

centrica

Our People & Planet Report 2024

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⁽¹⁾
- 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

It's clear that the energy transition is gaining momentum.

Although no one knows exactly how the energy transition will evolve in the coming decades, the energy sector has always been and will always be, at the forefront of responding to and driving change.

So rather than see the energy transition as a challenge, I view it as an exciting time to lead Centrica because it gives us the opportunity to create a better energy system — one that's clean, affordable, secure and doesn't leave anyone behind.

That's why our People & Planet Plan is so important because as the world around us changes, it ensures we remain focused on our long-term goals to accelerate action on issues that matter deeply to our business and society — from achieving net zero and creating the diverse and inclusive team we need to get there, to making a big difference in our local communities.

Since we launched the Plan in 2021, I'm incredibly proud of the progress we've made. In the last year, we've taken stock of our net zero journey and challenged ourselves to go further and faster with updated targets and ambitions set out in our updated [Climate Transition Plan](#). For instance, as we work towards helping our customers reach net zero by 2050, we'll now set our sights on becoming a net zero business by 2040 — this is five years earlier than our previous goal and a whole decade ahead of the widely accepted date at which the world must reach net zero. For us to achieve this and for net zero to be a success, we'll need diversity of thought and experience to create innovative solutions that meet the different needs of our customers. It's therefore great to see colleague diversity gradually improve and have the inclusive culture we're building recognised by leading indices like The Times Top 50 Employers for Gender Equality, because it shows we're heading in the right direction. As we build the team we need to win today and into the future, I'm always impressed by the support our colleagues give to our customers, communities and each other — whether helping people with their energy bills, or ramping up volunteering to reach new highs.



Although I know we haven't achieved everything we set out to do and we don't get everything right all of the time, we'll keep working hard to be a successful and sustainable business. Just as we've done for the last 200 years, we'll continue to learn and adapt, to ensure we deliver value for all of our stakeholders as we unite behind our common purpose — to energise a greener, fairer future.

Chris O'Shea,
Group Chief Executive

Our year in numbers



70%

Gross greenhouse gas emissions cut from our operations over the last decade

>6k

Heat pumps cumulatively delivered, making us a UK leader in heat pump installation



16.7GW

Renewable and flexible capacity under management



Top ranked employer

Including earning a place in The Times Top 50 Employers for Gender Equality and the CCLA's mental health benchmark in the UK

Top quartile

Colleague engagement score achieved for our sector



339

Apprentices recruited



10,683

Volunteering days — exceeding our 8,000 day target

>£600m

Distributed to help our customers and communities



>800

Good causes supported locally

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)⁽¹⁾**

2024

Progress against goal:

On track Behind

Reduction

6%+

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

⁽¹⁾ Net zero goal measures the greenhouse gas (GHG) intensity of our customers' energy use including electricity and gas with a 2019 base year of 182gCO₂e/kWh. Target is normalised to reflect acquisitions and divestments in line with changes in Group customer base. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by mid-century.

The biggest thing we can do to tackle climate change, is to help our customers transition to lower carbon and sustainable energy use.

This is because around 90% of our total GHG emissions (Scope 1, 2 and 3), arise from the gas and electricity used by customers (Scope 3).

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

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

450k homes
Equivalent annual emissions
saved from our energy,
services and solutions
delivered 2019–24



⁽²⁾ Restated due to availability of improved data.

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

- Enabled a route-to-market for 16.7GW of renewable and flexible capacity under management — of this, around 80% is renewable and is enough to power 31m electric vehicles (EVs) on the road;
- Evolved market-leading capability to make low carbon technology more affordable and accessible. This included expanding solar installation capability in Ireland via the acquisition of Swyft Energy (see right) and adding solar to the range of solutions that can be optimised via the Hive home energy management system, whilst providing price and performance guarantees for heat pumps and EV charging. These initiatives support greater adoption, demonstrated by our cumulative sales reaching more than 6,000 heat pumps across the able to pay market and via the Energy Company Obligation (ECO) alongside over 46,000 charging points sold; and
- Empowered more customers to cut carbon and costs by shifting energy use away from peak demand to reduce pressure on the grid with innovative tariffs like PeakSave. We now have over 1m customers benefitting from PeakSave who have so far shifted around 29,000MWh into periods of lower demand, saving them a combined total of £25m off their energy bills.



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

One of our 1m customers signed up to PeakSave



Solar acquisition

Leading solar PV provider, Swyft Energy, has now been acquired by Bord Gáis Energy. This will give our company the capability to deliver 10,000 solar installations in Ireland over the next five years — enabling residential, commercial and agricultural customers to cut electricity bills by 50–70% on average.

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

In the meantime as set out in our Climate Transition Plan (see page 15), we'll continue to help customers reduce their emissions through energy efficiency and optimisation services alongside low carbon technologies and cleaner energy.

Case study:

Hive opens up eco app to unlock energy savings

Hive has launched 'Works With Hive' which allows partner devices to be easily controlled through the Hive app — potentially helping millions more households to unlock significant cost and carbon savings.

Through Works With Hive, third-party eco-tech devices such as EV chargers and battery storage solutions, will now be able to connect seamlessly to the Hive home energy management platform. We're initially launching it with five partners including Fox ESS, Sunsynk, EO, Samsung and myenergi, with further partners and products planned. And by the end of 2026, we're aiming to connect 80% of net zero devices to Hive.

By bringing together Hive and non-Hive devices into a single dashboard, customers benefit from a real-time unified view of their home's energy performance. This importantly empowers customers to make more informed decisions about how to proactively manage their energy to reduce energy use, save money and cut their carbon footprint.

Hive has already transformed energy usage in more than 2m homes across its family of products including via the Hive smart thermostat. In total, this has saved customers over 1.6mtCO₂e and £500m in energy savings.



We know not all of our customers have chosen or will choose to buy all of their eco-tech products directly from Hive. Works With Hive therefore provides a technology solution to help customers seamlessly and intuitively manage their home all in one place — steps like this are vital to help our customers get to net zero.

Lisa Bunting,
Head of Works With Hive

5m

Ambition to connect this number of devices to the Hive platform by 2030



Case study:

Tackling fuel poverty with energy efficiency

Through the Welsh Government's Nest Warm Homes programme, we're helping low income households and those living in areas of deprivation, receive energy efficiency improvements.

Launched in 2011, Nest has empowered customers and communities to access a greener and more affordable future that otherwise may not have been possible. With British Gas administering the scheme, it's reached over 60,300 households with a package of free home energy efficiency measures and improvements including insulation, heat pumps and solar panels. Free, impartial energy saving advice and related activities have also been provided to help further improve lives, including signposting nearly 211,000 households to a range of wider support services.

