

**centrica**

# ***Our Gender & Ethnicity Pay Statement 2025 (UK)***

Supporting every colleague  
to be themselves and thrive



Enter →

# Group Chief Executive introduction

**As the world around us continues to evolve, my commitment to building a team that genuinely reflects the diversity of our communities remains unwavering.**

With the energy transition well underway, achieving net zero in a way that's affordable and leaves no one behind is a significant challenge – but one I firmly believe we can overcome. Diversity of thought is essential to this. When we bring different perspectives and lived experiences to the table, we strengthen our ability to shape the innovative solutions needed for a better energy future. So Diversity, Equity and Inclusion (DE&I) isn't just the right thing to do – it's fundamental to creating a greener, fairer future.

This belief is at the very heart of our People & Planet Plan which we launched in 2021. I'm pleased that we're making steady advances towards our Plan to be a net zero business by 2040 and help our customers be net zero by 2050, whilst building a team that reflects the full diversity of our communities by 2030. Over the past year, we've really focused on creating a workplace where every colleague counts and where everyone feels they belong, are valued and included – whether through progressive policies like increasing fully paid paternity leave from two to eight weeks, or by collaborating within and beyond our sector to share and embed best practice to diversify our talent pipeline.

These actions matter because some of the change we want and need is within our own gift to drive – and some of it depends on working with others to create the wider societal shift that's necessary to unlock new opportunities.

It's fair to say we're on a journey. I'm proud of the progress we're making through our People & Planet Plan – progress that's undoubtedly growing the great team we need to succeed, and which in turn, is helping us gradually close our pay gaps. But we still have some distance to go, and like many of us, I sometimes feel the frustration that change doesn't always happen as quickly as I'd like. I remain, however, excited about the future we can create together and I'm sure I can count on everyone at Centrica to play their part in weaving inclusion into the fabric of who we are as I play mine – because we're always stronger when we stand together.

It goes without saying but I'll say it anyway – you have my commitment, and that of the entire Centrica Leadership Team, that we'll continue on our quest to ensure every colleague can build a brilliant and fulfilling career at Centrica.

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



**Some of the things that make me proud**

## Top 50

Ranked in The Times Top 50 Employers for Gender Equality for four consecutive years, and recognised in the Glassdoor Top 50 Best Places to Work in the UK this year.

## 10+

Our award-winning colleague-led diversity networks are pivotal to our success, providing invaluable support to our business and each other.

# Explaining the pay gap



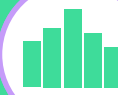
## What's the gap?

- The gender pay gap is the difference between the average hourly pay and bonuses for women and men<sup>(1)</sup>. UK companies with more than 250 employees are required to publish their gender pay gap in line with UK law since 2017.
- The ethnicity pay gap is the difference between the average hourly pay and bonuses for colleagues who are white and those who are ethnically diverse. We voluntarily publish our ethnicity pay gap because we think it's the right thing to do.
- Pay gaps can be influenced by business practices as well as long-standing societal factors, including the subjects studied at school or responsibilities outside of work.



## How's it different to equal pay?

- The pay gap doesn't consider differences in role or seniority, whereas an equal pay analysis shows whether colleagues are paid the same for work of equal value to ensure non-discriminatory practices.
- We're committed to rewarding colleagues fairly and competitively for the great work they do. This is made possible through robust practices such as employing the Hay Job Evaluation methodology to standardise job grading, undertaking equal pay checks in our annual pay review and running transparent annual performance assessment processes.
- With growing societal expectations for greater openness around pay and new requirements like the EU Pay Transparency Directive coming into force in June 2026, pay equity and pay transparency are increasingly important topics. We're therefore strengthening our capability with technology and training to ensure we continue to support a fair, inclusive and transparent pay culture for all of our colleagues.



## What's the mean and median?

- Pay gaps are calculated using the median and mean. The median measures the midpoint between highest and lowest earners. The mean measures the average earnings across one group, compared with another group.
- The median is generally considered more accurate as it's less affected by a small number of low or high paid colleagues.
- Analysing both the median and the mean together, gives a more complete picture of the pay gap within an organisation and helps to cut through any distortions.

