

Group Chief People Officer's report



2024 has been a remarkable year for Centrica. I'm proud of our colleagues' achievements as we focused on our customers and embraced new opportunities.

Our significant focus on talent, and investment in digital roles is creating a workforce fit for the future.

Jill Shedden MBE, Group Chief People Officer



Our People function has made a significant impact on Centrica this year. We have successfully partnered with the business to drive change, aligning our efforts with our new Purpose of energising a greener, fairer future. Together, we are building a brighter future for Centrica and our colleagues.

10,683

Volunteering days this year

Tier 1 Employer

Ranked by the CCLA Corporate Mental Health Benchmark UK

8.1/10

Engagement score which is top quality for our sector

Empowering business growth through people

This year, we established two new business areas: the Power business, headed by Dave Kirwan, and the Chief Customer Office, led by Gary Booker. These developments are pivotal to our business growth and our People team, who play a crucial role in supporting and driving these transformations.

The Power business will invest in low carbon energy assets to facilitate the energy transition across the UK and Europe. In the coming years, they will enhance the Centrica portfolio by investing in areas and technologies that support the energy transition and deliver strong, sustainable growth. The People team is integral to this journey, ensuring we attract, develop and retain the talent needed to drive innovation and expand our international presence.

The Chief Customer Office (CCO) is central to our transformation, placing customer data and insights at the heart of our operations. We want to consider how we think and act differently to deliver on the ever-changing needs and demands of our customers – both those we have today and the new customers we want

to attract in the future. The People team is key in fostering a culture that embraces change and innovation, equipping our teams with the skills and mindset to excel in this dynamic environment.

A key function in the CCO is our new Customer Data & Analytics function, which focuses on maximising our use of data to provide a comprehensive view of each customer, thereby enhancing our customer understanding and experience. We are leveraging the opportunities that AI offers, making Centrica an exciting place for digital talent. The People team is committed to building a workforce that is adept at harnessing these technologies, ensuring we continue to advance in digital innovation.

Advancing in our talent journey

This year, Centrica has focused on a future-oriented talent agenda by implementing our new Talent framework, which enhances our understanding of colleagues' strengths and development areas. This approach ensures we have the right people in critical roles, robust succession plans, and drives intentional career development across the business.

Defining our Purpose

In June 2023, our Centrica Leadership Team recognised an opportunity for Centrica to become a more purpose-led organisation. They embraced the challenge of creating a unifying purpose for the Company. We developed a purpose that truly represents Centrica's people, engaging a wide range of stakeholders and Employee Networks in the process. This new Purpose, energising a greener, fairer future, was officially launched in February 2024 and was received positively by colleagues.

The new Purpose better reflects our future direction, and we've engaged in comprehensive communications to engage our colleagues with it.

Being purpose-led not only aligns our operations with our core values, but also fosters greater colleague engagement and satisfaction. We believe that a purpose-led approach contributes to long-term business success by building trust with customers and stakeholders, and by creating a positive impact on society and the environment.

Elevating apprenticeships: a year of growth and recognition

We have driven a significant rise in our apprenticeship offering across Centrica in 2024. Bringing in apprentices helps nurture fresh talent and ensures our workforce remains dynamic and adaptable. Apprentices bring new perspectives and innovative ideas, enhancing our customer service experience. The Company led the rejuvenation of our traditional engineering apprenticeships with 112 colleagues starting their Gas Engineering Operative apprenticeship and another 100 completing their Dual Fuel Smart Metering apprenticeship.

In July, we hosted a webinar for potential candidates interested in our British Gas Smart Metering Apprenticeship Scheme. This event was part of our ongoing collaboration with Holly Hobbs, an apprenticeship influencer with a substantial and engaged social media following. Holly's three TikTok videos have collectively garnered over 800,000 views, and we observed a significant increase in applications coinciding with the release of her videos. I am proud that this year we have seen a higher number of female applicants than ever before, highlighting the importance of exploring creative ways of attracting talent.