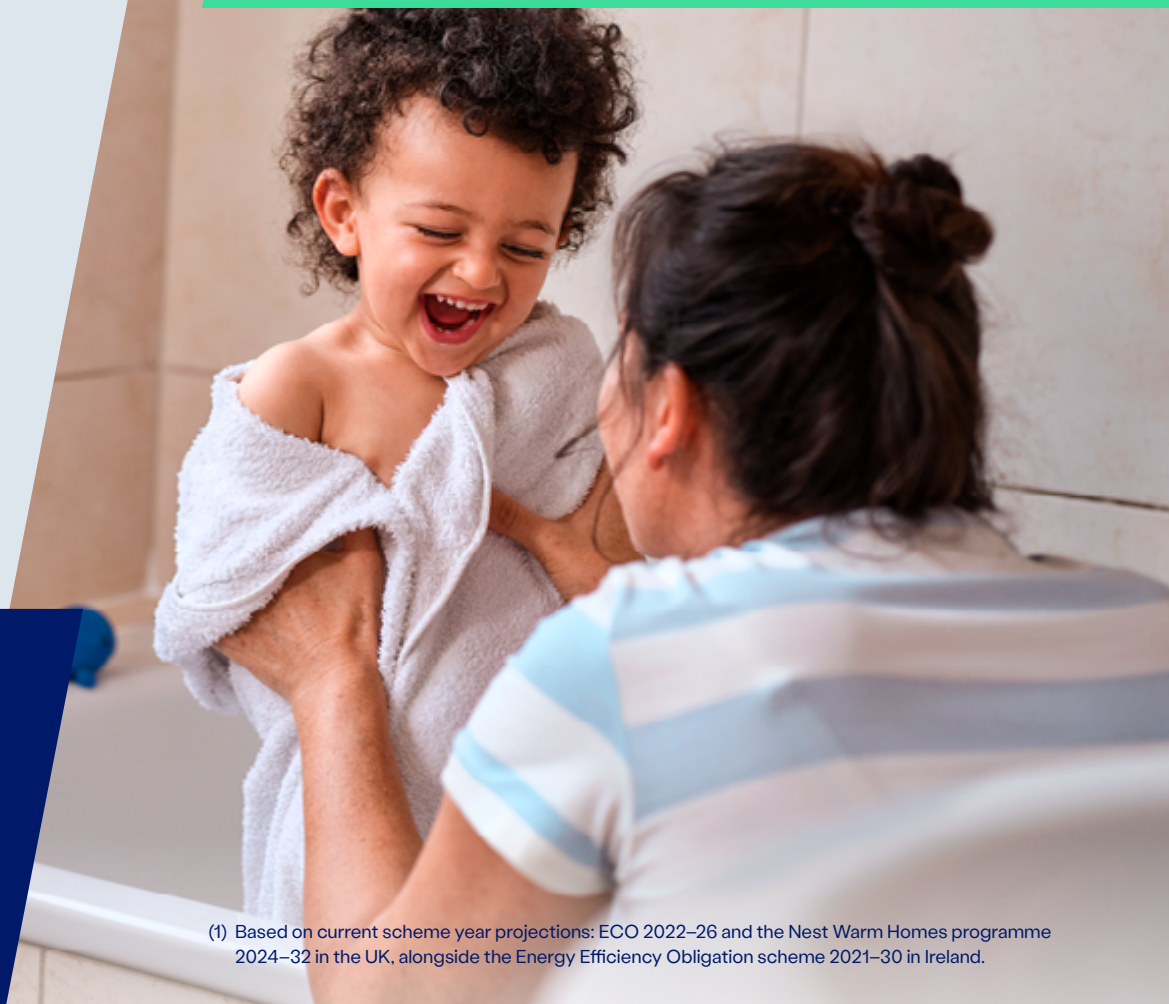
During 2024, we won the £200m contract to continue to manage Nest on behalf of the Government in Wales for the next seven years. With plans to provide energy efficiency improvements for up to 1,000 properties each year under the scheme, we'll importantly continue to improve the efficiency of housing stock and support vulnerable customers and wider households, get to net zero. The scheme also provides big opportunities to deliver jobs and growth in the energy efficiency sector across Wales.

650,000tCO₂e

Total estimated reduction through the new programme 2024–30 — annually equivalent to the emissions of 35,000 homes

~60k

Homes across the UK and Ireland expected to receive free energy efficiency products to tackle fuel poverty and reduce carbon via current industry schemes⁽¹⁾



(1) Based on current scheme year projections: ECO 2022–26 and the Nest Warm Homes programme 2024–32 in the UK, alongside the Energy Efficiency Obligation scheme 2021–30 in Ireland.

Case study:

Accelerating net zero capability at Solihull Hospital

Centrica Business Solutions has extended their partnership with Solihull Hospital to develop a new energy centre.

The state-of-the-art energy centre will see the existing Combined Heat and Power (CHP) unit replaced with an energy efficient 2MW cascade heat pump system. Once completed in Spring 2026, this latest project will enable the hospital to power more than 75% of their own heating demand, saving 1,185tCO₂e each year and unlocking financial savings.

The project follows a string of energy saving solutions delivered in partnership with the hospital over the past 20 years — from modifications to the Building Management

System to optimise performance and improve efficiency with initiatives like time scheduling, to the replacement of 2,500 lights with LEDs.

Operated by University Hospitals Birmingham NHS Foundation Trust, Solihull Hospital is an acute general hospital providing an important range of outpatient and inpatient services. We're of course working closely with the Trust to ensure patient disruption is minimised throughout the project.

£62,000

Total annual cost saving for the hospital based on current energy tariffs



Our partnership has really helped us set a standard for sustainable healthcare. We've been able to maximise our savings as well as make the hospital a more comfortable place for patients and staff. We have plans to continue to work alongside Centrica Business Solutions for years to come, with a goal of reaching net zero in the not-too-distant future.

Martin Richardson,
Executive Director at Solihull Hospital

1,812tCO₂e

The hospital's total annual reduction in carbon footprint following the installation of energy solutions over the course of our partnership — equivalent to avoiding nearly 1,000 flights from London to New York

Goal 2

By 2040, we want to:

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

2024

Progress against goal:

On track Behind

Reduction	18%
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⁽¹⁾ Net zero goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary. Comprises emissions from all operated assets and activities including the shipping of Liquefied Natural Gas (LNG) alongside the retained Spirit Energy assets in the UK and the Netherlands. Non-operated nuclear emissions are excluded. Target is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,120,446mtCO₂e. It's also aligned to the Paris Agreement and based on science to limit global warming, substantively aligning with a 1.5°C pathway initially and fully by 2040.

Since we launched this goal in 2021, our transition plans for major assets have progressed significantly as we work on strategies to decarbonise or repurpose them.

Following publication of our updated Climate Transition Plan at the start of 2025, we've therefore bought forward our net zero target from 2045 to 2040 — a whole decade ahead of the widely accepted point at which net zero must be achieved. To help us get there, we've likewise advanced our interim milestone to reduce our GHG emissions by 40% by the end of 2034, to 50% by the end of 2032.

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

-5 years

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



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

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

Alongside these activities, we'll continue to drive emissions out of our wider business and identify opportunities wherever possible to support the adoption of lower carbon energy for customers via our Climate Transition Plan — from supplying renewable and zero carbon power in the UK and Ireland by 2030, to exploring the role Rough could play in becoming the world's leading hydrogen storage facility as we aim for net zero gas storage operations by 2035 (see page 15).



>50%

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

~70%

Our gross GHG emissions reduction over the last decade⁽¹⁾ — achieved by gradually pivoting away from a carbon intensive asset portfolio, to become an integrated energy company focused on investing in low carbon and transition infrastructure alongside customer services and solutions that energise a greener, fairer future

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

Case study:

Transforming Brigg for the future

From new turbines to hydrogen injection, we're transforming Brigg energy park to accelerate the energy transition.

In 2020, Brigg gas-fired power station was decommissioned and subsequently turned into a fast-response peaking plant — a plant designed to meet energy demand during peak times, or when renewable generation is low.

During 2024, we expanded the plant's capacity by installing four additional ultra-efficient engines, creating nearly 100MW of fast response assets. This is expected to double capacity with capability to meet the demand of 200,000 homes. A 50MW battery store was additionally installed in 2025 and is starting to generate value.

The role of hydrogen in providing a low carbon back-up power to maintain supply security, is also being explored at Brigg. Having previously acquired a minority stake in HiiROC, a hydrogen technology company, we've development plans to inject hydrogen into the peaking plant which will be a UK-first. Partially funded by a grant from the Net Zero Technology Centre (NZTC), the trial will mix hydrogen with natural gas, increasing the blend from 3% to 20% with a long-term vision of moving towards 100%. Engineering feasibility work is at an advanced stage and hydrogen injection is expected later in 2025. We hope to harness learning from the project to deploy similar technology across other peaking plants.

Innovation Project 2024

***Recognition by Hydrogen UK,
confirming the importance
of HiiROC technology in the
large-scale demonstration stage***



This exciting project with Centrica and the NZTC will be a first step on the journey to enable the decarbonisation of gas peaking plants. With the continued and crucial roll-out of renewable energy generation, intermittency of power supply is a key issue. The programme we are developing with Centrica will explore routes to address intermittency without generating CO₂ emissions.