<sup>(1)</sup> Although we recognise gender identity goes beyond binary definitions (women and men), our gender pay gap is based on binary gender to comply with gender pay gap reporting regulation.

# Our gender pay gap



## Gender pay gap<sup>(1)</sup>

Median

**16%** 2024: 13% ↑

Mean

**13%** 2024: 13% →

## Gender bonus pay gap<sup>(2)</sup>

Median

**28%** 2024: 20% ↑

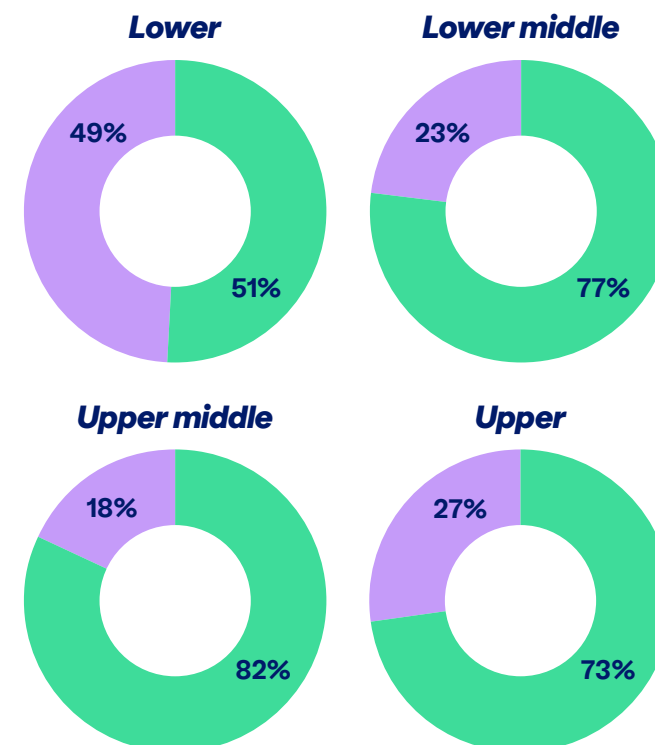
Mean

**43%** 2024: 48% ↓

## Women and men receiving a bonus



## Women and men in each pay quartile



(1) Based on hourly rates of pay for all colleagues at full pay (including annual bonus and allowances) at the snapshot date of 5 April 2025.

(2) Includes anyone receiving a bonus during the twelve months leading up to the snapshot date and who are still employed on this date. Bonuses can relate to 2024 or 2025, depending on payment timing.

# Understanding the gap

**Pay gaps can vary from year-to-year and during 2024–25, we saw a slight increase in our annual median gender pay gap which rose from 13% to 16%. Our mean gender pay gap remained steady at 13%.**

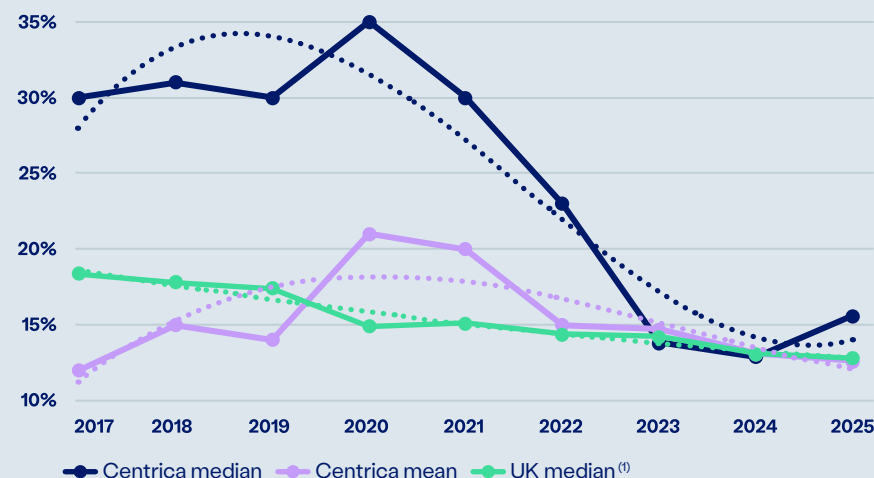
**Our pay gap exists because although there are many exciting careers across the company:**

- A significant proportion of our team is made up of men in highly skilled and higher paid engineering roles; and
- A large proportion of women are in equally valued but lower paid roles such as customer service and administration.

