



Workforce Disclosure Initiative – Centrica WDI Survey 2026 (based on 2025)

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1. Governance

Governance structure and management

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1.1	Which workforce and human rights–related topics, if any, are subject to Board-level or executive-level oversight (including oversight by Board members and/or Board committees)? For each relevant oversight body, please select the workforce- and human rights–related topics it oversees and describe the remit and responsibilities of that oversight body. Module: Governance & Accountability Tier: Foundation 3A Tagging: Awareness 3A Tagging: Approach	

Type of oversight body	Workforce and human rights-related topics	Provide more details on the responsibility (300 words)
> Full board or equivalent	>Attracting and retaining workers >Automation and AI >Diversity and Inclusion >Forced labour, modern slavery and human trafficking >Pay equity >Grievance and whistle blowing processes >Human resources >Human rights	The Board has overall responsibility for workforce and human rights-related matters, recognising that maintaining an engaged, inclusive, skilled and safe workforce, is key to the delivery of Centrica's strategy. The Board is chaired by an independent non-executive director and has eight formal meetings a year alongside a call, enabling them to execute their overall remit which encompasses workforce and wider people matters – from attraction and retention, pay and reward, skills and development, diversity and inclusion, to colleague engagement, health, safety and wellbeing, the impact of technology and AI on the workforce, and human rights matters including modern slavery, responsible sourcing and grievance and whistleblowing arrangements. Detailed oversight of specific matters is delegated to its Committees, whilst the Board retains overall accountability and regularly considers workforce strategy and performance, including workforce-related

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	>Mental health in the workplace >Occupational health and safety >Responsible sourcing >Training and development >Wage levels / living wages >Worker engagement	impacts, risks and opportunities, and matters relevant to the delivery of the Group's strategy. Other matters are considered through the relevant Board Committees, with updates provided to the Board throughout the year. Papers and discussions are typically focused on performance and progress against plans together with relevant impacts, risks and opportunities alongside key decisions proposed. This enables the Board to consider the topic holistically, to challenge management where needed, and inform strategic decisions. In instances where the Board feels performance or plans require further attention or scrutiny, the Board provides appropriate challenge by sharing feedback including consideration of changes to the approach, and they may request further follow-up updates or deep dives to review and/or revisit progress and plans as appropriate to escalate scrutiny and/or action. When undertaking this oversight and making strategic decisions, the Board considers stakeholder perspectives to ensure they carry out their duty effectively.
>Special committee (please specify in the details column)	>Attracting and retaining workers >Diversity and Inclusion >Forced labour, modern slavery and human trafficking >Human resources >Human rights >Mental health in the workplace >Occupational health and safety >Responsible sourcing >Training and development >Worker engagement	The Safety, Environment and Sustainability Committee (SESC) chaired by an Independent Non-Executive Director, principally supports the Board through delegated oversight of sustainability matters. From a workforce perspective, the SESC has standing items for tabling or noting which includes progress against our People & Planet Plan as well as specific topical updates which primarily incorporates health, safety and the environment (HSE) including mental health, training and development, diversity and inclusion, responsible sourcing and modern slavery. These standing updates can naturally span into other topical updates including attracting and retaining workers, human resources, human rights and colleague engagement. These broader topics alongside other relevant sustainability matters, may be tabled as frequently as needed at the Committee. Agenda items are determined by feedback from business leaders who seek to escalate matters, and/or, via Committee members requesting an update or greater oversight enabled through forward planning sessions and Committee meeting matters arising, with oversight from the General Counsel and Company Secretary. The Committee meets three times a year and reviews performance data, strategic goals and action plans, alongside relevant impacts, risks and opportunities. For

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		example, for responsible sourcing, SESC annually reviews human rights and modern slavery risks, responsible procurement and ethical audit activity, as well as forward-facing plans to continue to enhance due diligence processes. Through reviews like these, further attention may also be requested. For instance, as part of SESC's oversight, they reviewed a HSE improvement plan and culture programme at Spirit Energy, including several significant process-safety events, regulatory actions and accelerated assurance activity. In doing so, this supported effective escalation between management, SESC and the Board. The Committee furthermore reviews sustainability disclosures and provides input before matters are recommended to the Board for approval. The Committee shares updates with the Board throughout the year to help it maintain broader oversight.
>Special committee (please specify in the details column)	>Attracting and retaining workers >Automation and AI >Diversity and Inclusion >Forced labour, modern slavery and human trafficking >Grievance and whistle blowing processes >Human resources >Human rights >Mental health in the workplace >Occupational health and safety >Responsible sourcing >Training and development >Wage levels / living wages >Worker engagement	The Audit and Risk Committee (ARC) chaired by an Independent Non-Executive Director, supports the Board through delegated oversight of the effectiveness of the Group's risk management and internal control frameworks, alongside financial and non-financial reporting, and audit and compliance. From a workforce perspective, its oversight principally relates to a workforce matters relating to the Principal Risks of 'People culture and workforce', 'Third party and supply chain resilience' and 'External, regulatory, geopolitical and conduct', together with relevant controls, compliance matters and associated reporting, which encompass a broad range of workforce matters, with material matters tabled for review and discussion where relevant to ARC's remit and other matters arising as frequently as needed. ARC also has specific oversight of grievance and whistleblowing through its compliance and risk remit. The Committee meets quarterly and reviews mitigations for Principal Risks, alongside quarterly risk and control reporting, including deep dives and escalations as needed. It also approves the annual Internal Audit Plan, providing an additional mechanism for assurance over areas of risk and control. Through this process, ARC monitors the effectiveness of risk management and controls and provides scrutiny and challenge where required. Our wider risk governance framework provides for significant and emerging risks, risk appetite

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		breaches and control failures to be escalated, with significant breaches or matters escalated by the Centrica Leadership Team to ARC and/or the Board. This enables matters requiring greater attention to receive appropriate Committee or Board oversight. ARC additionally oversees the audit process as well as financial and non-financial disclosures, supporting the Board's broader oversight of the effectiveness of Centrica's governance, risk and control environment.
>Special committee (please specify in the details column)	>Attracting and retaining workers >Diversity and Inclusion >Pay equity >Human resources >Wage levels / living wages >Worker engagement	The Remuneration Committee chaired by an Independent Non-Executive Director, supports the Board through oversight of remuneration arrangements across the Group. They ensure executives and the Chair of the Board are appropriately rewarded, taking account of their roles, business performance and individual contribution to Centrica's strategic and financial performance. From a wider workforce perspective, the Committee also considers wider workforce pay and incentives as well as having oversight of our gender and ethnicity pay gap and wider wage levels/living wages. The Committee meets four times a year to review these matters, with management sharing appropriate performance, plans alongside impacts, risks and opportunities as appropriate. Its core responsibilities include setting executive remuneration within the shareholder-approved Remuneration Policy, setting and approving annual bonus targets and assessing performance against them, alongside reviewing and approving the Remuneration Report as well as our Gender & Ethnicity Pay Statement. It reviews wider sustainability performance through the incorporation of sustainability matters into the Annual Incentive Plan (AIP) and Restricted Share Plan (RSP). Through these processes, the Committee maintains oversight of workforce pay, enabling effective decision-making and a mechanism to allow them to challenge and escalate key pay-related matters. The Committee may provide feedback to management and request further information or updates where additional scrutiny is needed. Management can also request topics for discussion to ensure appropriate escalation. Updates are

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		provided by the Committee to the Board and vice versa to ensure they remain up-to-date and well-positioned to support with escalations if needed.
>Special committee (please specify in the details column)	>Attracting and retaining workers >Diversity and Inclusion >Training and development	The Nominations Committee chaired by an Independent Non-Executive Director, supports the Board through oversight of Board composition, succession planning, appointments, diversity and capability, ensuring the Board and its Committees have the appropriate balance of skills, knowledge and experience to effectively lead Centrica. The Committee embeds Centrica's Board Diversity Policy within succession and selection processes, considering appointments and Committee composition against the Policy, our wider diversity, respect and Inclusion commitments, together with our representation goals and the Board Skills Matrix. Through these processes, the Committee reviews and monitors leadership succession, diversity, composition and capability, whilst overseeing the annual Board evaluation process. The Committee meets three times a year. This enables the Committee to identify where further action is required and make recommendations to the Board where appropriate. Actions and areas requiring continued attention are monitored through subsequent updates and the Committee's forward programme. Management and Committee members determine the forward business schedule, ensuring that matters requiring continued oversight and particular attention and/or escalation, are reviewed accordingly. The internal Board evaluation undertaken, identified succession planning and development to remain a key area of focus.
> Executive leadership	>Attracting and retaining workers >Automation and AI >Diversity and Inclusion	The Centrica Leadership Team (CLT) meets monthly around eleven times a year and is chaired by the Group Chief Executive, providing a forum for senior management to have dedicated oversight of the delivery of Centrica's strategy and associated sustainability priorities. In doing so, the CLT forms part of Centrica's wider governance and risk management structure and is responsible for owning and managing the Group's Principal Risks, embedding risk-informed decision-