Tim Davies,
Chief Executive Officer at HiiROC



Case study:

Introducing hydrogen-powered van trials

To drive our ambition for a zero emission vehicle fleet by 2030, we're piloting the use of a hydrogen-powered van.

British Gas has partnered with Ryze Power, the suppliers of clean hydrogen alongside alternative fuels and energy, to power a Vauxhall Vivaro with green hydrogen during a two-month trial.

We're one of the first companies to trial this hydrogen vehicle in the UK. The vehicle is being put through its paces by a British Gas engineer serving homes across Birmingham, and using Ryze's refuelling station at Tyseley.

Although EVs will always be a part of our net zero fleet mix, we see a time when hydrogen could play a role too — especially for engineers who don't have easy access to charging options. When hydrogen vehicles are fully available and have the refuelling network to support them, insights from this trial will put us in a good position to take them up.



Compared to using a diesel van, the hydrogen van has a really similar refuelling process. You use a pump and nozzle to charge the van which it does in minutes. It's been an easy transition for me and it feels good to know the only emissions coming from my exhaust, is water vapour.

Anthony Fielding,
British Gas Engineer



Our updated Climate Transition Plan



Read more about our Plan at centrica.com/climatetransition

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

In line with best practice, we provide an update on our Climate Transition Plan every three years. In our latest Plan published at the start of this year, we've strengthened our net zero commitments and provided greater transparency around the steps we intend to take to decarbonise in the next ten years. Accordingly, our net zero targets are now underpinned by a new suite of climate ambitions to drive meaningful progress.

There are key dependencies we rely on to achieve our ambitions including positive policy development as well as the development and take up of new and existing technologies. We must therefore engage government, partners, customers and others, to ensure everyone plays their part. And for the transition to be a success, it needs to be fair and we can't leave anyone behind.

Our updated Plan was put forward for a shareholder advisory vote at the AGM in 2025. We secured 93.44% approval rate, which is up from 79.96% achieved three years ago. We'll continue to engage investors, shareholders and others on our Plan, to ensure we maintain an open dialogue on the considerations needed for net zero.

Net zero targets supported by climate ambitions⁽¹⁾

Be a net zero business by 2040 (50% GHG reduction by 2032)

Baseload power generation — Net zero by 2034–39

Gas production — Net zero by 2035

Gas storage — Net zero by 2035

LNG shipping — Net zero by 2035

Zero emissions **vehicle fleet** — Cars: 100% by 2026 / Vans: 100% by 2030

Green investment — Over 50% from 2023–28

Help our customers be net zero by 2050 (28% GHG intensity reduction by 2030)

Devices connected to the **Hive platform** — 5m by 2030

Heat pumps sold to customers — 20,000 per annum by 2030

Electricity customers with access to **smart services** in the UK — 80% by 2030⁽²⁾

Customers engaged in **green or flexible energy** in the UK — 33% by 2030

Supply of **renewable or zero carbon power** in the UK and Ireland — 100% by 2030

Engineers with **green skills** in the UK and Ireland — 3,000 by 2030

(1) In our first Climate Transition Plan published in 2021, our net zero goal was focused on achieving net zero by 2045 and securing a 40% reduction in GHG emissions by the end of 2034. From 2025 onwards, these ambitions will replace our old set of ambitions that were introduced in 2021 (see page 40).

(2) Working electricity smart meter.

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 17
- **Goal 4**
Recruit 3,500 apprentices and provide
career development opportunities for
under-represented groups by 2030 20
- **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⁽¹⁾

2024

Progress against goal:

■ On track ■ Behind

	2030 Goal ⁽¹⁾	2025 Milestone ⁽¹⁾	All company ⁽²⁾	Senior leaders ⁽²⁾
Women	48%	40%	31%	34%
– Excluding Field engineers	—	—	41%	31%
Ethnically diverse	18%	16%	16%	10%
Disability	20%	10%	6%	5%
LGBTQ+	3%	3%	4%	2%
Ex-service	4%	3%	2%	2%

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

(2) Beyond gender, Centrica's 2024 performance is based on colleague voluntary disclosure of 94% ethnic diversity, 51% disability, 59% LGBTQ+ and 4% ex-service. Senior leaders include colleagues above general management and spans senior leaders, the Centrica Leadership Team and the Board.

To deliver a greener, fairer future, we need a diverse mix of people, perspectives and skills, coupled with a culture where every colleague feels valued and able to achieve their full potential.

This allows for different thoughts and ideas to come together and drive the energy transition forward in a way that leaves no one behind.

As part of this in 2021, our leadership team shared an open letter with colleagues that set out our plan for attracting, promoting and retaining more diverse talent. Since then, we've made steady progress with improvements across our goals of up to 6% since 2021 and 3% during 2024 (see page 39).

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

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

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

- Further embedding tailored Diversity, Equity and Inclusion (DE&I) Action Plans and dashboards for each business, with progress reviewed quarterly to drive improvement and accountability;
- Launching new and improved campaigns like #EveryColleagueCounts and #ThisIsMe, to help every colleague feel valued, included and able to share who they are so that we can better support them and more accurately track progress towards our goals;
- Enabling opportunities for everyone to succeed by rolling-out training for all managers to empower themselves and their teams, providing targeted talent development programmes for colleagues from under-represented groups, and continuing to embed succession planning as well as diverse shortlists for senior leaders;
- Inspiring more women into engineering through our award-winning apprenticeship programme (see [Goal 4](#)) whilst cultivating a more supportive environment through education as we strengthen mentoring and networking opportunities;
- Introducing a Great Minds training module to normalise and support neurodiverse colleagues through enhanced education and tools; and
- Collaborating with our 10+ employee-led diversity Networks and Shadow Board of diverse colleagues, to drive colleague-centric decisions on issues that really matter to our people and our business.

In 2025, we'll continue to embed our DE&I Action Plans with a particular focus on improving the representation of colleagues who are women, have a disability or are ethnically diverse. As part of this, we're already proud to have worked with our Working Parents Network, Women's Network and trade unions, to extend paternity leave from two to eight weeks fully paid. And following collaboration with our LGBTQ+ Network and trade unions, we've launched a new Transgender Inclusion Policy — a first-of-its-kind policy in our sector which ensures colleagues receive the support they need when undergoing gender-affirming treatment, including via making significant changes to the provision of paid time away from work.

Award winning

We've received external recognition for our efforts which includes earning a place in The Times Top 50 Employers for Gender Equality for the third year running in 2024



Hear how we're supporting colleagues to thrive



“

I'm deeply passionate about neurodiversity, but there are still many who don't know much about it. That's why we're so proud about the Great Minds training module — it not only helps people understand what neurodiversity truly is, but raises awareness and understanding.

Emma Green,
Head of Colleague Virtual Assistant and
Co-Chair of the Neurodiversity Network

“

Through initiatives like public speaking practice sessions, discussions on women's health and wellbeing, and advocating for progressive policy developments, the Women's Network has significantly empowered women like me to achieve our ambitions.

Sue Gregory-Phillips,
Head of Data Platforms and
member of the Women's Network



“

Centrica has empowered me to shape strategic decisions by amplifying diverse voices at the highest levels. This commitment to inclusivity ensures that every employee feels valued, motivated and integral to our collective success.

Timothy Odeniyi,
Customer Operations Business Analyst
and Shadow Board member

“

I'm really pleased we've increased paternity leave to eight weeks at Centrica. Having this time to properly bond with your child, support your partner, and find your feet as a new dad makes a huge difference.

Stevie Hole,
Innovation Designer, Working Parents Network
member and Co-Chair of Dads at Centrica



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)⁽¹⁾

2024

Progress against goal:

■ On track ■ Behind

Apprentices

1,537

⁽¹⁾ Base year 2021.

To provide the best service for our customers and achieve net zero, we need to create thousands of high-quality jobs.

As a next step, we've committed to hire an apprentice every day this decade across a variety of roles — from engineering to customer service. This presents a significant opportunity to tap into the talent of under-represented groups to create a future that's greener and more inclusive.