Women make up around 4% of our 7,000 strong engineering workforce in the UK. So the most impactful way to reduce our gender pay gap and build a fairer future, is to inspire more women into engineering. Nationally, however, only 0.3% of gas engineers are women. This means there aren't enough fully trained women to hire, so we're instead playing a lead role in diversifying the sector by attracting more women to join our award-winning apprenticeship programme (see page 11). Growing gender balance across wider well-paid roles is also important and since we first reported our pay gap, we've seen an increase in the proportion of women in our upper middle and upper pay quartiles.

This year's slight increase in our median pay gap was mainly as a result of the median hourly rate for women remaining relatively stable, with the hourly rate for men slightly increasing. This arose following changes in the primary incentive scheme for a large population of engineers, given bonus is reflected in the pay gap calculation.

## Steady improvements since 2017



Since first reporting our gender pay gap in 2017, we've significantly reduced our gap with both our median and mean performance showing a clear downward trend. Whilst our gap is slightly above the UK median of 13%<sup>(1)</sup>, we remain committed to driving continued progress in the years ahead. We recognise changing the shape of our team and our sector will take time, which is why we expect to close our pay gap over the long term.

(1) Based on median gross hourly earnings excluding overtime: ONS, Annual Survey of Hours and Earnings, 2025. Mean equivalent is not available.

## Our median gender bonus gap increased from 20% in 2024 to 28% in 2025. Meanwhile, our mean bonus gap decreased from 48% to 43%.

During 2025, we continued to see the bonus gap influenced by the types of roles typically undertaken by women and men as well as the associated bonus structures in place to drive performance.

### Our gap is largely driven by:

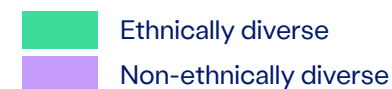
- More men working in jobs like engineering, sales and trading which are specialist and come with higher bonuses or performance-related pay; and
- More women with strong earning potential working in corporate and management roles, where bonus can fluctuate given the link to business performance.

We offer a bonus to the vast majority of our colleagues regardless of their role, level or department. This can be demonstrated with 96% of women and 93% of men receiving a bonus during the year which is relatively consistent with prior years.

The award can, however, fluctuate year-to-year. This is because of a range of factors including the timing of when bonuses or one-time payments are paid during the period leading up to the snapshot date, as well as business and colleague performance – all of which is variable. During 2025, our median gap rose largely as a result of changes in the incentive scheme for engineers where we have more men, coupled with a reduction in a lump sum bonus award for customer service colleagues where we have more women. Conversely, a higher average trader bonus for women led to our mean gap reducing.