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	>Forced labour, modern slavery and human trafficking >Human resources >Human rights >Mental health in the workplace >Occupational health and safety >Responsible sourcing >Training and development >Wage levels / living wages >Worker engagement	making, and reviewing and challenging business unit and function risk profiles, alongside reviewing wider sustainability impacts, risks and opportunities as appropriate in advance of Board Committee engagement. This means workforce matters can be considered both through strategic performance and through the Group's risk management processes. Matters within its remit can include workforce and cultural matters arising. Recurring workforce items include quarterly health and safety scorecards, talent discussions, employee engagement results, people and culture priorities, and approval of the Modern Slavery Statement, with wider matters such as diversity and inclusion raised as needed. The forward schedule is a rolling 12-month plan, reviewed at each meeting, with agendas prepared by the Chief of Staff and signed off by the Group Chief Executive and Group Chief People Officer. The CLT reviews performance, progress against plans and proposed management actions, providing appropriate challenge and determining where follow-up action or escalation may be required. Where matters become sufficiently significant, our risk governance framework enables escalation to the ARC, the Board or the Board's wider Committees, creating a clear route from management, to senior management, to Board-level governance. The CLT therefore provides a regular forum through which emerging issues and performance can receive senior management attention.
1.2	Describe how information on workforce matters is integrated into governance processes, and how this informs company strategic planning. Tier: Foundation Module: Governance & Accountability 3A Tagging: Approach	

(300 word limit)

Workforce matters are integrated into Centrica's governance processes and inform strategic planning. Management responsible for workforce matters provide dedicated updates to Board Committees covering performance, plans and related impacts, risks and opportunities, alongside recommendations requiring Board-level consideration/approval. Committee members review management papers/presentations, providing oversight and challenge to

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inform decisions and strategic planning/progress. Management subsequently adjusts and/or implements plans, with periodic review supporting longer-term workforce planning. Whilst the Board retains ultimate oversight, key workforce strategy and performance are primarily considered through three SESC meetings and around 11 CLT meetings annually. These forums regularly review progress against our People & Planet Plan including plans to achieve our 2030 People goals for apprenticeships and DE&I, alongside wider workforce matters including health and safety alongside broader human rights and other matters as frequently as needed. Pertinent issues, including action and disclosures relating to modern slavery risk, are escalated for Board consideration where appropriate. At least annually, SESC and CLT approve a forward business schedule covering standing workforce matters, supplemented by ad hoc deep dives. Topics are proposed by management across People, health and safety, responsible sourcing and broader sustainability topics, with oversight from the Group Chief People Officer and Group General Counsel and Company Secretary. Other Committees provide complementary oversight: ARC reviews systems for identifying and managing people-related risks quarterly, the Remuneration Committee considers workforce pay and colleague engagement within executive incentives four times annually, and the Nominations Committee oversees succession planning and Board effectiveness three times annually. Committee minutes and actions are shared to enable broader Board oversight. Governance like this supports strategic planning and our purpose to energise a greener, fairer future. For example, during 2025, SESC reviewed DE&I performance against representation goals and our Every Colleague Counts Action Plan, which was considered robust and informed planning for the year ahead.		
1.A	Notes on Governance structure and management Module: Governance & Accountability	*(150 word limit)* *This answer is public.* Centrica's governance structure for workforce matters is complemented by our Shadow Board of diverse colleagues who provide direct input to the CLT to challenge executive thinking and ensure inclusive decision-making and colleague-centric outcomes. Read more in our People and planet Plan Report at www.centrica.com/ppp25 and our Annual Report and Accounts at www.centrica.com/ar25.

Board performance

Code	Question	Our Disclosure
1.3	How does the company ensure those with governance responsibility (identified at Q1.1) possess, or have access to, sufficient expertise on workforce matters, such as those identified at Q1.1? Provide one example of how the company has ensured sufficient expertise for those with governance responsibilities. Module: Governance & Accountability Tier: Foundation 3A Tagging: Action 3A Tagging: Approach	

(300 word limit)

This answer is public.

We review and refresh Board capability to ensure necessary expertise to effectively govern workforce matters and champion colleague needs. Workforce management is a shared responsibility across the Board, with expertise assessed during recruitment and annually, including employment history and consulting on knowledge, establishing gaps. This process is supported by the Chair, who informed by the Nominations Committee, is responsible for Board training and discusses needs with Directors, ensuring the right mix of skills and experience. An annual Board Evaluation Review aligned with the UK Code, further shapes this process by reviewing effectiveness and identifying improvement areas, with facilitation by an independent third party triennially. An annual training and engagement plan is subsequently established. In 2025, this included dedicated sessions on AI and potential workforce impact. Deep dives at Committee meetings on topics like safety and DE&I, further aids Board capability. Board members additionally travelled to our Dublin office and Barrow Terminal amongst others, to better understand operations and meet colleagues to learn more about working environments and answer questions. The Board are additionally supported by our Shadow Board of diverse colleagues, who regularly meet leaders to share views and deliver colleague-centric outcomes. Our Joint Council, comprised of union leaders alongside our own leaders, further ensure key developments/concerns are discussed collaboratively including on skills transition. Leaders moreover hear from colleagues at townhalls and receive insight via quarterly engagement surveys, with KPIs tracking how colleagues feel about leadership and whether they believe their voices are heard/acted upon across matters like reward and ethics. In 2025, over 60% of the Board had sustainability-related expertise, and is considered robust. The Committee, supported by the annual Board review, reviews the Skills Matrix to identify strengths and development areas. The Board Evaluation Process concluded that the Board continued to operate effectively in 2025.

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1.4	How does the company assess and incentivise the performance of those with governance responsibility (identified at Q1.1) for workforce matters, such as those identified at Q1.2? Include relevant KPIs and weighting in compensation or remuneration schemes. Module: Governance & Accountability Tier: Foundation 3A Tagging: Action 3A Tagging: Approach	

(300 word limit)

This answer is public.

Our governance structure enables effective performance evaluation which is reflected in remuneration arrangements. The Board and its Committees regularly review and challenge progress against KPIs and targets across key issues like DE&I (e.g. gender parity goal), HSE (e.g. process safety), engagement (e.g. engagement score) and modern slavery (e.g. indicators/incidence). To ensure they operate effectively, a performance evaluation is conducted regarding discharge of duties and company performance annually. The 2025 assessment concluded that the Board operated effectively, with actions agreed for continuous improvement tied to succession planning and training. This meant reward was unaffected by the evaluation process. Feedback on individual Directors flows into the annual review process. The remuneration plan for Executive Directors (including CEO and CFO) and wider colleagues, is tied to short and long-term performance incentives. The Annual Incentive Plan (AIP) is approved annually by the Remuneration Committee, with targets that incorporate measures of progress against operational and sustainability metrics incorporating Climate Transition Plan (including 3k engineers with green skills) and colleague engagement. These form part of 18 metrics with a combined weighting of 37.5%, tied to reward incentives. Individual strategic objectives account for 25% for CLT and may include wider workforce quantitative and qualitative measures depending on leader, such as improving engagement, delivering DE&I strategies or maintaining a strong safety culture. The Restricted Share Plan (RSP) has a three-year vesting and two-year holding period, with the Committee making decisions on the underpin for the consideration of sanctions, fines, major incidents and poor progress on financial or sustainability performance. In 2025, AIP resulted in awards of 61.9% for the CEO and 58.1% for the CFO whilst 2023-25 RSP awarded 100% vesting. This reflected that some measures in the balanced scorecard for AIP were below target but performance remained effective overall. Incentives ensure we drive accountability and sustainable progress.

1.B	Notes on Board performance Module: Governance & Accountability	*(150 word limit)* *This answer is public.*

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		The Board and its committees undergo a triennial external evaluation to assess their effectiveness. The 2024 evaluation was facilitated by Independent Board Evaluation by IBE and concluding that the Board has the necessary mix of skills and experience. The 2025 assessment undertaken internally using BoardOutlook and overseen by the Chair, drew on quantitative and qualitative insights, and reached the same conclusion of operational effectiveness. The most recent review, focused on Board dynamics, strategic oversight, succession planning, risk management and sustainability oversight, confirming that the Board continues to operate effectively with strong engagement and constructive challenge, remaining focused on long-term value creation, risk management and the Company's transformation agenda, with some actions aforementioned in the section to enable continuous improvement. Read more in the Annual Report at www.centrica.com/ar25.

Human rights policy commitment

Code	Question	Our Disclosure
1.5	Does the company have public commitments covering the following human rights topics? Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation 3A Tagging: Action 3A Tagging: Awareness	

Commitment area	Does the company have a public	Provide a link to or attach the relevant public documents.	If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication.	Date of Implementation

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	commitment to this area?			
Commitment approved at Board level to respect all internationally recognised human rights	> Yes	Our Ethical Framework	Our Ethical Framework was published during 2026 and best demonstrates our various commitments to internationally recognised human rights standards. Our UNGC signatory date has been used as the date of implementation for ease.	2006-02-15
Commitment to prohibiting, identifying, and preventing forced labour, modern slavery, and human trafficking in the company's operations and value chain	> Yes	Our Code	Our Code was first published during 2015, replacing our Business Principles. It best sets out our commitment relating to prohibiting, identifying and preventing forced labour, modern slavery and human trafficking, which is further communicated in our Modern Slavery Statement. Our UNGC signatory date has been used as the date of implementation for ease.	2006-02-15
Commitment to provide a remedy where the company has caused or contributed to adverse human rights impacts affecting/ linked to its business operations and relationships	> Yes	Our Modern Slavery Statement 2025	Our Modern Slavery Statement was first published based on 2016 information, with the latest annual reporting tied to 2025. Our Statement best shares our commitment to provide remedy in instances where the Company may cause or contribute to adverse human rights impacts. Our UNGC signatory date has been used as the date of implementation for ease.	2006-02-15

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Refer to further details in the Notes section (Q1D).		
1.C	Notes on Human rights policy commitment Module: Human Rights Due Diligence & Workforce Assessment	*(150 word limit)* *This answer is public.* Note Q1.5: Centrica has a longstanding commitment to respecting all internationally recognised human rights. The dates shown relate specifically to our formal commitment to the UN Global Compact (UNGC), providing an evidenced milestone within that wider commitment. We are committed to upholding human rights and to provide remedy if we have caused or contributed to any abuse across the value chain. Our commitments include adherence to the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct.