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

2024 did, however, see us make positive progress towards getting back on track with our goal whilst bringing more diverse talent into our business. Our progress against our ambition for women to make up 50% of our Field engineering apprentices for example, increased from 14% to 19% during 2023–24. This is much higher than the national gas engineer average of 0.3% women. We also continued to make steady progress via our Ex-Forces Pathway Programme. Against our rolling ambition of hiring 500 veterans, reservists, spouses and partners, we've now onboarded 389 people since it launched in 2022. Thanks to our partnership with Team GB and ParalympicsGB, we've extended the Pathway Programme to include athletes (see page 22).

In 2025, we look forward to onboarding more diverse talent. We'll do this by continuing to break down stereotypes and promote greater inclusion through recruitment, marketing and volunteering campaigns for engineers and wider roles, whilst building a more inclusive team (see [Goal 3](#)).

Every day
Our apprenticeship goal is
equivalent to hiring an apprentice
every day during this decade



Case study:

Breaking down stereotypes in engineering

Adele talks about her career as a British Gas engineer and why more women should see engineering as a viable career.

As child I was never really a girly girl. I played cricket and football. And I loved tinkering with stuff to see how it worked or whether I could repair it.

I always knew I wanted a job that would challenge me and get me out and about. So when I saw that British Gas were advertising for engineers, it sounded like a good fit. The training was comprehensive and I was supported to learn the skills I'd need day-to-day. 33 years down the road, I'm pleased to say that I love being an engineer. I really enjoy the journey of going to a house where they've got no heating, and leaving them happy later in the day because I've been able to make their home warm and comfortable again.

I still get lots of comments about being a female engineer. I'd like more women to join our team so that one day, I won't be a topic of conversation because it'll be the norm. There's a long way to go but I'm proud that British Gas are leading the way in making this a reality.



Engineering is more accessible than ever for women but it's still considered a 'man's job'. It's not just about being a gas engineer, there's lots of exciting options for women — including net zero roles where you can install things like smart meters, heat pumps and EVs. So come join the team!

Adele Brooksbank,
Technical Gas Engineer



Case study:

From netball to the office

As we welcome former athletes through our new Athletes Pathway Programme, Ama shares how she's pivoted her career.

I've been fortunate enough to have a fantastic sporting career as a professional netballer, with some of my successes including earning 100 caps for England and being captain of the team who won Gold at the Gold Coast Commonwealth Games in 2018. I'm proud of all I've achieved but curious of how my experience would translate into new environments — I was ready to embrace a fresh challenge.

Joining Centrica has been a brilliant opportunity to explore the corporate world with a supportive, forward-thinking organisation. As a Performance and Growth Manager at PH Jones, I've been able to use the skills I've developed through sport and apply them in a business setting. There's lots of transferable skills like leadership under pressure, communication, feedback and adaptability, as well as time management. Feedback, for example, isn't always easy to give or receive, but as an athlete you're constantly striving to improve so you take it on and embrace the opportunity for growth.

My colleagues are really committed and they care. The fact that so many have been with the company for over 15 years, speaks volumes about the culture and loyalty here. I'm excited to develop my career through this 9-month placement and look forward to exploring opportunities across the business in the future.



Joining Centrica has been a great move for me. I love that they're passionate about the future and provide opportunities for growth and development. I'd definitely recommend joining Pathway to my fellow athletes!

Ama Agbeze,
Performance and Growth Customer Delivery Manager

Goal 5

By 2030, we want to:

Give 100,000 days to build inclusive communities (35,000 days by the end of 2025)⁽¹⁾

2024

Progress against goal:

■ On track ■ Behind

Days

31,639

⁽¹⁾ Base year 2019.

We channel the passion of our people to create inclusive communities, because this is the foundation for a more sustainable future.

Volunteering not only strengthens connections with local communities, but it also allows us to build team spirit and strengthen our skills. Since the goal was set, volunteering has become a big part of our culture with over a quarter of colleagues now being an active volunteer. This has helped volunteering go from strength-to-strength with colleagues donating 10,683 days during 2024 — 37% more than the previous year and a 340% increase since 2019. With cumulative progress reaching 31,639 days since 2019, we're firmly on track with our goal to give 100,000 days to local communities by the end of 2030.

One of the ways this has been achieved is through The Big Difference, our local community initiative that inspires colleagues to get involved in local causes they care deeply about — whether running energy support sessions at Post Office Pop-Ups for people struggling with their energy bills, or inspiring the next generation to make greener choices via the Get Set for Positive Energy schools programme delivered in partnership with Team GB and ParalympicsGB. In recognition of the incredible impact The Big Difference has had on our local communities, we were awarded 'Initiative of the Year' at the Business Charity Awards in 2025.

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

>550,000

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



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.

>£600m

Contributed to our communities in 2024⁽¹⁾



Since 2004, the independent charity funded solely by British Gas, has been helping to tackle fuel poverty. They provide grants and fuel vouchers to anyone who's struggling with their energy bills, whilst funding frontline money and energy advice charities across England, Scotland and Wales. We've contributed nearly £200m in mandatory and voluntary donations to the Trust, which has helped over 700,000 people.



Our social impact fund provides grants and expert advice for community initiatives that deliver affordable and sustainable energy solutions for the UK. With money generated from solar panels installed at nearly 270 schools over a decade ago, the fund distributes £600,000 annually in grants of up to £100,000. To date, we've helped 45 community initiatives through the fund.



We're supporting local causes that colleagues care passionately about across the UK. Following a colleague vote at The Big Difference launch in 2022, we've focused efforts on creating a more sustainable future by tackling poverty, supporting health, and helping children and young people. We do this via our annual £2m local fund alongside fundraising and volunteering, bringing much needed support to smaller charities.



Since 2015, Bord Gáis Energy have teamed up with Focus Ireland to help prevent family homelessness. Through our decade-long partnership, we've donated €4.4m to the charity which has supported more than 8,500 families who were experiencing homelessness or were at risk of losing their home with financial assistance and preventive action.

⁽¹⁾ Comprises £596.8m in mandatory and £1.4m in voluntary contributions to support vulnerable customers and communities with their energy and household bills which includes the Warm Home Discount and Energy Company Obligation, alongside £3.6m in charitable donations.

Supporting our local communities

In 2024, we supported over 800 good causes across the communities where we live and work — here are just some examples...



Explore our interactive map online at centrica.com/ourcommunities

£1,500

Awarded to Treowen Stars Girls Football Club's Under 7s team to buy new sports kit and equipment. The girls went on to play their first set of matches in 2024. 180 grassroots sports teams supported by our colleagues, received funding from The Big Difference last year.