# Our ethnicity pay gap



## Ethnicity pay gap<sup>(1)</sup>

Median

**7%** 2024: 7% →

Mean

**10%** 2024: 10% →

## Ethnicity bonus pay gap<sup>(2)</sup>

Median

**28%** 2024: 21% ↑

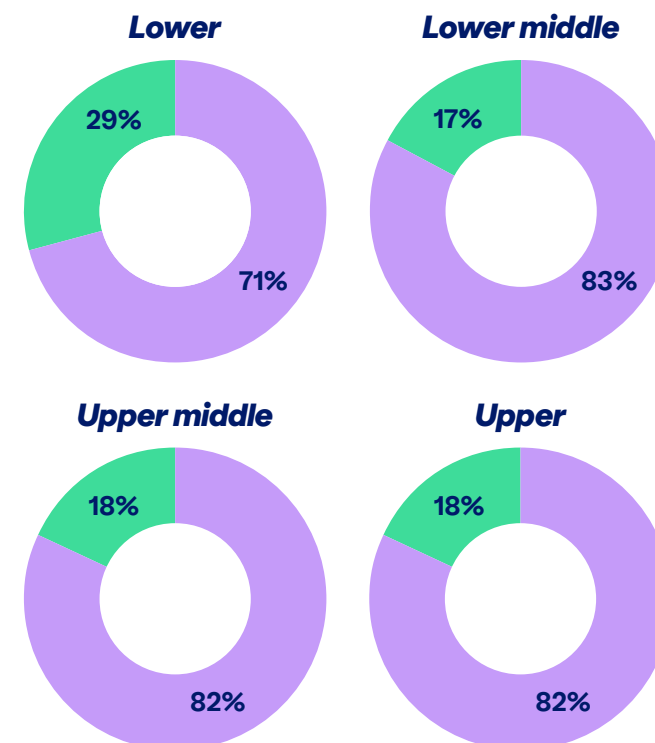
Mean

**23%** 2024: -12% ↑

## Ethnically diverse and non-ethnically diverse colleagues receiving a bonus



## Ethnically diverse colleagues in each pay quartile



(1) Based on hourly rates of pay for all colleagues at full pay (including annual bonus and allowances) at the snapshot date of 5 April 2025.

(2) Includes anyone receiving a bonus during the twelve months leading up to the snapshot date and who are still employed on this date. Bonuses can relate to 2024 and 2025, depending on payment timing. A negative number indicates the bonus gap is in favour of ethnically diverse colleagues.

# Understanding the gap

**Based on the information of 77% of colleagues who disclosed their ethnicity, our ethnicity pay gap remained the same in 2025 compared to 2024. The median was 7% and the mean was 10%.**

## Our data suggests the gap remains driven by:

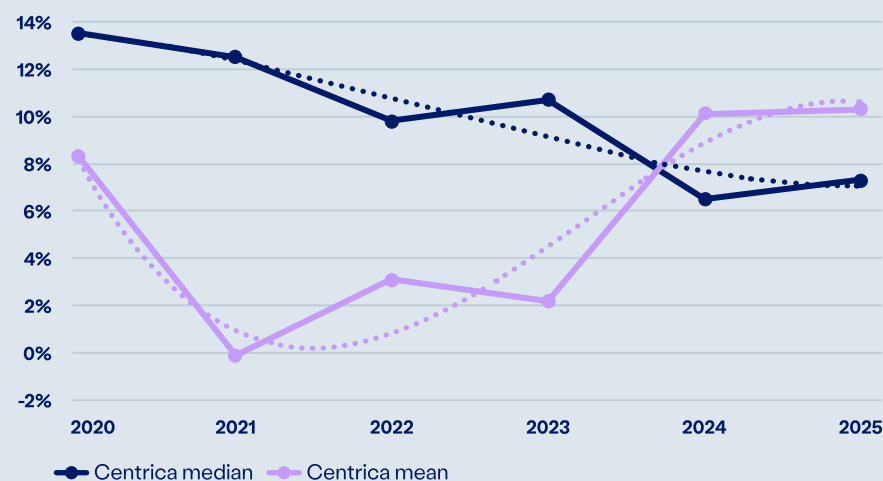
- Fewer ethnically diverse colleagues working in higher paid, skilled roles like engineering; and
- More ethnically diverse colleagues working in valued but lower paid jobs such as customer service and junior Information Systems (IS) roles.

Whilst many of the same factors influencing our gender pay gap affect our ethnicity pay gap, the overall gap is smaller. This is because ethnically diverse colleagues are well-represented in our high performing trading business where strong remuneration packages help reduce the gap.

In 2025, our ethnicity pay gap across ethnicity groups (see page 8) ranged from 2% to 12% for the median and 5% to 25% for the mean. The data suggests larger median gaps for Asian and Black colleagues, who are more represented in lower paid customer service roles. We also see a higher mean gap for Black colleagues due to lower representation in senior leadership and trading roles, whereas the gap is smaller for Asian colleagues given their strong presence in higher paid trading roles. Mean gaps are wider for ethnically diverse women, who are less represented in trading roles.

We've made positive progress in becoming a more diverse and inclusive business in recent years. As a result, representation of ethnically diverse colleagues has increased steadily across our business, including in roles within the upper middle and upper pay quartiles.

## Gradual progress since 2020<sup>(1)</sup>



Since we first reported our ethnicity pay gap in 2020, our median gap has halved, showing a clear downward trend. The mean is generally more volatile as it's affected by outliers, such as year-to-year shifts in trading performance where we have a higher proportion of ethnically diverse colleagues in trading roles. We remain fully committed to reducing our pay gap over time.