2. Risk assessment and human rights due diligence

Human rights due diligence

Code	Question	Our Disclosure
2.1 (CI.1)	Does the company conduct regular human rights due diligence to identify, prevent, mitigate and account for human rights risks and adverse impacts? Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation 3A Tagging: Awareness	

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> Yes *Question:* If yes, provide more information (see guidance for what to include). *Answer:* *(150 word limit for 2.1a and 2.1b)* We conduct risk-based human rights due diligence (HRDD) across operations, supply chains and business partners, guided by ILO Core Conventions/UN Guiding Principles/OECD Guidelines. Supplier onboarding and ongoing monitoring uses Sedex/EcoVadis and country/commodity risk tools, with audits for higher-risk suppliers. Business HRDD impact-assessments are conducted periodically/in line with significant changes. Triennial double materiality assessment (DMA), reviewed annually, assesses our impacts, risks and opportunities (IRO) at activity, business and Group level, prioritised by severity using scale, scope, irremediability and likelihood. Actual impacts receive maximum likelihood, whilst severity takes precedence for potential negative human rights impacts (1-5 scoring scale). Rights-holder perspectives are captured primarily through surveys/audit findings/proxies. Findings are escalated to relevant teams (e.g. Risk/Ethics/People) and committees (e.g. SESC/ARC), informing corrective actions, process improvements and supplier engagement/termination. Effectiveness is monitored through KPIs like Speak Up reports/grievances/audits/remediation. In 2025, corrective action plans identified 249 supplier audit non-compliances (72% remediated by year-end). More: www.centrica.com/modernslavery.		
2.A	Notes on Human rights due diligence Module: Human Rights Due Diligence & Workforce Assessment	*(150 word limit)* *This answer is public.* Our HRDD is integrated into its procurement and risk management frameworks, utilising partnerships with the Slave-Free Alliance to support us in undertaking our saliency assessments and tools such as Sedex. We focus HRDD on areas such as solar, batteries, smart technology and garment manufacturing which we have identified as higher risk. Our approach is supported by ensuring suppliers adopt the Employer Pays Principle and the Real Living Wage where appropriate, amongst other requirements stated in Our Supplier Code of Conduct. In 2025, HRDD activities were overseen by the Board's SESC. The 249 non-compliances were primarily across labour and health and safety practices identified through site audits. Whilst no confirmed instances of modern slavery were found,

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		remediation plans were agreed for all non-conformances, with 72% having remediation activity by year end and the remainder monitored for resolution in 2026.

Risks and Opportunities

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2.2	Describe the company's approach and process for identifying and assessing workforce risks and opportunities in its direct operations and across the value chain. Include how the company's human rights due diligence activities inform the process. Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate Module: Human Rights Due Diligence & Workforce Assessment 3A Tagging: Approach	

Scope	Approach	Description of the process (150 words)	Workforce coverage in the risk assessment	Frequency of workforce risk assessment	Additional Notes (150 words)
Direct Operations	>Human rights due diligence process >Consultation with workers, trade unions and other worker	Our Enterprise Risk Management (ERM) framework informs our Group-wide DMA, enabling identification and management of workforce-related IROs. Value chain activities are mapped and desk-based research undertaken to identify long-list of actual/potential	>Full-time/ permanent employees >Fixed-term/ temporary employees >Part-time employees	>Continuous/Ongoing	Continuous/ongoing frequency selected given HRDD via impact assessments, audits and research is undertaken on an ongoing basis via workforce management processes. Outcomes feed quarterly ERM and annual DMA

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	representative bodies >Desk-based research >External reports >Internal grievance mechanisms or equivalent channel	IROs. Internal SMEs (e.g. People/Procurement/Ethics/Sustainability), review IROs and attribute scoring in excel to determine severity by scale/scope/irremediably/likelihood, drawing on broader HRDD insight and systems (e.g. risk registers/Speak Up/grievances/H&S incidents). SMEs act as proxies for affected stakeholders (e.g. employees/their representatives), using insight from engagements (e.g. colleague surveys/focus groups/trade union consultation). Results are validated annually to ensure accuracy. Process aligns with and feeds ERM. Risks are also assessed quarterly via risk registers and managed through ERM. Material IROs are communicated to respective teams and managed day-to-day, harnessing controls systems, with escalation through committees including CLT, SESC and ARC. Board reviews risk through its annual Strategic Review and approves Principal Risks and Uncertainties disclosures. Future enhancements may include dedicated DMA stakeholder engagement.			review, with deep dive every three years aligned with best practice. ERM evaluates risks that may materialise over a 0–5 year timeframe, using 1–5 impact and likelihood scores alongside financial materiality, considering mitigating controls. Longer-term emerging risks are considered through ERM and strategic planning. The DMA assesses IROs across short, medium and long-term horizons, including beyond five years. DMA uses a 1–5 scale for severity across scale, scope, irremediably and likelihood including financial impact of risks and opportunities, assessed on an inherent basis. Through this process, our workforce strategy continues to evolve to effectively address material IROs including through our People & Planet Plan to energise a greener, fairer future. We don't have employees on non-guaranteed hours contracts.

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Value Chain	>Human rights due diligence process >Consultation with workers, trade unions and other worker representative bodies >Desk-based research >Internal grievance mechanisms or equivalent channel >Supplier audits	The process outlined above applies to identifying and assessing value chain IROs. For suppliers and partners, tailored activity additionally supports upholding our Supplier Code of Conduct. Tier 1 suppliers are periodically risk-rated using country/sector segmentation, considering products/services and human rights risks. This informs deeper analysis through Sedex and desk-based research, identifying higher-risk suppliers for enhanced assessments, including SMETA audits and remote worker surveys. Non-compliances are communicated by the auditor, corrective actions agreed with the supplier, tracked by Procurement Managers, and relationships potentially terminated if standards don't improve. Outcomes are shared with the Human Rights and Modern Slavery Steering Committee and SESC annually. In 2025, Slave-Free Alliance supported a review of salient human rights risks. Speak Up is available across the value chain. The Procurement Director oversees IROs, supported by trained Procurement Managers. We intend to strengthen	>Full-time/ permanent employees >Fixed-term/ temporary employees >Part-time employees >Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)	>Continuous/Ongoing	Tailored and ongoing HRDD outlined for supplier and partners, feeds our ERM and DMA processes outlined above. Like many companies, we have limited visibility over the specific make-up of value chain workers. We have assumed that all workforce categories/types will be in scope given the breadth of a typical supply chain.

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		KPIs and review supply chain visibility beyond Tier 1 to further support HRDD effectiveness.			

2.3	Identify three workforce opportunities and risks for the company's direct operations and value chain. Module: Value Chain Resilience & Responsible Sourcing Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation 3A Tagging: Awareness

Area	Workforce Opportunities	Description of Opportunity (150 words)	Workforce Risks	Description of Risks (150 words)
Direct operations				
Direct Operations - Opportunities and Risks 1	> Training	Colleagues are the beating heart of our business so we must invest in providing enhanced training and skills development opportunities now and through the energy transition. This includes engineering and apprenticeship training as well as wider skills development opportunities including digital fluency. As a result, colleagues will have the opportunity to develop a fulfilling and exciting career they can be proud of which boosts job satisfaction, wellbeing and earning potential. In turn, their skills will help us better satisfy the diverse needs of our 10m customers.	> Just Transition	The transition to net zero is expected to change the skills and capabilities required across our workforce. Challenges in attracting, developing and retaining people with critical skills, could create capability gaps, reduce productivity, disrupt service delivery and increase recruitment and training costs. This could also affect our ability to deliver our transition plans and realise associated growth opportunities. Although we are well-placed to transition our workforce, we must maintain focus on developing and transitioning workforce capabilities to ensure our people can participate in and drive the transition forward.

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Direct Operations - Opportunities and Risks 2	> Diversity and Inclusion	Working towards a more sustainable future, necessitates a diverse and inclusive team, where every colleague feels welcome and able to succeed. By enabling different backgrounds, experiences and ideas to come together, we can create innovative solutions that help us deliver net zero and meet the needs of our customers now and into the future. Greater involvement of under-represented groups coupled with an inclusive culture, also enhances belonging, engagement and wellbeing, supporting the ability to achieve their full potential whilst helping us retain diverse talent.	> Health & Safety and Wellbeing	Energy can be inherently hazardous which means colleagues could be exposed to occupational health and safety hazards, with the potential for physical and/or mental harm. As technologies and activities change to drive the energy transition forward, health and safety and environment risks may evolve and so should related controls. Inadequate management of these risks could result in harm such as injury, ill health or, in extreme cases, fatalities. This could lead to operational disruption, increased costs, legal claims, regulatory investigation and reputational damage.
Direct Operations - Opportunities and Risks 3	> Employee engagement	Meaningful colleague engagement and effective social dialogue can help build an inclusive and supportive workplace, by ensuring colleagues have a voice and opportunity to contribute to decisions that affect them. This collaborative approach can deepen connection to our purpose and strategy, strengthen trust and support job satisfaction as well as wellbeing. Strong engagement also enhances productivity, organisational resilience and our ability to navigate change, including the energy transition.	> Labour rights	Although we have positive relationships with recognised trade unions, a deterioration in industrial relations or a failure to maintain constructive engagement with them, could result in disputes, strikes or prolonged industrial action. This may disrupt customer services and wider operations, delay projects, and increase operational costs. High-profile or sustained disputes could also damage our reputation and weaken customer and investor confidence, potentially affecting revenues and market position.