Apprenticeships (3,500 by 2030)

As part of our People & Planet Plan and drive to invest in our people, we have an ambition to upskill 3,500 colleagues through apprenticeships by 2030. This is for our new colleagues and also those currently with us that want to get qualified whilst in their role.

We continue to use apprenticeships as one of the key routes into Customer Service roles, with 54 apprentices beginning their programmes in October and November 2024. We are passionate about upskilling new and existing colleagues within the business, ensuring they have the opportunities to grow and succeed, with a further 48 colleagues undertaking apprenticeships from Level 3 to Level 7 programmes this year. Our increase in apprenticeship offerings is part of our People & Planet Plan to drive and invest in our people. For more information, read our People and Planet section on pages 58 to 65.

Our apprenticeship programmes received external recognition in 2024, being awarded 'The Best Utilities Apprenticeship' by The Apprenticeship Guide. We were also a finalist in the Energy & Utility Skills 'Best Recruitment Campaign/Initiative' for our collaboration with social media influencer Holly Hobbs.

Celebrating early careers

This year marked a record achievement for our Emerging Talent team, particularly within the Graduate and Intern sectors. We were honoured to be ranked 5th among the top 100 student employers by Rate My Placement, standing out as the highest-ranked energy company and receiving top votes for engineering.

102 Interns

joined Centrica in the summer of 2024.

60 Graduates

joined Centrica in October 2024.

Expanding our talent horizons

In 2023, Centrica launched a new talent pathway, integrating eight ex-Forces members into our broader business operations. We are continually exploring innovative methods to attract talent and tap into new recruitment pools. Furthermore, we were delighted to have 12 more ex-Forces members joining us in October.

Our collaboration with Team GB and ParalympicsGB has enabled us to welcome an additional seven colleagues in 2024, ranging from high-performing athletes to Olympians and Paralympians.

Defining our Employee Value Proposition (EVP)

Our aspiration is to become energy's employer of choice and be widely recognised as a great place to work. To make this possible, our EVP needs to be at the heart of everything we do. An EVP is a company's people story; a narrative and messaging framework that brings to life its unique culture, purpose and the reasons why people join and stay there. It gives us a consistent approach towards engaging and empowering current and future colleagues, by amplifying what it means to be, and what you get as, a member of the Centrica family.

Developed in collaboration with colleagues across our businesses, we understand who we truly are and what defines us as Centrica. Our EVP encapsulates these insights and has been instrumental in shaping our new People Story. This commitment has also earned the Danish entity of Centrica Energy, recognition as one of the best workplaces in Europe by the Great Place to Work annual survey.

Our EVP, which launched in November, provides one consistent approach to candidates and colleagues, and demonstrates why they should join the Centrica family.

Celebrating Employee Network successes

I am incredibly proud of our Employee Networks at Centrica. Our 10+ Networks play a vital role in partnering with our organisation to drive change and create a more inclusive workplace where everyone can bring their whole selves to work.



Our Carers Network proudly celebrated its 20th anniversary this year. Since its inception in 2004, the network has grown into a robust community, providing essential support and resources to our colleagues who are carers. We have achieved Carer Confident Level 3 status, the highest-level award from Employers for Carers, thanks to our market-leading Carers Leave policy, which offers planned leave to support our carers. Our Carers Network continues to be a cornerstone of our commitment to supporting diverse talent, advocating for change and making a significant impact both within Centrica and beyond.



Our Diverse-ability Network champions and celebrates the physiological and neurological diversity of our colleagues. This community of colleagues and allies supports one another, raises awareness, and challenges perceptions about disability. In July, as part of our Energy Services partnership, the Diverse-ability Network collaborated with ParalympicsGB to host an event featuring 16-time Paralympic medallist Tanni Grey-Thompson, in celebration of Disability Pride Month.