(1) Unlike gender, there's no national average to compare our ethnicity pay gap.

**Bonuses can particularly fluctuate year-on-year and following a reduction in 2024, our ethnicity bonus gap rose in 2025. Our median gap increased from 21% to 28% whilst our mean went from -12% to 23%<sup>(1)</sup>.**

#### **Our bonus gap is largely due to:**

- A lower proportion of ethnically diverse colleagues working in higher paid roles like engineering, which can come with higher bonuses or individual performance-related pay; and
- A higher proportion of ethnically diverse colleagues working in less senior roles or corporate and management functions like Finance and IS, where bonus is linked to business performance.

The proportion of ethnically diverse colleagues receiving a bonus was relatively steady, moving from 93% in 2024 to 94% in 2025. Non-ethnically diverse colleagues receiving a bonus remained at 96%. As we had a higher number of ethnically diverse new starters, this led to a lower proportion of ethnically diverse colleagues receiving a bonus during the year – they will, however, be eligible for a bonus next year. As previously mentioned, year-on-year differences in trader bonuses particularly affect the bonus gap overall but especially the mean, and following a lower award in 2025 our median and mean gap both increased.

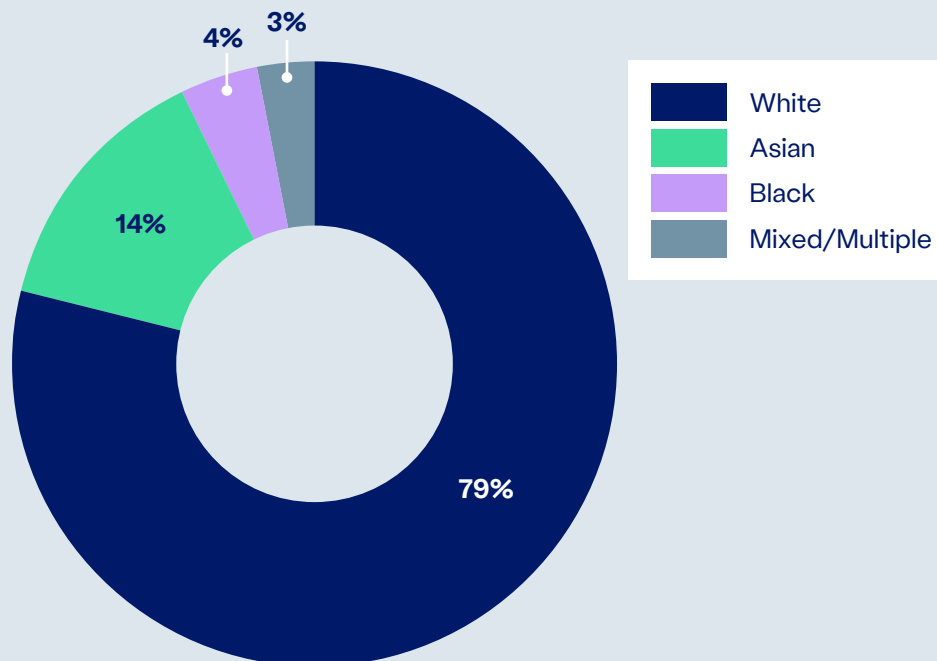
<sup>(1)</sup> A negative number indicates the bonus gap is in favour of ethnically diverse colleagues.

### **What's our ethnicity pay gap based on?**

Unlike gender, we can only report on the ethnicity data colleagues choose to share. Through our #EveryColleagueCounts and #ThisIsMe campaigns, we're encouraging more colleagues to share this information. By gaining a more complete picture of our team, we'll be able to better understand and support our workforce as well as publish more specific ethnicity pay gap information.

Our analysis is based on 77% of colleagues who disclosed their ethnicity, with 23% not declaring (18% preferring not to say with 5% not completing the field). We hope even more colleagues will feel comfortable to share their ethnicity with us in the future.

#### **Our team's ethnicity (based on 77% disclosure):**



# Closing our gap – action plan



I'm immensely proud of the way we're building a team that truly reflects the full diversity of our communities because I want Centrica to be a place where everyone – no matter who they are or how they identify – can show up as themselves and thrive. We've made real progress, but our journey is far from over.

