK 36tCO<sub>2</sub>e/£m and non-UK 314tCO<sub>2</sub>e/£m. Non-UK value has been restated due to availability of improved data.

(xiii) Comprises UK & Offshore 2,006,825,467kWh and non-UK energy use 5,170,813,337kWh. Sum of constituent parts does not align with total due to rounding.

(xiv) Included in DNV's limited assurance scope for the Annual Report 2024. See [centrica.com/performanceandreports](https://centrica.com/performanceandreports) for our 2024 Basis of Reporting and DNV's 2024 Assurance Statement. 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.

(xv) Includes breaches of environmental authorisation including permit, licence and consent coupled with wider environmental legislation where we are either required to notify the regulator or where an authority or regulator is involved. The majority of incidents relate to offshore activities and did not result in legal action.

## People

Metric	2025	2024	What's next
<b>Colleagues</b>			
Colleague engagement <sup>(i)</sup>	<b>7.9</b>	8.1	Work to strengthen colleague engagement by helping individuals feel connected to our Purpose and strategy whilst cultivating a supportive and inclusive workplace, that empowers everyone to deliver for our customers
Gender pay gap <sup>(ii)</sup>	<b>16% median 13% mean</b>	13% median 13% mean	Reduce our pay gaps by building a diverse and inclusive team through our People & Planet Plan and associated Diversity, Equity and Inclusion open letter commitments
Gender bonus gap <sup>(iii)</sup>	<b>28% median 43% mean</b>	20% median 48% mean	
Ethnicity pay gap <sup>(ii) (iv)</sup>	<b>7% median 10% mean</b>	7% median 10% mean	
Ethnicity bonus gap <sup>(iii) (iv)</sup>	<b>28% median 23% mean</b>	21% median -12% mean	
Retention	<b>89%</b>	91%	Improve retention through our focus on talent development and targeted action plans whilst continuing to build a supportive and inclusive culture
Absence <sup>(v)</sup>	<b>13 days</b>	12 days	Reduce absence through effective management practices alongside proactive support and education via our comprehensive health and wellbeing suite of support
Total recordable injury frequency rate (TRIFR) per 200,000 hours worked	<b>0.61</b>	0.63	Reduce TRIFR and LTIFR by reinforcing a strong safety culture among colleagues and contractors, with a focus on strengthening preventative behaviours and following procedures, controls and monitoring
Lost time incident frequency rate (LTIFR) per 200,000 hours worked	<b>0.37</b>	0.38	
Process safety incident frequency rate (Tier 1 and 2) per 200,000 process safety hours worked	<b>0.12</b>	0.21 <sup>(vi)</sup>	Maintain robust operational controls and operator competencies, safety-critical maintenance programmes and management of contractors working with process safety risk
Significant process safety events (Tier 1)	<b>1</b>	1	
Fatalities	<b>0</b>	0	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 2024 and 2025.

(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 2024-25 who confirmed whether they are from a Black, Asian or Mixed/Other ethnic group. A negative number indicates the bonus gap is in favour of ethnically diverse colleagues.

(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) Restated due to availability of improved data.

Metric	2025	2024	What's next
<b>Customers</b>			
Home Energy Supply UK Touchpoint Net Promoter Score (NPS) <sup>(i)</sup>	<b>+33</b>	+29	Continue to invest in customer service and deliver energy, services and solutions that energise a greener, fairer future for all
Home Services UK Engineer NPS <sup>(i)</sup>	<b>+76</b>	+73	
Business UK Touchpoint NPS <sup>(i)</sup>	<b>+37</b>	+28	
Home Energy Supply complaints per UK customer <sup>(ii)</sup>	<b>8.1%</b>	10.1%	Maintain focus on driving down complaints by acting on customer feedback to improve experience
Home Services complaints per UK customer <sup>(ii)</sup>	<b>4.8%</b>	5.3%	
Business complaints per UK site <sup>(ii)</sup>	<b>5.2%</b>	5.8%	
Customer safety incident frequency rate per 1m jobs completed	<b>1.18</b>	1.15	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 contact or a Home Services gas engineer visit.

(ii) Measured as a percentage of average customers over the year, UK only.

Metric	2025	2024	What's next
<b>Communities</b>			
Total community contributions	<b>£510.2m<sup>(i)</sup></b>	£603.3m <sup>(ii)</sup>	Continue to make a big difference across our local communities — from helping people with their energy bills and emissions, to volunteering and fundraising for local causes that colleagues care passionately about
On the ground site audits completed	<b>35</b>	27	Continue to monitor and raise standards across our supply chain to reduce risk and guard against modern slavery, focusing on enhancing engagement and controls
Sites completing remote worker surveys	<b>5</b>	7	
Colleagues committed to Our Code	<b>97%</b>	99%	Ensure all colleagues uphold Our Code as part of our commitment to doing the right thing and acting with integrity

(i) Comprises £505.4m in mandatory and £42.8k in voluntary contributions to support vulnerable customers and communities, alongside £4.8m in charitable donations which includes £3.1m in corporate donations, £1.3m in time to volunteer during work and £0.3m in third party contributions such as fundraising and payroll giving. Sum of constituent parts does not align with total due to rounding.

(ii) Comprises £596.8m in mandatory and £1.4m in voluntary contributions to support vulnerable customers and communities, alongside £5.1m in charitable donations which includes £3.4m in corporate donations, £1.3m in time to volunteer during work and £0.3m in third party contributions such as fundraising and payroll giving. Restated due to availability of improved data and changes in methodology to align with best practice, incorporating cost of during work time volunteering and core fundraising. Sum of constituent parts does not align with total due to rounding.

# ***centrica***

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