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Value chain				
Value Chain - Opportunities and Risks 1	>Other>: n/a – material opportunity not identified	Whilst we recognise the value of a strong and sustainable supply chain, our assessment identified material risks relating to value chain workers rather than specific material opportunities. We therefore focus on managing these risks and supporting positive outcomes for workers through collaboration with suppliers and partners, promoting robust labour and human rights standards and responsible working conditions. Strengthening these relationships and standards can contribute to a more resilient and responsible supply chain whilst supporting effective management of workforce-related IROs. We remain focused on continuously improving our HRDD and responsible procurement approach and shall continue to consider potential opportunities through ongoing HRDD, responsible procurement and wider materiality assessment processes.	> Health & Safety and Wellbeing	Inadequate health and safety standards, training or controls across the supply chain, could expose workers to unsafe working conditions - from raw material extraction through to the manufacturing of goods and services. This could result in work-related injury, physical or mental ill health and, in extreme circumstances, fatalities. Serious or persistent health and safety failures could also disrupt supply, increase costs and contribute to legal, regulatory and reputational consequences for Centrica, particularly where suppliers fail to meet our expected labour and human rights standards.
Value Chain - Opportunities and Risks 2	>Other>: n/a – material opportunity not identified	Whilst we recognise the value of a strong and sustainable supply chain, our assessment identified material risks relating to value chain workers rather than specific material opportunities. We therefore focus on managing these risks and supporting positive outcomes for workers through collaboration with suppliers and partners, promoting robust labour and	> Working practices and conditions	Inadequate working hour controls and practices in the supply chain, could expose workers to excessive working hours, insufficient rest or poor work-life balance. Whilst increased working hours can sometimes lead to increased wages, this can adversely affect workers' physical and mental health, wellbeing and job satisfaction. Serious or persistent failures may also contribute to

Code	Question	Our Disclosure		
		human rights standards and responsible working conditions. Strengthening these relationships and standards can contribute to a more resilient and responsible supply chain whilst supporting effective management of workforce-related IROs. We remain focused on continuously improving our HRDD and responsible procurement approach and shall continue to consider potential opportunities through ongoing HRDD, responsible procurement and wider materiality assessment processes.		workforce disruption and related supply chain continuity, as well as create legal, regulatory and reputational consequences for us - particularly where suppliers fail to meet our expected labour and human rights standards.
Value Chain - Opportunities and Risks 3	>Other>: n/a – material opportunity not identified	Whilst we recognise the value of a strong and sustainable supply chain, our assessment identified material risks relating to value chain workers rather than specific material opportunities. We therefore focus on managing these risks and supporting positive outcomes for workers through collaboration with suppliers and partners, promoting robust labour and human rights standards and responsible working conditions. Strengthening these relationships and standards can contribute to a more resilient and responsible supply chain whilst supporting effective management of workforce-related IROs. We remain focused on continuously improving our HRDD and responsible procurement approach and shall continue to consider potential opportunities through ongoing HRDD, responsible	> Modern slavery & child Labour	Inadequate controls and labour practices across the supply chain, could expose workers to modern slavery, forced labour, human trafficking and child labour. This is particularly the case in higher-risk geographies, sectors and activities. Such practices can severely affect workers' rights, health, wellbeing and livelihoods, with vulnerable workers potentially at greater risk of exploitation. Serious or persistent failures could also disrupt supply chain resilience and create legal, regulatory and reputational consequences for our business, particularly where suppliers fail to meet our expected labour and human rights standards.

Code	Question	Our Disclosure

		procurement and wider materiality assessment processes.		

2.4	What action has the company taken in relation to its workforce risks and workforce opportunities, to ensure these are managed appropriately and/or add value to the company? If none, please explain any plans to do so in the future. Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation Module: Value Chain Resilience & Responsible Sourcing 3A Tagging: Action 3A Tagging: Approach 3A Tagging: Awareness

This answer is public.

Scope	Action taken (150 words)	Which type of stakeholders has the company consulted to take this action?	If the company has not yet taken action, explain why not, and describe any plans to do so, including the expected date, or any alternative measures.
Direct operation - Workforce risk 1	We're developing Group-wide skills and capabilities to energise a greener future. Workforce planning identifies current and future capability needed, informing recruitment, upskilling and cross-skilling as roles across the business and technologies evolve, particularly in engineering. In 2025, we trained over 400 apprentices which was 21% more than 2024, to develop our Group-wide future talent pool. Additionally, 1,900 engineers were cross-skilled with green	>Workers >Trade unions >Labour rights CSOs or associations	n/a

Code	Question	Our Disclosure		
		capabilities like EV charging, supporting our ambition for 3,000 engineers with green skills by 2030. We also invested £35m in our Centrica Park training academy and research laboratories, unlocking capacity-building capability to accelerate the transition. Meanwhile, My Learning Campus is expanding future-facing learning for all, including net zero and hydrogen. Approach is informed by colleague feedback and trade unions via surveys, consultation and the Future Energy Skills Programme in partnership with recognised trade unions. Colleague take-up and feedback together with on track performance against ambitions, demonstrates effective mitigation.		
Direct operation - Workforce risk 2		Our risk-based approach safeguards colleague and contractor health, safety and wellbeing, with particular focus on higher-risk energy activities and assets with roles across Retail/Infrastructure/Optimisation. This is supported by our HSE management system, operational controls, training and assurance. In 2025, we targeted key risks including gas, electrical and road safety. Actions included safety-critical training and reassessments, audits and strengthening driver risk management, lone-working protections and emergency preparedness, alongside awareness-raising of wellbeing support like our company-funded healthcare plan, 24/7 GP access and Mental Health First Aiders. Our approach is informed by consultation with workers and their representatives alongside bodies like the Health and Safety Executive and DESNZ, helping workforce perspectives and regulatory requirements shape action. Effectiveness is illustrated through zero work-related fatalities, total recordable and lost-time injury frequency rates both	>Workers >Trade unions >Labour rights CSOs or associations >Other (please specify in the additional context box) – Relevant government and regulatory bodies such as the Health and Safety Executive and DESNZ	n/a

Code	Question	Our Disclosure		
	improving by 3% versus 2024, alongside delivering 100,000 health and wellbeing interventions and being ranked as a CCLA's mental health benchmark leader.			
Direct operation - Workforce risk 3	We seek to reduce the risk of high-profile disputes and industrial action across operations through early and constructive engagement with recognised trade unions and worker representatives. Our Collective Recognition Agreements provide frameworks for consultation, collective bargaining, negotiation and dispute resolution, supported by established governance and regular dialogue. In 2025, engagement included consultation and negotiation, Collective Bargaining Unit council meetings and Policy Forum, alongside strategic dialogue between senior leaders and NEOs via our bi-annual Joint Council. We engaged on matters including pay, skills, inclusion, health and safety and organisational change. We assess effectiveness through outcomes achieved and ongoing constructive dialogue. During 2025, outcomes benefitted workers and business, informing multi-year pay agreements and enhancements to policies like paternity leave amongst others. Material disputes and industrial action were avoided, including in areas that could cause greatest risk including customer-facing roles like engineering, keeping our business running smoothly and reputation as a good employer.	>Workers >Trade unions >Labour rights CSOs or associations	n/a
Direct operation - Workforce opportunity 1	Skills and development strengthens engagement, attraction and retention whilst helping colleagues serve customers effectively. Colleagues and their representatives consistently identify development as a priority, with feedback and workforce planning shaping our approach. In	>Workers >Trade unions >Labour rights CSOs or associations	n/a

Code	Question	Our Disclosure		
		2025, My Learning Campus continued to provide thousands of development courses to colleagues in roles across the Group, including enhanced digital fluency to help harness AI. Targeted mentoring and talent programmes, including reverse mentoring and Mission Include, further supported under-represented groups progress careers. Furthermore, our training academies developed frontline capability for engineers and apprenticeships. We assess effectiveness through colleague engagement, participation and progress against goals. Development opportunities are rated strongly by colleagues whilst nearly 2,000 apprentices have joined since 2021 towards our 3,500 goal by 2030, with women representing 15% of British Gas engineering recruits compared with 0.3% nationally. The strength of our approach was recognised through inclusion in The Sunday Times Top 100 Apprenticeship Employers.		
Direct operation - Workforce opportunity 2		To attract, develop and retain the Group-wide diverse and inclusive workforce and leadership team needed, we listen to colleagues/their representatives through surveys, our 10+ colleague networks, consultation and organisations like POWERful Women. In 2025, we continued delivering our Every Colleague Counts Action Plan to support under-represented groups (women/ethnicity/disability/LGBTQ+/ex-service), collaborating with colleagues and trade unions to strengthen inclusive policies - including introducing a Transgender Inclusion Policy. We delivered targeted development and mentoring for under-represented groups through programmes like Mission Include and succession planning, whilst strengthening awareness and education, including	>Workers >Trade unions >Labour rights CSOs or associations	n/a