Achieving a more diverse and inclusive company and sector is pivotal for our continued progress in closing our gender and ethnicity pay gaps and I'm pleased to see our long-term trend is supporting our greener, fairer future.

**Jill Shedden MBE,**  
Group Chief People Officer











**We want every colleague to feel they belong and feel included. That's why we've evolved and embedded our Every Colleague Counts Action Plan to drive continuous improvement.**

**We're focused on making change a reality through three key focus areas:**

- 1.** The **DIVERSITY** of our customers is reflected in our business
- 2.** **INCLUSION** is part of our culture in everything we do
- 3.** Every colleague feels they **BELONG** and are part of Centrica

# 1. The **DIVERSITY** of our customers is reflected in our business

Diversity is to recognise the strength of difference that each person brings. At Centrica, this is about attracting, developing and retaining colleagues who reflect our communities.

Our People & Planet Plan goals		2025 Progress		
<b>Create an engaged team that reflects the full diversity of the communities we serve by the end of 2030<sup>(1)</sup> – this means:</b>	<b>2025 milestone</b>	<b>All company<sup>(2)</sup></b>	<b>Senior leaders<sup>(2)</sup></b>	
	Women – 48%	40%	30%	 34%
	– Excl. 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%
<b>Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by the end of 2030<sup>(3)</sup></b>	2,000 apprentices	1,947 apprentices		
<b>Progress against goals:</b>  On track  Behind				

Following the introduction of our [People & Planet Plan](#) in 2021, our leadership team shared an open letter with colleagues outlining plans to attract, develop and retain more diverse talent. Since then, against our goal to reflect the full diversity of our communities by 2030, we've improved diverse representation by up to 6ppts including gains of 1ppt in the last year. Early progress came from enhancing recruitment and retention practices, whilst recent efforts have focused on building a more inclusive culture and strengthening succession planning – changes that take longer to show impact.

Increasing women in engineering remains a top priority (see pages [4](#) and [11](#)) given our large Field engineering team reflects the existing male-dominated market for trained engineers, which affects our overall gender representation that would otherwise be on track. Diversifying senior levels and growing disability representation also remain key areas of focus. To drive momentum, our 2025 milestones will be replaced with 2028 milestones for our team to be 45% women, 17% ethnically diverse, 15% disability, 3% LGBTQ+ and 3% ex-service.

(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, the Centrica Leadership Team and the Board.

(3) Base year 2021.

## We continued to take positive steps towards diversifying our team in 2025.

### For example, we:

- Accelerated our apprenticeship intake, welcoming 410 apprentices which brings our tally to 1,947 apprentices onboarded since 2021. Although this is slightly behind our 2025 milestone, our plans show we'll be back on track to meet our 2030 commitment. Across our 2025 intake, 15% of engineering apprentices were women – well above the 0.3% national average for gas engineers. This was supported by targeted recruitment campaigns including collaboration with social media influencer Holly Hobbs, who went 'undercover' to complete the application process, helping to break down barriers to entry and drive a strong uplift in applications from women. We also incentivised colleagues in areas like customer service to become an engineer by not dropping pay whilst they train.
- Collaborated to attract wider diverse talent into our sector. Working closely with the POWERful Women Energy Leaders' Coalition for instance, we share and embed best practice to help make the industry more inclusive – including hosting a conference for Chief Executives and DE&I leads to bring about positive change. Our engineers and colleagues across the business also volunteered to show young people how exciting a career in energy can be through initiatives like the Women into Manufacturing and Engineering (WiME) Raising Aspirations programme.
- Maintained inclusive recruitment practices – from ensuring job adverts are inclusive and actively targeted towards under-represented groups, to refusing all male shortlists, using diverse interview panels wherever possible, and embedding diverse succession plans.
- Provided extra support to ensure we retain our current and aspiring women engineers. This includes support such as mentoring and networking. Our Females in the Field initiative has particularly grown from strength-to-strength and helps women from different engineering teams connect and share experiences.

# >405k

**Views of the Holly Hobbs social media campaign to inspire more women into engineering**



“

**Females in the Field days are great for meeting other women like me and help management get personal perspectives from apprentices and engineers – knowing what we need to feel comfortable as women in the industry, is really important.**

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



## 2. **INCLUSION** is part of our culture in everything we do

Inclusion helps everyone feel respected, valued and able to thrive. For us, this means fostering a culture that empowers everyone to perform at their best.