£66,600

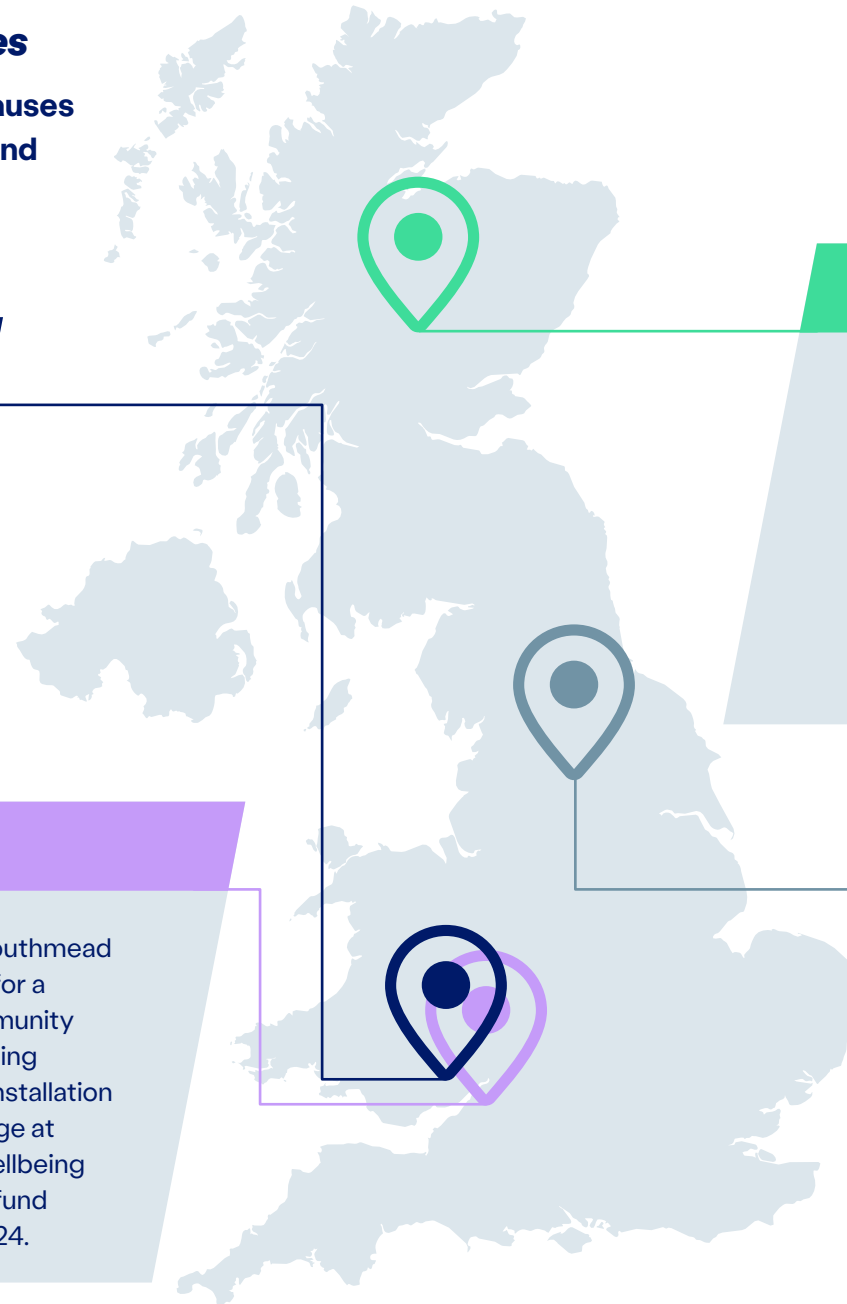
British Gas Energy Trust grant awarded to the Children's Hospices Across Scotland (CHAS), to help enhance their energy advice service. This enables vital support for families including home energy efficiency audits, energy vouchers and benefits checks. CHAS is one of more than 40 projects funded by the Trust to ensure money and energy advice is available at the heart of communities.

£97,500

Energy for Tomorrow grant awarded to the Southmead Development Trust to support their ambition for a greener, healthier and better-connected community via the community spaces they manage. Funding coupled with our expert advice, enabled the installation of a heat pump, solar panels and battery storage at the Trust's community hub, which provides wellbeing and learning opportunities. Our social impact fund supported 10 new community initiatives in 2024.

£4,500

Donation alongside volunteering supported St. Vincent de Paul on their mission to tackle poverty in all its forms — whether helping people via their foodbank and furniture store, or through billing enquiries, debt advice and more. They're one of more than 600 charities supported by The Big Difference during 2024.



Case study:

Helping people with their energy bills

We're proud to have partnered with the British Gas Energy Trust for the last 20 years, to help people in or at risk of fuel poverty.

Recent years have seen a global pandemic, conflict and geopolitical instability, impact energy prices and the wider cost-of-living. In response, we've increased our support for customers and communities who need extra help with their energy bills, irrespective of whether they're a customer or not.

A key way we do this is by collaborating with the Trust. They directly provide expert advice, energy debt write-off grants and emergency fuel vouchers to struggling households. They also fund over 40 money and energy advice projects at the heart of communities in areas of greatest social need, alongside national charities like Scope, RNIB and Mencap, to reach vulnerable people disproportionately impacted by rising energy costs. This targeted approach has enabled us to treble the number of people supported in the last four years. Alongside this immediate relief in 2024, we held seven roundtable events with stakeholders from across sectors to discuss longer-term solutions to alleviate fuel poverty. Policy recommendations included the introduction of social tariffs and increased access to energy efficiency programmes, which were shared with policymakers.

Support like this makes a huge difference. Oxford Economics⁽¹⁾ found that for every £1 spent by the Trust, it yielded £5.50 in social value. And over a four-year period, £264m in broader economic benefits for society were gained through additional tax revenue and NHS savings.

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

(1) Oxford Economics Report 2024 available at centrica.com/oxfordeconomics



>700,000

People supported over the last two decades, including 64,000 in the last year



It's been an incredibly busy year as we mark two decades of supporting households in poverty, as the help we enable and provide is sadly more needed than ever. With the support of British Gas, we've risen to the challenge, reaching more families than ever before.

Jessica Taplin,
Chief Executive Officer at the Trust

Case study:

An Olympic sized overhaul

Yeovil Recreation Centre gains a new lease of life as it undergoes an energy overhaul following grant funding from British Gas and Energy for Tomorrow.

Built in the 1980's, the sports club has become a key part of Yeovil's community. But with an outdated infrastructure alongside rising club costs and reduced local funding, it's been a struggle to keep the doors open. So as part of our partnership with Team GB and ParalympicsGB, we've stepped in to retrofit the club — installing net zero energy solutions that will lower energy consumption by more than 80%.

The overhaul includes the installation of LED floodlights, solar panels, battery storage and a heat pump, alongside roof and wall insulation. These solutions will help the club reduce their energy costs and enable them to continue to play an important role in their community. So much so that in March 2025, our work at the Centre won the award for Best Grass Roots Sports Sponsorship at the UK Sponsorship Awards.

To help more sports clubs become more sustainable, our Energy for Tomorrow social impact fund will invest £1m over the next few years alongside additional help from colleague volunteers.

70%

Expected reduction to annual energy bills as a result of energy solutions installed



Six months ago, we were on the brink of extinction. The timely intervention from British Gas has been lifesaving. The club is vital to our community, fostering local talent and bringing people together. We couldn't have imagined this turnaround without their dedication.

Geoff Cole,

Club Chairman at Yeovil Recreation Centre

Case study:

Making a big difference with Groundwork

We've teamed up with Groundwork to restore outdoor spaces for a cleaner, greener community that's healthier for everyone.

Groundwork are on a mission to help people in overlooked and under-resourced areas, achieve better outcomes. They do this by connecting people with nature and creating nicer places for them to enjoy. With a team of passionate volunteers based across the length and breadth of the UK, we've combined forces to make a big difference in our local communities.

During 2024, around 700 colleagues volunteered with Groundwork across 20 sites. From bracken bashing and planting trees to building shelters and litter picking, our volunteers have improved access to green spaces and enhanced conservation whilst boosting biodiversity. Activities like these have really helped local organisations support their communities better — just like Iver Environment Centre which provides transformative outdoor education to around 5,000 school and community visitors each year, alongside Hull's Godfrey Robins House which is home to adults with complex or multiple disabilities and now benefit from an accessible garden.

In 2025, we'll continue to collaborate with Groundwork to make a positive impact.



Not only did we have the chance to make a positive impact, but we also strengthened our team bonds. It was a truly rewarding experience and I can't wait to volunteer again.

Andy Hope,
Customer Delivery Manager



Thank you to all the colleagues at Centrica who got involved. Corporate volunteering enables Groundwork to improve local spaces, benefitting both the environment and the lives of local people.

Joe McIndoe,
Partnerships Manager at Groundwork UK



2,600

**Hours volunteered by colleagues
at Groundwork events in 2024**

Our Foundations

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

→ Customers	30
→ Colleagues	31
→ Communities	33
→ Environment	34



Customers

We strive to provide a great service to customers and be there for them whenever they need us.

In recognition that energy bills remained a real worry for customers and communities, we prioritised ongoing support to help people with their energy bills during 2024. With fuel poverty on the rise as energy and living costs have increased in recent years, support like this has never been more important.