Code	Question	Our Disclosure		
		preventative sexual harassment training. Effectiveness is assessed through KPIs like engagement and representation. DE&I continued to be rated strongly by colleagues via engagement surveys, whilst diversity representation goals aligned with Census data for working populations for women/ethnicity/disability/sexual orientation/ex-service, improved by up to 6ppts since 2021 and 1ppt during 2025. Recognition in The Times Top 50 Employers for Gender Equality, provides external validation.		
Direct operation - Workforce opportunity 3		We want to strengthen engagement and social dialogue with all colleagues across the business, giving colleagues and their representatives meaningful opportunities to influence matters that affect them and the business. We listen through our quarterly Our Voice survey, Shadow Board, 10+ colleague networks, townhalls, focus groups and trade union dialogue, with feedback informing action at Group, business and team level. In 2025, we strengthened connection to our purpose and strategy through all-employee sessions, introduced Chief Executive 'Ask Me Anything' sessions to grow leadership visibility, and launched Centrica Spark to empower colleagues to develop ideas into business opportunities. Activities like this help us boost morale, delivery and retention across operations. We assess effectiveness through participation, colleague feedback and resulting outcomes, adapting our approach where needed. Engagement remained strong despite significant organisational change demonstrating the effectiveness of our approach, ending 2025 at 79/100, one point below the top quartile for our sector.	>Workers >Trade unions	n/a

Code	Question	Our Disclosure		
Value chain - Workforce risk 1	We take a risk-based approach to protecting workers across our supply chain from health and safety risks, using country and commodity risk indicators to identify higher-risk suppliers and activities for enhanced due diligence. Higher-risk suppliers in upstream manufacturing, may undergo third-party SMETA audits which assess labour and health and safety practices, complemented by remote worker surveys and in-house Centrica Ethical Inspections. In 2025, 35 third-party audits identified 249 non-compliances, with corrective actions agreed, including those related to health and safety which forms the biggest area of non-compliance. 72% of non-compliances had remediation identified by year-end, with the remainder due in 2026. Audit findings, remediation progress and ongoing monitoring alongside worker insight from remote-worker surveys and the Slave-Free Alliance, helps us assess effectiveness and target further action. This ensures our supply chain is operating responsibly - from protecting value chain workers from harm, to improving supply chain resilience and safeguarding reputation.	>Workers >Labour rights CSOs or associations	n/a
Value chain - Workforce risk 2	We seek to safeguard workers from excessive working hours through due diligence and supplier engagement. In particular, risk is considered higher in upstream manufacturing. Our Supplier Code of Conduct and Responsible Labour Practice Toolkit, reinforces labour standards we expect and stimulates improved practice. Country and commodity risk indicators help identify higher-risk suppliers for enhanced scrutiny, including via SMETA audits and remote worker surveys. In 2025, 35 third-party audits assessed suppliers against labour standards including working hours. We collaborated with suppliers to agree	>Workers >Labour rights CSOs or associations	n/a

Code	Question	Our Disclosure		
	corrective actions and monitored remediation, escalating concerns where sufficient progress wasn't made. Worker insight from remote surveys and Slave-Free Alliance collaboration, enabled improved understanding of conditions and targeted action. We assess effectiveness through audit outcomes, corrective action remediation and ongoing monitoring. Across findings, 72% of non-compliances saw remediation identified by year-end, with the remainder due in 2026, helping improve working conditions, strengthen supply chain resilience and protect reputation.		
Value chain - Workforce risk 3	Preventing modern slavery and child labour through robust supplier standards, risk-based due diligence and targeted capability-building is key. In 2025, we launched our Supplier Code of Conduct and continued embedding our Responsible Labour Practice Toolkit, reinforcing the cascade of robust labour standards. We also continued dedicated modern slavery training for Procurement colleagues, helping identify risks. Country and commodity assessments identified higher-risk suppliers in upstream manufacturing for enhanced scrutiny, resulting in third-party SMETA audits, Centrica Ethical Inspections and remote worker surveys. We found no confirmed modern slavery incidence. Indicators of potential child labour were investigated, with no cases identified, although corrective actions were agreed to strengthen safeguards for younger workers. Audit findings, worker insight and expert input from organisations including Slave-Free Alliance, Utilities Against Modern Slavery and Solar Stewardship Initiative, informs our approach and helps assess ongoing effectiveness, strengthening protection for	>Workers >Labour rights CSOs or associations >Other (please specify in the additional context box): Industry bodies like Utilities Against Modern Slavery and Solar Stewardship Initiative	n/a

Code	Question	Our Disclosure
	value chain workers whilst enhancing supply chain resilience and reputation.	
Value chain - Workforce opportunity 1	No material opportunity identified in Q2.3 – refer to Q2.3 for more information.	> Other (please specify in the additional context box): n/a
Value chain - Workforce opportunity 2	No material opportunity identified in Q2.3 – refer to Q2.3 for more information.	> Other (please specify in the additional context box): n/a
Value chain - Workforce opportunity 3	No material opportunity identified in Q2.3 – refer to Q2.3 for more information.	> Other (please specify in the additional context box): n/a

2.B	Notes on Risks and Opportunities Module: Human Rights Due Diligence & Workforce Assessment Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.* Our approach to managing workforce IROs is informed by regular dialogue with employees and engagement through a range of forums and formal consultation with recognised trade unions, reflecting our strong tradition of employee representation and one of the UK's largest unionised workforces. Our approach is further guided by other stakeholders including investors, government, regulators, communities, partners, suppliers and NGOs/CSOs such as the Slave-Free Alliance, Utilities Against Slavery and industry bodies like the Solar Stewardship Initiative. More information on our engagement activities and risk mitigation is available in our Annual Report and Accounts at www.centrica.com/ar25 as well as our Modern Slavery Statement at www.centrica.com/modernslavery.

Responding to human rights risks across the value chain

Code	Question	Our Disclosure
2.5	Does the company monitor the effectiveness of actions taken to address negative impacts on the human rights of workers? Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation 3A Tagging: Awareness	

This answer is public.

> Yes

Question:
If yes, please provide one example of how the company monitored the effectiveness of these actions during the reporting period, including whether and how impacted workers were consulted, and any lessons learned.

Answer:

(150 word limit for 2.5a and 2.5b)

This answer is public.

A third-party SMETA audit at a Tier 2 manufacturing site, involving worker consultation, identified significant non-compliances affecting workers' rights including health and safety risks, excessive working hours, disciplinary wage deductions and age discrimination. Given severity and volume of findings, we considered disengagement but prioritised remediation after the supplier demonstrated willingness to act. Senior leadership engagement led to implementation of a time-bound corrective action plan, requiring evidence that each finding had been addressed, supported by weekly progress reporting to Procurement. A timely follow-up independent audit was scheduled to verify remediation/further escalation. Remediation reinforced the valuable lesson of close monitoring, clear escalation routes and independent verification in managing supply chain human rights risk, supporting formalisation of our escalation processes and delivering improvements to workers. Impacted workers weren't directly consulted by us in evaluating

Code	Question	Our Disclosure
response, representing potential opportunity to strengthen future process as needed. This example was communicated at www.centrica.com/modernslavery.		
2.C	Notes on Responding to human rights risks across the value chain Module: Human Rights Due Diligence & Workforce Assessment	*(150 word limit)* *This answer is public.* More information about our value chain due diligence is available in our Modern Slavery Statement at www.centrica.com/modernslavery.

3. Workforce composition

Structure and location of direct operations

Code	Question	Our Disclosure
3.1	Provide the total number of employees in the company's direct operations. Module: Workforce Composition & Stability Tier: Foundation 3A Tagging: Awareness	*(Numbers only)* 21,881 Refer to further details in the Notes section (Q3.A).
3.2	Provide the percentage (%) of total employees in the company's direct operations in each of the company's significant operating locations. Module: Workforce Composition & Stability	Significant operating location: Group Percentage (%) of total employees in the direct operations: 100

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>Tier: Foundation
3A Tagging: Awareness</td><td><table><tr><td>United Kingdom</td><td>94</td></tr><tr><td>Europe</td><td>5</td></tr><tr><td>USA</td><td>1</td></tr></table></td></tr>
<tr><td>3.2a</td><td>Please define what a “significant operating location” is for your company.
Module: Workforce Composition & Stability
Tier: Foundation
3A Tagging: Approach</td><td>(150 word limit)
A ‘significant operating location’ is defined as a country or region where we have our strongest presence in terms of brands, colleagues and revenue. For example, British Gas and Hive are based in the UK, Bord Gáis Energy in Ireland whilst Centrica Business Solutions operates across both locations, as well as Europe and the USA amongst other countries further afield. Our Europe operations include Ireland, Denmark, Belgium, Germany, Spain, Sweden, Norway, Netherlands, Greece and France, whilst operations further afield include India and Singapore. The majority of our direct workforce is located in the UK, Ireland and Denmark. Group/Global data is also provided to show our aggregated performance alongside the wider region and country-specific breakdowns, providing a transparent and meaningful picture of performance across our company. Associated data excludes a relatively small number of workers where operations sit outside of our Group people management system.</td></tr>
<tr><td>3.2b</td><td>How many operating locations does your company have in total in your direct operations?
Module: Workforce Composition & Stability
Tier: Foundation
3A Tagging: Awareness</td><td>(50 word limit)

Our people management system shows operations in fourteen countries (UK, Ireland, Denmark, Belgium, Germany, Spain, Sweden, Norway, Netherlands, Greece, France, the USA, India and Singapore). Within these, employees are attached to around 70 sites, most of which are in the UK.</td></tr>
</table>

Code	Question	Our Disclosure
3.A	Notes on Structure and location of direct operations Module: Workforce Composition & Stability	*(150 word limit)* *This answer is public.* Centrica is a uniquely integrated energy company, operating across the value chain in Retail, Optimisation, and Infrastructure. Distinct, but complementary, they all share the same goal and purpose – energising a greener, fairer future. See www.centrica.com/our-business for more about our business model and strategy. Note Q3.1: 21,881 employees includes direct employees alongside non-employees (18,392 full-time employees, 2,189 part-time employees including 70 on fixed-term contracts, alongside 1,300 second party contingent workers). Our data excludes a relatively small number of workers where operations sit outside of our Group people management system. Headcount may vary from other annual reporting due to differences in timing of running the report and scope.