### Towards this in 2025, we:

- Continued to roll-out rich development opportunities for everyone – from on-demand and live learning sessions via our My Learning Campus, to tailored development and mentoring opportunities 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.
- Provided opportunities to build inclusive competencies and eradicate inappropriate workplace behaviour. To tackle sexual harassment which we know is an enduring issue in society and one that's often under-reported, we introduced mandatory manager training to prevent sexual harassment and rolled-out toolkits to enable meaningful team conversations. We also provided colleagues and managers alike with access to inclusion and mental health training alongside guidelines on menopause and domestic abuse amongst other matters, which helps ensure our people feel empowered and better able to support each other and their diverse teams.
- Enabled colleagues to benefit from flexible working and access career opportunities that might otherwise be out of reach. FlexFirst for example, gives colleagues the choice to shape their schedule to their 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.
- Strengthened our industry-leading support through collaboration with our colleague-led diversity networks and trade unions, to help everyone be at their best whatever their stage of life of career (see page [13](#)).



**I'm incredibly proud to be part of Raising Aspirations. Bringing girls from local schools to Easington Gas Terminal, shows them that a job in energy is there for them if they want it. Experiences like this are key if we're to break down gender stereotypes and get more women into STEM roles like engineering.**

#### **Rosie Plant,**

Humber Strategy Manager and WiMe Steering Committee member

– See more on page [11](#)

## Examples of our industry-leading support



### **Award-winning**

Suite of wellbeing support including a company-funded healthcare plan and 24/7 helpline



### **8 weeks**

Paternity leave quadrupled from two to eight weeks fully paid in the UK



### **30 days**

Leading paid carers leave (10 days paid leave + 20 days when matched with annual leave)



### **£15k**

Support for fertility treatment via our Pathway to Parenthood programme (£15k lifetime allowance and up to five days paid leave during a 12-month period)



### **A UK 1<sup>st</sup> for our sector**

Our first-of-its-kind **Transgender Inclusion Policy** provides colleagues with support they need when undergoing gender affirming treatment – this includes giving colleagues a reasonable amount of paid time off for medical procedures and necessary recovery



### 3. Every colleague feels they BELONG and are part of Centrica

Belonging is the outcome of inclusion – when you feel accepted and connected. At Centrica, it's about colleagues being themselves, sharing ideas openly, and building trusting relationships that make them feel part of our community.

**In 2025, our passionate colleagues helped us do just that. For example, they:**

- Led our 10+ colleague diversity networks for women, men, ethnicity, disability, LGBTQ+, carers, parents, fertility, ex service and more. The networks provide invaluable advice and support for colleagues and work with us to ensure we continuously evolve our approach to optimise support for people with different needs, such as developing industry-leading inclusive policies (see page 13). Together, our networks also delivered over 200 colleague initiatives throughout the year to not only celebrate difference but grow allyship and build mutual understanding which is core to inclusion.
- Championed colleague needs via our Shadow Board. Our Shadow Board is made up of diverse colleagues who meet with the Centrica Leadership Team on a regular basis to influence decisions, positively disrupt assumptions and challenge executive thinking to ensure colleague-centred decision-making. In 2025, the Shadow Board sponsored colleague networks to enhance understanding of how they could better represent all of our colleagues and played a key role in evolving the company's culture and strategy on matters such as embedding our #EveryColleagueCounts inclusion campaign.