That's why during the peak of the energy crisis in 2022–23, we voluntarily created our £140m energy support package. This has enabled us to continue to be there for the growing number of people who needed a helping hand during 2024. The package of support is mainly distributed via British Gas for residential and business customers through initiatives like 'You Pay: We Pay', alongside dedicated charity partners like the British Gas Energy Trust in the UK (see page 26) as well as St. Vincent de Paul and the Money Advice and Budgeting Service in Ireland. Collaboration with charities like these, is key to ensuring support is available at the heart of communities and we reach those with the greatest social need.

Our energy support package is the largest voluntary support package ever provided by an energy company in the UK and Ireland, and is on top of the hundreds of millions of pounds we spend each year on wider industry initiatives like the Warm Home Discount and ECO, to help people with their energy costs and emissions.



You Pay: We Pay

A first-of-its-kind initiative which supports our most vulnerable customers by matching 100% of their energy payments, with funding from our £140m energy support package created during 2022-23

Alongside consumer support, we've made meaningful progress in improving customer service. Continued investment in engineer training and contact centre roles alongside customer service systems, resulted in better customer outcomes compared to 2023. In British Gas Services & Solutions, improved reschedule rates helped contribute to Services Engineer Net Performance Score (NPS) rising by 2 points to +73 and complaints per customer falling by 12% to 5.3%. In British Gas Energy, the majority of residential customers have now been migrated to the new service platform, contributing to Residential energy Touchpoint NPS improving by 12 points to +29.

Residential complaints per customer also reduced by 24% to 10.1%. This led to British Gas' customer service being recognised for 'Best Overall Improvement' by Uswitch. Meanwhile in Bord Gáis Energy, continued focus on customer service has helped to almost halve the number of complaints per customer to 0.9% and double Journey NPS to +36. Reduced commodity prices and continued focus on delivering high levels of customer service in Centrica Business Solutions, additionally meant that energy supply complaints per site improved by 20% to 2.4%. This positively influenced our Energy Supply Touchpoint NPS, which rose 12 points to +37.

Colleagues

We want colleagues to feel safe, engaged and rewarded.

Towards this in 2024, we experienced zero fatalities whilst our total recordable injury frequency rate continued to improve by 25% to 0.63 per 200,000 hours worked, with incidents mainly relating to slips, trips and musculoskeletal injuries. We did, however, have one Tier 1 process safety event following a hydrocarbon release at Spirit Energy's Seven Seas well which thankfully resulted in no serious injuries.

In 2025, we'll continue to focus on keeping safety front-of-mind by reinforcing a strong safety culture, with a particular focus on preventing unplanned hydrocarbon releases and contractor management, as well as gas, electrical and road safety.

Alongside physical health, we provide leading mental health and wellbeing support for colleagues (see [case study](#) on next page). And for the third year running in 2024, the investor group CCLA, ranked us as a UK leader for our approach and disclosure on mental health.

Focus was also maintained on fair reward practices — whether that's paying at least the Real Living Wage in the UK and upholding equal pay, or working to reduce pay gaps. Our UK gender pay gap remains largely driven by more men working in higher paid jobs like engineering, and more women working in valued but lower paid roles like customer service. Our median gender pay gap improved by 1% to 13% during 2023-24. Likewise, our ethnicity pay gap which we publish voluntarily and is impacted by similar factors as the gender pay gap, improved by 4% to 7% median.

We remain committed to reducing our pay gaps over time as we work to transform our business, sector and society (see pages [17](#) to [22](#)).



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



8.1/10 Top quartile
Engagement score achieved

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

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

Case study:

Boosting colleague wellbeing

We've continued to provide a holistic approach to mental health and wellbeing, encouraging colleagues to take proactive steps to care for themselves and others.

One of the ways we've done this is by providing colleagues and their families with a range of flexible benefits and resources. This enables them to access support as and when they need it — from a company-funded benefit healthcare plan for all and access to 24/7 healthcare advice via myHealth, to an on-demand wellbeing app alongside our 120-strong network of colleague mental health first aiders (MHFA). In response to the cost of living crisis, we also created a generous Colleague Support Foundation which provides money advice and grants.

The Foundation has so far distributed around £150,000 to colleagues since mid-2023 to help with costs relating to housing, food, funerals and more.

Regular communication campaigns and events underpin our approach because it encourages colleagues to talk openly about their wellbeing and manage it in an ongoing way. For example we ran sessions on menopause and men's health, whilst launching our 'Road to Paris' challenge in the run up to the Olympics to get everyone more active.

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

81,700

**MyHealth positive
interventions in 2024**



I wanted to become a MHFA as I've always had an interest in psychology and mental health, and I've seen the difference one conversation can make. It feels good to know I have the knowledge and skills to make a positive difference to colleagues if they need me.

Nicky Evans,
IS Project & Programme Manager as well as MHFA



Communities

We strive to operate in a way that's mutually beneficial to our communities.

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

At the core of Our Code, is our commitment to uphold and protect human rights. Consequently, we take action to ensure colleagues and workers in our supply chain are safeguarded through activities like risk-based training and ongoing due diligence, alongside monitoring of supplier selection and renewal. If suppliers receive a high risk rating relating to the country where they operate or the products/services provided, we consider appropriate action which may involve conducting a third-party audit to better understand the level of risk (see page 34). Where concerns are identified, we work with suppliers to raise standards. If suppliers cannot or will not improve, we'll report the abuse and review our relationship.

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

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

99%

Colleagues completing Our Code training, up from 96% in 2023



Case study:

Diving deeper into our supply chain

Our audit programme plays a crucial role in ensuring higher risk suppliers are adhering to strong standards that protect people and planet.

In 2024, we continued to ramp-up our audit programme by conducting 27 on-the-ground site inspections alongside remote worker surveys. The audits spanned higher risk areas we've identified which includes workwear as well as the manufacturing of solar panels, battery systems, smart meters and wider electrical products.

The audits undertaken in Cambodia, China, Greece, India, Morocco, Poland, Serbia, Turkey and the UK, didn't identify any specific instances of modern slavery. 191 improvement opportunities were, however, agreed with suppliers to raise standards across labour as well as health and safety practices. The majority of actions have been completed with the remainder set to finalise during 2025.



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

Environment

Beyond climate change, monitoring and managing our wider environmental impact is really important to us.

In 2024, our water consumption increased by 6% to 357,260m³, due mainly to increased operation of Whitegate power station. Meanwhile, waste increased by 10% to 16,651 tonnes. This was largely due to the repurposing of our site at Brigg as we progress our plans for net zero (see page 13).



Our Governance

Robustly managing all that we do

- Our Governance 36
- Sustainable Development Goals (SDGs) 37
- Key Performance Indicators (KPIs) 38




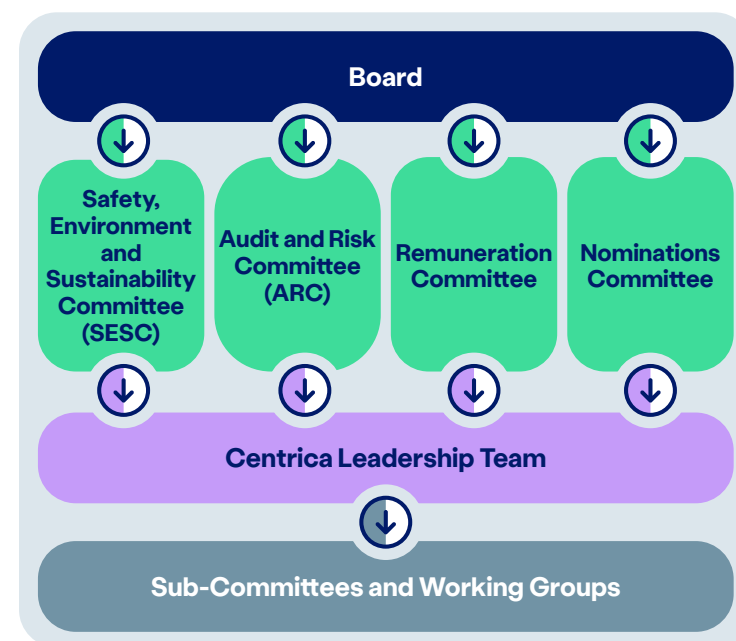
Our Governance

Environmental, social and governance (ESG) matters are embedded and managed across the business.