Our Fertility Network provides crucial support for colleagues facing fertility challenges. They have played a key role in reviewing our Healthcare Plan and policies to ensure comprehensive wellbeing support is available to all colleagues throughout their journey. The network was honoured to receive the Outstanding Wellness Network of the Year award at the Diversity Network Awards in July 2024.

Commitment to Real Living Wage

At Centrica, we are dedicated to ensuring our colleagues have earnings that meet their everyday needs. As a Real Living Wage employer, we ensure our wages meet the standards outlined by the Living Wage Foundation. This year, our customer-facing colleague group has received an average pay deal of 8.1%. Similarly, our Field population received a pay deal of at least 5%, dependent on role, for 2024.

Improving colleague benefits

Centrica is excited to announce the launch of three new benefits in 2025, as part of our ongoing commitment to enhancing rewards and support for our colleagues. We are dedicated to continually improving our offerings to ensure they are in line with our strategy and values, and colleagues feel valued and empowered.

These three new benefits align with our goals to support diversity targets and promote fair and equitable treatment for all employees, reinforcing our commitment to an inclusive and fair workplace.

We've announced:

- Improving our paternity leave from two weeks to eight weeks fully paid;
- Removal of a pension probation period of two years that applied to some groups; and
- Re-introduction of a Sharesave scheme.

We're also excited to announce that our market-leading fertility programme has led to the birth of two beautiful babies this year! Their parents were part of our supportive programme, and we couldn't be happier for them.

Sharing in the Company's success

In 2024, we granted another Global Profit Share award to all colleagues, based on our 2023 profits. Additionally, our 2022 profit share will mature in April 2025, benefitting nearly 14,000 colleagues. As of February 2025, the original award of £379 is now worth £627. This increase in value enables us to share in our success with colleagues.

Valuing our Voices

The Shadow Board, now in its fourth year, is a Centrica Leadership Team initiative. Comprising 10 members from diverse backgrounds and various levels across the Group, the Shadow Board brings a wealth of knowledge and experience. It provides a platform to influence decision-making, challenge senior leaders and embed DE&I into our practices. This year, a key enhancement is that each Shadow Board member now sponsors one of our Employee Networks, fostering closer connections with network activities. The Shadow Board also met with the Centrica Board this year to offer diverse perspectives, contributing to the Board's considerations with a broader range of viewpoints. Read more about the engagement and outcomes on page 98.

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The Centrica Women's Network is dedicated to empowering women to reach their highest potential and realise their ambitions. Through initiatives like our Mentoring scheme, public speaking practice sessions, enhancing visibility and engagement, discussions on women's health and wellbeing, and advocating for positive policy changes, we have supported nearly 1,700 colleagues this year. These efforts culminated in the November Centrica Women's Network Awards, which honoured and celebrated both women's achievements and the support of allies.”

Sue Gregory-Phillips, Co-Chair of the Centrica Women's Network



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Collaboration was at the forefront for the VOICE Network this year. The highlight being the collaborative event with the Centrica Women's Network in May, as part of Mental Health Awareness Week. One of our Network's key pillars is 'Educating our Colleagues', so we held an event with the author, spoken word artist and educator, Jaspreet Kaur. The conversation mainly focused on mental health, gender and race equality. We were extremely pleased by the responses we received from colleagues and look forward to collaborating with other Employee Networks in the future.”

Abdul Kamara, Co-Chair of the VOICE Network (Centrica's Ethnicity Employee Network)

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2024 has been an amazing year for the + Network and for our colleague networks in general. I am most proud that this year we delivered Centrica's largest pride offering ever, visiting five of our sites across the UK. We also marched in Edinburgh Pride where we sponsored their sexual health and wellness space providing resources, information and guidance to our queer customers and allies. I am also really proud that the network's community has been focusing on intersectionality and leveraging our collective strength to drive meaningful change!”

Steven Waggott, Co-Chair of the + Network (Centrica's LGBTQ+ Employee Network)