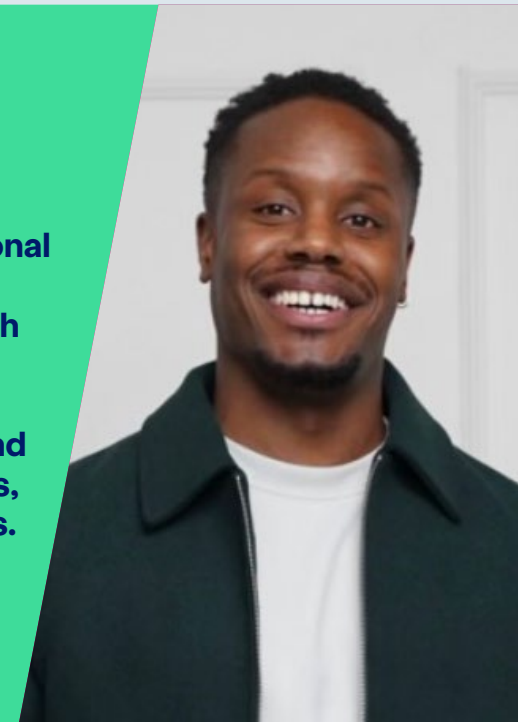
**I take immense pride in my ethnicity and my time at Centrica has boosted my confidence to express how I feel. As a member on the Shadow Board, it's fantastic to be able to offer leadership a fresh viewpoint and help shape our strategy, policies and initiatives.**

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



**The VOICE network had another great year – from our virtual #ThisIsMe Art Exhibition to celebrate our unique identities as part of National Inclusion Week, to our panel discussion during Black History Month with David Olusoga (British Nigerian historian, professor, author, presenter and BAFTA winning filmmaker). Helping to lead VOICE is really rewarding because I see first-hand the difference it's making in educating colleagues, driving change and empowering our communities.**

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



# Our governance

## We're committed to good governance because it enables business success.

Monitoring and reporting our gender and ethnicity pay gaps alongside our wider diversity goals and KPIs, remains a key priority. Reporting helps us track the progress we're making and target action where it's needed most.

Throughout 2025, strategic updates were shared with the Centrica Leadership Team, the Safety, Environment and Sustainability Committee (SESC), the Remuneration Committee and the Board, to ensure strong oversight and challenge over the progress we're making in becoming a more diverse, equitable and inclusive company. We look forward to delivering even more progress in the years ahead.

Our gender pay gap calculations follow the methodology set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Our ethnicity pay gap is published voluntarily and we've used the gender pay gap methodology to do it.



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



**Jill Shedden MBE,**  
Group Chief People Officer



## Disclosing by legal employing entity

To give a clearer picture of our gender and ethnicity pay gaps, we lead our pay statement with our overall UK pay gap which combines the results across all legal employing entities in the UK. This is because it better reflects how we operate and provides a more meaningful picture for colleagues as well as our wider stakeholders. As required by law, we also report pay gap performance for each of our seven entities with more than 250 employees.

Company	Number of applicable colleagues	Proportion of women and men (W/M) (%)	Median gender pay gap (%)	Mean gender pay gap (%)	Proportion of women and men in the lower pay quartile (W/M) (%)	Proportion of women and men in the lower middle pay quartile (W/M) (%)	Proportion of women and men in the upper middle pay quartile (W/M) (%)	Proportion of women and men in the upper pay quartile (W/M) (%)	Median gender bonus pay gap (%) <sup>(1)</sup>	Mean gender bonus pay gap (%) <sup>(1)</sup>	Proportion of women and men receiving a bonus (W/M) (%)
Centrica Group – UK <sup>(2)</sup>	20,556	29/71	16	13	49/51	23/77	18/82	27/73	28	43	96/93
British Gas Services Ltd	7,360	4/96	9	11	7/93	2/98	2/98	3/97	44	44	88/94
British Gas Social Housing Ltd	416	21/79	34	34	57/43	16/84	6/94	6/94	-2,102	-121	95/90
British Gas Trading Ltd	6,888	51/49	5	16	59/41	54/46	53/47	37/63	10	48	100/99
Centrica plc	4,645	41/59	19	26	52/48	41/59	38/62	34/66	17	60	97/97
Centrica Energy Storage Ltd	255	19/81	39	28	47/53	14/86	2/98	14/86	36	41	100/97
Spirit Energy Production UK Ltd	436	26/74	9	10	30/70	30/70	15/85	27/73	-20	7	87/80
ENSEK Ltd	556	25/75	20	5	27/73	31/69	22/78	22/78	93	60	6/5

(1) A negative number indicates a gender pay or bonus gap in favour of women.

(2) Constitutes all our UK legal employing entities set out in the table above, irrespective of whether the legal entity has 250 employees or not.

# ***centrica***

## **Centrica plc**

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