The Board has direct responsibility for ESG matters and are fully supported in this duty by a series of Board-level and executive-level committees. They are principally supported by the Safety, Environment and Sustainability Committee, which reviews related information typically three times a year and is chaired by an independent Non-Executive Director. The Board is further aided by the Audit and Risk Committee in reviewing stated matters quarterly. The Remuneration Committee meanwhile, meets four times a year and ensures consideration of ESG is adequately incorporated in incentive plans for Executive Directors alongside wider colleagues. For example, climate change targets and ambitions alongside customer satisfaction metrics, are just some of the 14 KPIs included with a combined weight of 37.5% in determining awards. The Nominations Committee typically meets three times a year to ensure the Board and its Committees, have the appropriate balance of skills, knowledge and experience to effectively lead the Company. Each Committee maintains oversight over issues raised and discuss them as frequently as needed at Centrica Leadership Team meetings, usually held eleven times a year.

To grow capability in 2024, the Board underwent deep-dive sessions on a range of issues including stakeholder expectations on climate change and evolving ESG regulation. In 2024, the Board and its Committees underwent a triennial external evaluation process to assess effectiveness, facilitated by the Independent Board Evaluation (IBE). IBE's report concluded that overall, the Board and its Committees have the necessary mix of skills, knowledge and experience to perform effectively. The evaluation identified some areas which could benefit from increased focus, which will be amongst the Board's key priorities in the year ahead.

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











Sustainable Development Goals

In 2015, the United Nations launched 17 Sustainable Development Goals (SDGs). They call on government, businesses and others, to take meaningful action on the biggest issues facing people and planet by 2030.

We're committed to creating a more sustainable future and therefore fully support the SDGs — whether that's by fighting climate change, or building a more inclusive team. Whilst we contribute to many of the SDGs, our People & Planet Plan makes a meaningful contribution to three lead SDGs alongside several supporting SDGs. Over the next decade, we'll continue to work closely with our stakeholders to further shape our contribution to society.



Read more about our [disclosure on SDGs](#) and the specific indicators we support

SDGs supported	Why they're important	Examples of our contribution
Planet		
<p>Lead SDGs</p>  <p>Supporting SDGs</p>   	<p>Climate change is one of the greatest challenges facing society. We're well-placed to reduce energy's impact on the climate and contribute to national and international targets. We're doing this by supporting every customer to live more sustainably by providing services and solutions that'll help them be net zero by 2050, whilst working to become a net zero business ourselves by 2040.</p>	<ul style="list-style-type: none"> Produced nearly 70% less carbon (gross) than a decade ago following our strategic transformation away from most of our carbon intensive energy assets, to provide energy, services and solutions that energise a greener, fairer future. Cumulatively installed more than 6,000 heat pumps, making us a lead player in the UK's heat pump market. Provided 16.7GW of renewable and flexible capacity under management.
People		
<p>Lead SDGs</p>   <p>Supporting SDGs</p>  	<p>To meet the needs of our customers, we need a team with a range of skills and experience, who feel motivated and able to 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 whilst inspiring colleagues to give 100,000 days to local communities.</p>	<ul style="list-style-type: none"> Continued to create a more inclusive workplace — whether through acting on feedback from our Shadow Board of diverse colleagues to drive colleague-centric decisions, or providing talent and development opportunities that diversify our talent pipeline. Inspired more diversity in engineering with 19% of engineering apprentices being women — much higher than the 0.3% of gas safe registered women engineers in the UK. Made a big difference in local communities by volunteering 10,683 days — nearly 40% more than in 2023.

Key Performance Indicators

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

In 2024, we engaged DNV Business Assurance Services UK Limited (DNV) to conduct an independent limited assurance engagement using the International Standard on Assurance Engagements (ISAE) 3000 (Revised): 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information'. DNV has provided an unqualified opinion in relation to five KPIs that are identified with the symbol '+' and feature on pages 6, 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.



View over 150 metrics in our data centre and more at centrica.com/performanceandreports

10+ 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	2024 Progress	2023 Progress
Create an engaged team that reflects the full diversity of the communities we serve by 2030 — this means all company and senior leaders to be ⁽ⁱ⁾ : <ul style="list-style-type: none"> • 48% women • 18% ethnically diverse • 20% disability • 3% LGBTQ+ • 4% ex-service 	By the end of 2025: <ul style="list-style-type: none"> • 40% women • 16% ethnically diverse • 10% disability • 3% LGBTQ+ • 3% ex-service 	All company:⁽ⁱⁱ⁾ <ul style="list-style-type: none"> • 31% women ■ – 41% excluding Field engineers • 16% ethnically diverse ■ • 6% disability ■ • 4% LGBTQ+ ■ • 2% ex-service ■ Senior leaders:⁽ⁱⁱ⁾ <ul style="list-style-type: none"> • 34% women ■ – 31% excluding Field engineers • 10% ethnically diverse ■ • 5% disability ■ • 2% LGBTQ+ ■ • 2% ex-service ■ 	All company:⁽ⁱⁱ⁾ <ul style="list-style-type: none"> • 30% women ■ – 41% excluding Field engineers • 15% ethnically diverse ■ • 3% disability ■ • 3% LGBTQ+ ■ • 2% ex-service ■ Senior leaders:⁽ⁱⁱ⁾ <ul style="list-style-type: none"> • 32% women ■ – 32% excluding Field engineers • 9% ethnically diverse ■ • 2% disability ■ • 2% LGBTQ+ ■ • 2% ex-service ■
Recruit 3,500 apprentices and provide career development opportunities for under-represented groups by 2030 (base year 2021)	2,000 apprentices by the end of 2025	1,537 apprentices ■	1,198 apprentices ■
Inspire colleagues to give 100,000 days to build inclusive communities by 2030 (base year 2019)	35,000 days by the end of 2025	31,639 days ■	20,956 days ⁽ⁱⁱⁱ⁾ ■
Help our customers be net zero by 2050 ^(iv) (base year 2019)	28% greenhouse gas (GHG) intensity reduction by the end of 2030	6% reduction[†] ■	9% reduction ⁽ⁱⁱⁱ⁾ ■
Be a net zero business by 2040 ^(v) (base year 2019)	50% GHG reduction by the end of 2032	18% reduction ■	21% reduction ■

[†] Included in DNV's independent limited assurance report. See page 38 or centrica.com/assurance for more.

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

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

⁽ⁱⁱⁱ⁾ Restated due to availability of improved data.

^(iv) Net zero goal measures the GHG intensity of our customers' energy use including electricity and gas with a 2019 base year of 182gCO₂e/kWh. Target is normalised to reflect acquisitions and divestments in line with changes in Group customer base. It's also aligned to the Paris Agreement and based on science to limit global warming, corresponding to a well below 2°C pathway initially and 1.5°C by mid-century.

^(v) Following an update to our Climate Transition Plan (see page 15), we accelerated our net zero goal which was previously focused on achieving a 40% reduction in emissions by the end of 2034 and net zero by 2045. Net zero goal measures Scope 1 (direct) and 2 (indirect) GHG emissions based on operator boundary. Comprises emissions from all operated assets and activities including the shipping of Liquefied Natural Gas (LNG) alongside the retained Spirit Energy assets in the UK and the Netherlands. Non-operated nuclear emissions are excluded. Target is normalised to reflect acquisitions and divestments in line with changes in Group structure against a 2019 base year of 2,120,446mtCO₂e. It's also aligned to the Paris Agreement and based on science to limit global warming, substantively aligning to a 1.5°C pathway initially and fully by 2040.

