

# Our stakeholders

Engaging our key stakeholders enables better outcomes for people and planet.

Energy is central to everyday life. So the choices we make and the action we take can impact a diverse range of stakeholders. That's why we listen to and consider stakeholder views to ensure we understand their needs and concerns. As we evolve our strategy, stakeholder input enables us to reduce risk and harness opportunities to energise a greener, fairer future.

Engagement is led by senior leaders who regularly update the Board. This equips the Board with the knowledge to make informed decisions that considers the long-term consequences of our actions from the perspective of different stakeholders.

We recognise that outcomes of Board decisions may not materialise as anticipated or may change, and that not all decisions will have immediately observable outcomes.

## Our key stakeholders



### Customers

By understanding our customers' needs, we can provide services and solutions that meet or exceed their expectations, which drives the success of our business.

#### What they care about

Customer service, competitive energy prices, affordable energy management and bill support alongside low carbon services and solutions.

#### How we engage

Surveys, focus groups, proposition and usability testing, alongside dedicated channels to help people with their energy bills.

#### Outcome example

In response to customer service feedback, Directors monitored service performance and invested in technology and capability to improve it. This led to Home Energy Supply completing a system migration in the UK that enhanced customer interaction and contributed to lower complaints as well as a higher Net Promoter Score. British Gas consequently received Uswitch's Energy Award for 'Best Overall Improvement' for the second consecutive year.

— **Read more** on pages 4, 7 to 8, 25, 37 and 44 to 45



### Colleagues

We want every colleague to feel they count and can succeed at Centrica. This is key to attract and retain a diverse and talented team who can deliver our strategy.

#### What they care about

Engagement, inclusion, wellbeing, safety, development, reward and company performance.

#### How we engage

Engagement surveys, colleague diversity networks, focus groups, the Shadow Board, site visits, townhalls, internal communications and trade unions.

#### Outcome example

Our parent and LGBTQ+ networks told us we could do more to support them. By collaborating with networks and trade unions in the UK, we extended paid paternity leave and launched our sector's first Transgender Inclusion Policy for those undergoing gender-affirming treatment. Inclusive practices like these influenced our positive engagement score and position in leading benchmarks like The Times Top 50 Employers for Gender Equality and the Glassdoor Top 50 Best Places to Work in the UK.

— **Read more** on pages 8 to 9, 38, 43 to 47, 59 and 67



### Investors

Shareholders and debt holders provide funds that help run and grow our business. With a shared commitment to our success, collaboration can stimulate sustainable progress and returns.

#### What they care about

Financial and operational performance, sustainability performance including net zero progress, strategy and growth as well as shareholder returns and dividends.

#### How we engage

Investor roadshows, the Annual General Meeting (AGM), ad-hoc meetings and responses to information requests and assessments from sustainability ratings agencies.

#### Outcome example

Meetings and webinars were held with investors to discuss the energy transition. Through engagement, we were able to align on expectations as we updated and published our Climate Transition Plan. The Board were involved in the Plan's development and approval, incorporating the full range of investor feedback. At the AGM, the Plan achieved a 93.44% favourable shareholder advisory vote.

— **Read more** on pages 11, 38, 45, 55 and 67

**Section 172(1) Companies Act 2006 Statement**

The Directors consider that they have performed their duty as required under Section 172(1)(a) to (f) of the Companies Act 2006 by promoting the success of the Company for the benefit of stakeholders through their decision-making.

These pages set out our key stakeholders and an outcome example. Further detail on how the Board engaged and balanced the needs of different stakeholders to make principal decisions during 2025, are disclosed on pages 70 to 71.



**Governments and Regulators**

Maintaining constructive relations is key to ensuring a stable regulatory environment where policy is developed in the interests of consumers, whilst enabling a sustainable and investable market.

**What they care about**

Market design and operation, economic growth, net zero, energy security, affordability, customer service, skills and inclusion.

**How we engage**

Consultation processes, meetings and policy briefings, technology teach-ins, roundtables and site visits.

**Outcome example**

Through sustained engagement with policymakers, we successfully influenced the progressive decision to move policy costs relating to energy efficiency schemes from the energy bill to general taxation. This was announced in the UK November 2025 Budget and will importantly ease pressure on bills for those least able to pay.

— **Read more** on pages 9, 37 to 39, 69 and 71



**Suppliers**

Partnering with like-minded suppliers enables high standards and reliability across the supply of services and solutions for customers as well as our operations.

**What they care about**

Payment practices and long-term partnerships together with compliance and transparency across sustainability matters like human rights.

**How we engage**

Tendering, onboarding surveys, site audits and remote worker surveys.

**Outcome example**

Members of the Board reviewed our Responsible Sourcing strategy to mitigate human rights risks, considering supplier audits and external expert input, before approving the annual strategy. This enabled continued compliance with the UK Modern Slavery Act 2015, with zero cases of forced or compulsory labour identified.

— **Read more** on pages 47 and 85



**Communities and NGOs**

Charities, non-governmental organisations (NGOs) and community groups, help us understand how to collaborate with local communities to build a fairer, more sustainable future.

**What they care about**

Tackling social and environmental issues such as fuel poverty and climate change.

**How we engage**

Partnerships, meetings and research alongside support initiatives – from advice, grants and energy efficiency measures to reduce energy bills and emissions, to volunteering, fundraising, and sponsoring local organisations.

**Outcome example**

Members of the Board maintained oversight of our local community strategy to ensure effectiveness in supporting diverse needs. With a consideration of these needs, the Directors enabled the continued support of local good causes during the year which included £3m in donations and 10,500 volunteering days.

— **Read more** on pages 44, 71 and 85