Contract types

Code	Question	Our Disclosure
3.3 (CI.4)	Provide the number and/or percentage (%) of the company's employees on each contract type as a proportion of the total direct operations workforce. Module: Workforce Composition & Stability Tier: Foundation 3A Tagging: Awareness	

Code	Question	Our Disclosure

Contract Type	Total number of employees on each contract type	Employees on each contract type as a percentage of total direct operations employees	Provide details on calculation methodology (150 words)	Scope of employees covered
Full-time/permanent employees	20,511	94	Permanent employees may be on either full-time or part-time contracts. These workers may therefore appear across multiple categories within this table. Group-wide data is provided as an end-of-year snapshot as at 31 December 2025. Comprising permanent employees, spanning full-time and part-time employees, excluding fixed-term employees.	> All direct operations workforce
Fixed-term/temporary employees	70	0	Fixed-term/temporary workers can be on either full-time or part-time contracts. As a result, they may appear across multiple categories within this table. Group-wide data is provided as an end-of-year snapshot count, as at 31 December 2025.	>All direct operations workforce
Part-time employees	2,189	10	Part-time employees may be on either permanent or temporary contracts. Consequently, they may appear across multiple categories within this table. Group-wide data is provided as an end-	>All direct operations workforce

Code	Question	Our Disclosure

			of-year snapshot count, as at 31 December 2025.	
Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)	0	0	We don't have non-guaranteed hour contracts.	> All direct operations workforce

3.4 (CI.5)	Provide the total number and/or percentage (%) of the company's non-employee direct operations workers as a proportion of the total direct operations workforce. Tier: Foundation Module: Workforce Composition & Stability 3A Tagging: Awareness

Contract Type	Total number of workers on each contract type	Percentage (%) of workers on each contract type	Scope of employees covered
Contractors (independent, self-employed)	368	2	> All direct operations workforce
Agency workers (e.g. labour agency, recruitment agency workers)	932	4	>All direct operations workforce
Franchisee workers	0	0	>All direct operations workforce
Third party on site workers (e.g. subcontracted service workers, third-party workers)	0	0	>All direct operations workforce

Centrica - WDI 2026

Code	Question	Our Disclosure
3.5 (CI.6)	Has the proportion of workers on contingent contracts (i.e. fixed-term/temporary employees, contractors, agency workers and/or third party on site workers) increased or decreased over the last reporting period? Please state the % change in the proportion of contingent workers. Module: Workforce Composition & Stability Tier: Intermediate 3A Tagging: Awareness	*This answer is public.* [**Drop-down list – select one relevant option**] -Increased significantly by more than 5% -Decreased significantly by more than 5% -Decreased moderately by 2-5% -Increased moderately by 2-5% -Remained broadly stable (change was below 2%) *Answer:* >Decreased moderately by 2-5%
3.5 (CI.6)	Please state the % change in the proportion of contingent workers	AND Numeric field (% of Contingent Worker Change) 4%
3.5a (CI.7)	If there is a change, explain why and if the company expects this trend to continue in the future. Module: Workforce Composition & Stability Tier: Intermediate 3A Tagging: Awareness	*(150 word limit)* *This answer is public.* The proportion of workers on contingent contracts decreased moderately at 5.94% in 2025, compared with 6.18% in 2024 (3.88% decrease) and 6.00% in 2023 (1.00% decrease). Agency workers and fixed term/temporary employees both decreased, whilst contractor workers increased. Changes in the proportion of our contingent workforce reflect the changing shape and needs of our business. Work performed by these colleagues spanned all operations including field and office work, with no particular area of the business experiencing significant change. We've no immediate plans to materially evolve our use of contingent workers and therefore expect these numbers to remain relatively stable during 2026.

Code	Question	Our Disclosure
3.5b (CI.8)	If it remained broadly stable, state if there is likely to be a change in the use of contingent workers in the future. Module: Workforce Composition & Stability Tier: Intermediate 3A Tagging: Awareness	*(150 word limit)* *This answer is public.* n/a
3.B	Notes on Contract types Module: Workforce Composition & Stability	*(150 word limit)* *This answer is public.* Note Q3.4: We do not hold franchisee information.

4. Diversity and inclusion

Monitoring diversity and inclusion

Code	Question	Our Disclosure
4.1	Has the company taken or plan to take any action related to diversity and inclusion? Module: Diversity & Inclusion Tier: Foundation 3A Tagging: Awareness	
> Yes		

Code	Question	Our Disclosure

Question:

If yes, what action has been taken related to diversity and inclusion (including time-bound diversity and inclusion targets and/or KPIs set and progress achieved, as applicable)? Attach or upload documents or policies as relevant.

Answer:

Area	Diversity dimension(s)	Description of actions in place or planned (300 words)	Time-bound targets/KPIs (150 words)	Progress/outcomes (if any) (150 words)
> Workforce composition	> Gender > Race or ethnicity > Disability >Other (please specify) – LGBTQ+ and ex-service	To ensure we have the diverse mix of skills and people to get us to net zero, we launched our People & Planet Plan goal to create an engaged team that reflects the diversity of our communities (see next column). Following the launch of our goals in 2021, leadership shared an open letter with colleagues outlining plans to attract, promote and retain more diverse talent. This formed our Every Colleague Counts Action Plan which spans all workers Group-wide and contributes directly to positive changes in workforce composition aided through multiple actions including: 1) Rolling-out targeted and inclusive recruitment practices (e.g. inspiring more women into	By 2030, we want all company and senior leaders to reflect the full diversity of our communities in line with latest 2021 Census data for working populations – this means we're aiming for all company and senior leaders to be 48% women, 18% ethnically diverse, 20% disability, 3% LGBTQ+ and 4% ex-service. To drive progress, we had interim 2025 milestones of 40% women, 16% ethnically diverse, 10% disability, 3%	We've experienced improvements of up to 6ppts since 2021 and 1ppt during 2025. Initial gains were driven by stronger recruitment and retention practices, whilst recent efforts have centred on building a more inclusive culture and strengthening succession planning –initiatives that take longer to show measurable impact. Like many in our sector, increasing women in engineering remains a focus given our team reflects the male-dominated market, which impacts our overall gender representation that's otherwise on track. Diversifying senior levels and growing disability representation also remains key. Our #EveryColleagueCounts and #ThisIsMe campaigns are

Code	Question	Our Disclosure			
			engineering alongside embedding inclusive hiring practices like diverse shortlists and job boards), 2) Improving development opportunities for all (e.g. democratising development via My Learning Campus, running targeted initiatives for under-represented groups including Aspire and Mission Include and embedding diversity in succession planning for senior roles), 3) Raising awareness and education on DE&I (e.g. preventative sexual harassment training and annual Our Code training to uphold DE&I commitments), and 4) Implementing inclusive policies (e.g. launching our Transgender Inclusion Policy and flexible approach to working). Undertaking annual pay audits underpins our work, ensuring we uphold equal pay as a core foundation using the Hay Job Evaluation Methodology. Our approach is informed by human rights standards such as the UNGPs and UNGC. Feedback	LGBTQ+ and 3% ex-service. These milestones were replaced with 2028 milestones at the start of 2026 of 45% women, 17% ethnically diverse, 15% disability, 3% LGBTQ+ and 3% ex-service. Whilst we don't have a target related to age, we work towards providing an inclusive workplace for colleagues of all working ages, which includes inclusive recruitment practices, flexible retirement options and removing upper age limits on apprenticeships.	securing year-on-year disclosure improvements, aided by leadership sponsorship. The progress we're making is recognised by colleagues and third-parties. Colleagues consistently rate us highly for our DE&I efforts in engagement surveys. We also ranked in The Times Top 50 Employers for Gender Equality for the fifth consecutive year and Glassdoor's Best Places to Work for the first time since 2017.