Progress against our outgoing Climate Transition Plan 2021⁽ⁱ⁾

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

Key | Progress against goals: ■ On track ■ Behind

Targets and ambitions	2024 Progress		2023 Progress	
Help our customers be net zero by 2050 with a 28% greenhouse gas intensity reduction by 2030 (from 2019)	6% reduction⁺	■	9% reduction⁽ⁱⁱ⁾	■
Hive smart thermostats — 2.5m customers by 2025 (units to date)	2.8m	■	2.4m	■
Smart meters — 6m additional installed by 2030 (from 2020)	3.5m	■	3.0m	■
EV charging points — 100,000 in year by 2025 (annual units)	9.1k	■	7.0k	■
Heat pumps — 20,000 in year by 2025 (annual units)	3.2k	■	3.0k	■
Be a net zero business by 2045 with a 40% GHG reduction by 2034 (from 2019)	18% reduction	■	21% reduction	■
Low carbon and transition assets ⁽ⁱⁱⁱ⁾ — 800MW installed by 2025	195MW	■	132MW	■
Zero emission vehicle fleet (total to date) — 100% EV van roll-out by 2030	32%	■	29%	■
Zero emission vehicle fleet (total to date) — 100% EV car roll-out by 2025	83%	■	74%	■
Property — 50% reduction in UK emissions by 2030 (from 2019)	67%	■	65%	■
Capex — grow capital allocated to green activities from less than 5% to over 50% from 2023-28 ^(iv)	37%	■	31%	■

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

(i) The above targets and ambitions from part of our first Climate Transition Plan published in 2021 and will now be retired and replaced by our new set of targets and ambitions which form part of our updated Climate Transition Plan which was developed during 2024 (see page 15). Reflected above as set out in 2023 annual reporting, does however, includes the extension of our EV van fleet roll-out from 2025 to 2030 alongside our green investment commitment from 2025 to 2028, as well as a move to cumulative reporting to align with the introduction of our new green-focused investment strategy. The glidepath trajectory for climate ambitions is not linear as they were modelled around the expectation that demand would increasingly grow, resulting in accelerated delivery against the target as we near the target date.

(ii) Restated due to availability of improved data.

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

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

Progress against our Foundations

Planet

Metric	2024	2023	What's next
Greenhouse gas (GHG) and energy			
Total GHG emissions (Scope 1 and 2) ⁽ⁱ⁾	1,733,882tCO ₂ e ^{(ii) +}	1,685,840tCO ₂ e ^{(iii) (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
Scope 1 emissions	1,726,177tCO ₂ e ^{(iv) +}	1,678,457tCO ₂ e ^{(iv) (vi)}	
Scope 2 emissions	7,706tCO ₂ e ^{(vii) +}	7,383tCO ₂ e ^{(iv) (viii)}	
Scope 3 emissions ^(ix)	21,860,510tCO ₂ e	21,180,922tCO ₂ e	
Total GHG intensity by revenue ^(x)	87tCO ₂ e/£m ^(xi)	64tCO ₂ e/£m ^(xii)	Analyse the impact of our strategy on decoupling GHG emissions from value creation
Total energy use	7,925,163,679kWh ^{(xiii) +}	7,437,652,380kWh ^{(iv) (xiv)}	Remain focused on energy efficiency as we strive to be a net zero business by 2040
Water, waste and non-compliance			
Total water use	357,260m ³	335,512m ³	Effectively monitor, manage and reduce our water use and waste production, as well as our incidence of environmental non-compliance
Total waste generated	16,651 tonnes	15,161 tonnes	
Environmental non-compliance ^(xv)	2	12	

Reporting is 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 for more.

- (i) Comprises Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol.
- (ii) Comprises UK 578,677tCO₂e and non-UK 1,155,205tCO₂e.
- (iii) Comprises UK 547,555tCO₂e and non-UK 1,138,285tCO₂e.
- (iv) Included in DNV's limited assurance scope for the Annual Report 2023.
See centrica.com/performanceandreporting for our 2023 Basis of Reporting and DNV's 2023 Assurance Statement. Previous figures included in DNV's limited assurance scope which have subsequently been restated due to availability of improved data are Total GHG emissions (Scope 1 and 2): 1,681,475tCO₂e, Scope 1: 1,674,829tCO₂e and Scope 2: 6,647tCO₂e.
- (v) Comprises UK 572,939tCO₂e and non-UK 1,153,238tCO₂e.
- (vi) Comprises UK 542,244tCO₂e and non-UK 1,136,213tCO₂e.
- (vii) Market-based, comprises UK 5,738tCO₂e and non-UK 1,967tCO₂e. Sum of constituent parts does not align with total due to rounding. Location-based is 17,361tCO₂e.
- (viii) Market-based, comprises UK 5,312tCO₂e and non-UK 2,071tCO₂e. Location-based is 17,041tCO₂e.

- (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, apart from working from home emissions which are based on methodology set out in EcoAct's homeworking emissions whitepaper. Other categories spanning upstream leased assets, processing of sold products, end-of-life treatment of sold product, downstream leased assets and franchises, are not included because they are not relevant to our business.
- (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 36tCO₂e/£m and non-UK 315tCO₂e/£m.
- (xii) Comprises UK 25tCO₂e/£m and non-UK 267tCO₂e/£m.
- (xiii) 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.
- (xiv) Comprises UK & Offshore 1,654,616,311kWh and non-UK energy use 5,783,036,069kWh.
- (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.

People

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

(i) Based on an average score out of 10, measuring how colleagues feel about the Company.

(ii) Based on hourly rates of pay for all employees at full pay (including bonus and allowances) at the snapshot dates of 5 April 2023 and 2024. Read our Gender and Ethnicity Pay Statement to find out more at centrica.com/pay.

(iii) Includes anyone receiving a bonus during the 12-month period leading up to the pay gap snapshot date and who are still employed on the snapshot date.

(iv) Based on 77% of colleagues in 2024 and 74% of colleagues in 2023, who confirmed whether they are from a Black, Asian or Mixed/Other ethnic group. 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) A road traffic collision involving a Dyno Franchisee, resulted in a member of the public sadly losing their life.

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

(i) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas following a gas engineer visit.

(ii) Measured independently, through individual questionnaires, the customer's willingness to recommend British Gas Energy following contact.

(iii) Weighted NPS for the main customer interaction channels.

(iv) Measured independently, through individual questionnaires and the customer's willingness to recommend, on a year-to-date basis.

(v) Restated to reflect changes in methodology. NPS now uses year-to-date data whilst complaints uses sites rather than customer numbers.

(vi) Total complaints, where we identify material distress, inconvenience or financial loss, as a percentage of average customers over the year.

(vii) Total complaints, measured as an expression of dissatisfaction in line with submissions made to Ofgem, as a percentage of average customers over the year.

(viii) Total complaints, measured as any oral or written expression of dissatisfaction, as a percentage of average customers over the year.

(ix) Total complaints, measured as any oral or written expression of dissatisfaction, as a percentage of total sites over the year.

Metric	2024	2023	What's next
Communities			
Total community contributions	£601.8m⁽ⁱ⁾	£501.4m ⁽ⁱⁱ⁾	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	27	20	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	7	13	
Colleagues committed to Our Code	99%	96%	Ensure all colleagues uphold Our Code as part of our commitment to doing the right thing and acting with integrity

(i) Comprises £596.8m in mandatory and £1.4m in voluntary contributions to support vulnerable customers and communities, alongside £3.6m in charitable donations which includes £0.2m in contributions from third parties such as colleague payroll giving.

(ii) Comprises £409.4m in mandatory and £88.1m in voluntary contributions to support vulnerable customers, communities and colleagues, alongside £3.8m in charitable donations which includes £0.2m in contributions from third parties such as colleague payroll giving. Sum of constituent parts does not align with total due to rounding. Restated due to availability of improved data.



The Centrica logo, featuring the word "centrica" in a bold, white, sans-serif font, positioned in the top left corner of a dark blue background. A diagonal line separates the dark blue background from a light green background on the right side of the page.

centrica

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centrica.com/peopleandplanet