Code	Question	Our Disclosure		
		from our 10+ diversity networks, Shadow Board of diverse colleagues, trade unions and quarterly engagement surveys, also informs our approach, helping us introduce and improve enhanced support and grow a more inclusive culture, ensuring different types of colleagues can thrive across roles. We also roll-out #EveryColleagueCounts and #ThisIsMe campaigns to encourage greater colleague disclosure across voluntary dimensions, enabling us to improve understanding of our team so we can better track progress and target further action where needed.		
> Recruitment	> Gender > Disability >Other (please specify) – Ex service	To create a fairer future as we generate a greener one, our People & Planet Plan also focuses on recruiting apprentices and providing career development for under-represented groups (see next column). The goal spans all workers where	Our goal is to recruit 3,500 apprentices by 2030 and provide career development opportunities for under-represented groups (base year: 2021). Our milestone was 2,000	In 2025, we welcomed 410 apprentices, bringing our total to 1,947 apprentices since 2021. Although intake increased by 21% during 2024–25, changes in phasing alongside the need to provide operational stability during the energy crisis, reduced hiring opportunity in

Code	Question	Our Disclosure			
			apprenticeships take place but is predominantly focused in the UK and Ireland. Our goal also spans wider diversity dimensions but we have focused response around those tied most closely to this specific goal. Towards this, we've undertaken targeted recruitment to get more women into engineering which is traditionally a male-dominated career. As we can't just hire more women into engineering roles because there aren't enough fully trained female engineers in the job market, we've decided to inspire the next generation of female engineers into these roles via our award-winning engineering apprenticeships. We've therefore utilised targeted recruitment and marketing campaigns such as our collaboration with social media influencer Holly Hobbs, to break down barriers to entry. We also harnessed diverse job boards and STEM volunteering to grow reach. To attract wider	apprentices by the end of 2025. This milestone was updated at the start of 2026, with a milestone for 3,000 apprentices by the end of 2028. Supporting this goal, is our ambition for 50% of our British Gas engineering apprentices to be women by 2030. Whilst we don't have a specific external target or ambition related to wider diversity dimensions for apprenticeships, the stated actions are supporting a more diverse talent pipeline across diversity dimensions.	recent years and meant we fell slightly short of our 2025 milestone of 2,000. Likewise, this affected the number of women in our Field-based engineering apprenticeships, with representation dipping from 19% to 15%. Performance remains, however, significantly better than the 0.3% national average for trained female gas engineers, demonstrating leadership progress being made. We're now back on track with our forward-facing apprenticeship plans, supported by targeted recruitment and marketing campaigns. Since launching our Pathway programme, we've also recruited nearly 500 ex-forces and elite athletes, bringing diverse perspectives and skills into our business whilst supporting disability representation. For our efforts, we've been named in The Sunday Times Top 100 Apprenticeship Employers.

Code	Question	Our Disclosure		
		diverse talent into our wider apprenticeship roles like project management and customer service, we've additionally utilised inclusive recruitment practices like diverse shortlists and removed upper age limits, as well as reinforced our commitment to not drop pay whilst undertaking an engineering apprenticeship for internal candidates who want to switch careers. Alongside apprenticeships, we continued to invest in broader career development opportunities for under-represented talent. This included launching dedicated pathways for ex-forces personnel and elite athletes, designed to support their transition into permanent roles upon completion of their placement with us. This reinforces our commitment as a Gold Award holder to the Defence Employer Recognition Scheme and our sponsorship of Team GB and ParalympicsGB. Our approach is informed by		

Code	Question	Our Disclosure		
		our over-arching commitment to human rights, including the UNGPs and UNGC.		
> Workplace policies > Training & awareness	> Gender > Race or ethnicity >Age > Disability >Other (please specify) – Including LGBTQ+, ex-service	Creating a diverse and inclusive workplace means ensuring that every colleague Group-wide has the support and opportunity to thrive – from gender, ethnicity and age, to disability, LGBTQ+, ex-service and more. We continued to strengthen our Group-wide approach through inclusive, industry-leading policies, developed alongside our 10+ colleague-led diversity networks and trade unions to respond to different needs and life stages. Our policies include but are not limited to flexible working, early retirement plans, enhanced family leave and tailored support for prospective parents, parents, carers and LGBTQ+ colleagues. In 2025 for example, we quadrupled fully paid paternity leave from two to eight weeks in the UK. We also introduced our sector-first	Mandatory attestation for all colleagues to uphold Our Code.	Together, our policies/training/tools equip managers and colleagues with the knowledge/awareness to respond to individual circumstances, reduce bias and foster a more inclusive culture where everyone can thrive. In 2025, 97% of colleagues completed annual Our Code training, reinforcing expected behaviours and commitment to a workplace free from discrimination and harassment (100% not expected due to new joiners, sick leave etc). Moreover, our Carers Leave Policy is making a big difference, helping colleagues stay in work by being able to better balance work with caring responsibilities - demonstrated by an estimated annual £1.5m in avoided costs through reduced unplanned absence, presenteeism and recruitment costs. Meanwhile our LGBTQ+

Code	Question	Our Disclosure			
			Transgender Inclusion Policy to support colleagues undergoing gender-affirming treatment. This is in addition to other leading existing policies, such as our Carers Leave Policy which provides up to six weeks' paid leave when matched with annual leave. Our Flexible Working Policy further enables colleagues to work in ways that work for them and our customers, boosting wellbeing and supporting colleagues to thrive in role. Policies are only effective when embedded in everyday working practices. Our 'Valuing people' principle within Our Code sets clear expectations for respecting difference, supporting wellbeing and treating colleagues fairly, reinforced through annual mandatory refresher training which additionally requires all colleagues to explicitly commit to uphold its principles. In 2025, we also introduced preventative sexual harassment training for		Network was also recognised at the Employee Network Awards, for their efforts co-creating our pioneering Transgender Inclusion Policy, winning Best Network Initiative of the Year. Our approach has led to colleagues consistently rating our efforts highly for DE&I, wellbeing and anti-discrimination via engagement surveys.

Code	Question	Our Disclosure

		managers and use learning to have meaningful conversations within their teams. This is supported by further voluntary training and toolkits – from unconscious bias and mental health training, to guides for menopause, parental and carers leave, sexual harassment, domestic abuse and more. Our approach is informed by our over-arching commitment to human rights, including the UNGPs and UNGC.		

Reference (File or URL)
https://www.centrica.com/ppp25
https://www.centrica.com/inclusion

4.2 Provide the percentage (%) of the company's total direct operations workforce within each age category.

Module: Diversity & Inclusion

Tier: Foundation

3A Tagging: Action

Age group (Please note that these age categories align with GRI)	Percentage (%) of total direct operations workforce
<30 years old	14
30-50 years old	63
>50 years old	23

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td>4.3</td><td>Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.
Module: Diversity & Inclusion
Tier: Foundation
3A Tagging: Action</td><td>This answer is public.
> Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.
Question:
Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.
Answer:
This answer is public.
<table>
<tr><th>Race or ethnicity category</th><th>Percentage (%) of total direct operations workforce</th></tr>
<tr><td>Ethnically diverse (overall proportion)</td><td>16</td></tr>
<tr><td>White</td><td>59</td></tr>
<tr><td>Asian</td><td>11</td></tr>
<tr><td>Black</td><td>3</td></tr>
<tr><td>Mixed/Multiple</td><td>2</td></tr>
<tr><td>Unknown/prefer not to say</td><td>25</td></tr>
</table></td></tr>
<tr><td>4.4</td><td>Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce.
Module: Diversity & Inclusion
Tier: Foundation</td><td>This answer is public.
> Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce
Question:
Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce.</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>3A Tagging: Action</td><td>Answer:
(Numbers only)

This answer is public.

6</td></tr>
<tr><td>4.5 (CI.9)</td><td>Provide the percentage (%) of the company’s total direct operations workforce in leadership positions by gender identity.
Module: Diversity & Inclusion
Tier: Foundation
3A Tagging: Action</td><td>> Provide the percentage (%) of the company’s total direct operations workforce in leadership positions by gender identity.
<table>
<tr><th>Seniority Level</th><th>Percentage (%) of total direct operations workforce</th><th>Female (%) at each seniority level</th><th>Male (%) at each seniority level</th><th>Non-binary (%) at each seniority level</th></tr>
<tr><td>Board</td><td>0.05</td><td>46</td><td>54</td><td>0</td></tr>
<tr><td>Executive Committee</td><td>0.06</td><td>15</td><td>85</td><td>0</td></tr>
<tr><td>Senior Management</td><td>0.45</td><td>29</td><td>69</td><td>0</td></tr>
</table>
Refer to further details in the Notes section (Q4A).</td></tr>
<tr><td>4.6</td><td>Provide the percentage (%) of the company’s total direct operations workforce in leadership positions by race or ethnicity.
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Action</td><td>This answer is public.

> Provide the percentage (%) of the company’s total direct operations workforce in leadership positions by race or ethnicity
Question:
Provide the percentage (%) of the company’s total direct operations workforce in leadership positions by race or ethnicity.
Answer:
This answer is public.</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><th>Race or ethnicity category</th><th>Board (%)</th><th>Executive committee (senior executives, C-Suite) (%)</th><th>Senior management (any position/individual who directly reports to the Executive committee) (%)</th></tr>
<tr><td>Ethnically diverse (overall proportion)</td><td>8</td><td>15</td><td>8</td></tr>
<tr><td>White</td><td>92</td><td>85</td><td>81</td></tr>
<tr><td>Asian</td><td>8</td><td>15</td><td>6</td></tr>
<tr><td>Black</td><td>0</td><td>0</td><td>1</td></tr>
<tr><td>Mixed/Multiple</td><td>0</td><td>0</td><td>1</td></tr>
<tr><td>Unknown/prefer not to say</td><td>0</td><td>0</td><td>11</td></tr>
</table>
</td></tr>
<tr><td>4.7</td><td>Provide the percentage (%) of the company’s total direct operations workforce with disabilities in leadership positions.
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Action</td><td>
This answer is public.

> Provide the percentage (%) of the company’s total direct operations workforce with disabilities in leadership positions.
This answer is public.
<table>
<tr><th>Seniority Level</th><th>The percentage (%) of the company's total direct operations workforce with disabilities</th></tr>
<tr><td>Board</td><td>0</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td>Executive Committee (senior executives, C-Suite)</td><td>0</td></tr>
<tr><td>Senior Management (any position/individual who directly reports to the Executive committee)</td><td>9</td></tr>
</table>
</td></tr>
<tr><td>4.8</td><td>Does the company take any action, or intend to take any action, relating to the representation of under-represented demographic groups in leadership positions?
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Awareness</td><td>This answer is public.
> Yes
Question:
If yes, provide details on the actions taken to increase representation of under-represented demographic groups in leadership positions?
[Drop down list - Select all that apply]:
Mentoring and/or sponsorship programmes
Leadership development / training
Succession planning & internal mobility initiatives
Targeted recruitment for leadership roles
Time-bound targets and leadership diversity KPIs
Monitoring and reporting of progress
Other (please specify)

Answer:
> Mentoring and/or sponsorship programmes
> Leadership development / training
> Succession planning & internal mobility initiatives
> Targeted recruitment for leadership roles
> Time-bound targets and leadership diversity KPIs
> Monitoring and reporting of progress
>Other - Flexible working</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>AND Text box (50 word limit)

We advance leadership diversity through targeted development/mentoring/coaching/succession planning. We've 2030 goals including 48% women/18% ethnically diverse/20% disability/3% LGBTQ+/3% ex-service which are monitored for progress alongside benchmarks like Parker Review and FTSE Women Leaders Review for our most senior populations. Flexible working complement measures, supporting increased uptake of development opportunities.</td></tr>
<tr><td>4.9</td><td>Provide internal hire rates, expressed as a percentage of total internal hires, by demographic group for gender identity, age group, and race/ ethnicity, where data is available. If the company is legally prohibited from collecting ethnicity data in all of its locations, they can explain that in the text box and the company won't be penalised.
Module: Diversity & Inclusion
Tier: Intermediate
3A Tagging: Action</td><td>This answer is public.
<table><tr><th>Gender
Please note row headings cannot be edited nor rows added)</th><th>Rate of internal hires (% of total internal hires)</th></tr><tr><td>Female</td><td>36</td></tr><tr><td>Male</td><td>64</td></tr><tr><td>Non-binary</td><td>0</td></tr></table><table><tr><th>Age group
(Please note that these age categories align with GRI and cannot be edited nor rows added)</th><th>Rate of internal hires (% of total internal hires)</th></tr><tr><td><30 years old</td><td>32</td></tr><tr><td>30-50 years old</td><td>59</td></tr><tr><td>>50 years old</td><td>9</td></tr></table><table><tr><th>Race or ethnicity category
(Please note that these ethnicity categories can be edited and up to 20 rows can be used)</th><th>Rate of internal hires (% of total internal hires)</th></tr><tr><td>Ethnically diverse (overall proportion)</td><td>23</td></tr><tr><td>White</td><td>65</td></tr><tr><td>Asian</td><td>14</td></tr><tr><td>Black</td><td>4</td></tr><tr><td>Mixed/multiple</td><td>5</td></tr><tr><td>Unknown/prefer not to say</td><td>12</td></tr></table></td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>4.10 (CI.12)</td><td>Provide the gender identity balance (as a percentage (%)) for each contract type in Q3,3, as well as the overall gender breakdown of your direct operations workforce.
Tier: Foundation
Module: Diversity & Inclusion
3A Tagging: Action</td><td>
<table>
<tr><th>Contract Type</th><th>Female (%) of direct operations workforce on each contract type</th><th>Male (%) of direct operations workforce on each contract type</th><th>Non-binary (%) of direct operations workforce on each contract type</th><th>Scope of employees covered</th></tr>
<tr><td>Full-time/permanent employees</td><td>30</td><td>70</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Fixed-term/temporary employees</td><td>47</td><td>53</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Part-time employees</td><td>62</td><td>38</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)</td><td>0</td><td>0</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Total direct operations workforce</td><td>30</td><td>70</td><td>0</td><td>>All direct operations workforce</td></tr>
</table>
</td></tr>
<tr><td>4.11 (CI.13)</td><td>Provide the gender identity balance (as a percentage ((%)</td><td>This answer is public.</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>of the figures presented at Q3.5) for each contract types.
Tier: Intermediate
Module: Diversity & Inclusion
3A Tagging: Action</td><td>
<table>
<tr><th>Contract Type</th><th>Female (%) of direct operations workforce on each contract type</th><th>Male (%) of direct operations workforce on each contract type</th><th>Non-binary (%) of direct operations workforce on each contract type</th><th>Scope of employees covered</th></tr>
<tr><td>Contractors (independent, self-employed)</td><td>3</td><td>10</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Agency workers (e.g. labour agency, recruitment agency workers)</td><td>0</td><td>1</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Franchisee workers</td><td>0</td><td>0</td><td>0</td><td>>All direct operations workforce</td></tr>
<tr><td>Third party on site workers (e.g. subcontracted service workers, third-party workers)</td><td>0</td><td>0</td><td>0</td><td>>All direct operations workforce</td></tr>
</table>
</td></tr>
<tr><td>4.12</td><td>Scope of disclosure (relates to Q4.2-4.9): - what part(s) of the business does this data cover? - if providing ethnicity data, state the source of the ethnicity categories used in Q4.3, Q4.6 and Q4.10 or provide more information on</td><td>(300 word limit)

This answer is public.

We use our central people management system to collect and confidentially store diversity information relating to direct workforce. Not all organisational entities and geographies consistently capture diversity dimensions due to limitations in data capture and/or differing local contexts, such as compliance with local laws/geopolitical sensitivities. For example, in Denmark, we cannot legally collect ethnicity. Data relating</td></tr>
</table>

Code	Question	Our Disclosure
	how the categories are defined if using an internal classification system - If the company is restricted from collecting data on employees' age, state which jurisdictions this restriction applies to. Module: Diversity & Inclusion	to male/female is based on sex and age based on DOB, collected via mandatory fields. Gender identity is voluntary disclosed via self-identification across geographies. Ethnicity is voluntary via self-identification for those based mainly in the UK, Ireland and USA. Ethnicity is categorised in the system, with employees selecting ethnicity from a list of recognised categories from local Census or relevant governmental reporting agency – for example in the UK, we use 20 ethnicity categories aligned to the 2021 Census of England and Wales, whilst giving colleagues opportunity to select 'prefer not to say'. We've then aggregated these distinct categories into White, Asian, Black and Mixed/Multiple, before aggregating into an overall ethnic diversity category to show Group representation. Disability is additionally captured on a voluntary basis mainly in the UK and Ireland. Our definition of disability includes formally and non-formally diagnosed physical or mental impairments alongside medical conditions and neurodivergent conditions such as dyslexia and dyspraxia, informed by the Equality Act 2010. Board diversity data is self-certified per UK Listing Rules (UKLR 6 Annex 1). In 2025, our reporting was based on voluntary disclosure of around 90% for ethnicity and over 50% for disability, which we aim to build upon year-on-year via our annual disclosure campaigns. We do not hold diversity information for all contingent workers and contractors. Our central people management system includes the majority of our direct workforce bar a relatively small number of workers where operations sit outside of our Group system.
4.13	Does the company collect any other categories of diversity data? Module: Diversity & Inclusion Tier: Foundation 3A Tagging: Awareness	
This answer is public. [Drop-down list – select all that apply] - Sexual orientation - Gender identity - Socioeconomic status - Religion and belief - Other AND URL/doc upload and Text box (150 word limit)		

Code	Question	Our Disclosure

Answer:

> Yes

> Sexual orientation

>Gender identify

>- Other

Reference	Example(s) of when and how this data has been collected (150 words)
www.centrica.com/ppp25	We track sexual orientation for direct employees to help ensure our workforce reflects the communities we serve, enabling monitoring of progress towards our People & Planet Plan goal of 3% LGBTQ+ representation at an all company and senior leader level by 2030. In 2025, representation was 4% for Group and 2% for leaders, illustrating positive progress towards our goal. Data is based on confidential voluntary disclosure in our people management system and includes options such as 'prefer not to say', with primary capture across the UK, Ireland and USA. We encourage colleagues to share their diversity information through our rolling #ThisIsMe and #EveryColleagueCounts campaigns, helping improve disclosure and our understanding of representation across our workforce. We'll continue to listen to LBGTQ+ colleagues and act on feedback, including through our dedicated LBGTQ+ network, using insight to advance support and inclusion - as demonstrated with the introduction of our Transgender Inclusion Policy.

> Gender identity

Reference	Example(s) of when and how this data has been collected (150 words)
www.centrica.com/ppp25	We track gender identity with data based on self-declaration of direct employees via our people management system. Disclosure is encouraged via rolling #ThisIsMe and #EveryColleaguecounts disclosure campaigns. In our reporting, we typically use gender based on sex to enable a complete data set and to align with wider regulation. With gender representation, women constituted 30% of all company and 34% of senior leaders against our 2030 gender parity goal. This is behind where we'd like to be and reflects wider gender representation challenges in our sector, so we'll keep focusing on inspiring more women into engineering and embedding succession planning amongst other initiatives, using the data to inform our approach. 0.01% of

Code	Question	Our Disclosure
		colleagues chose not to declare their gender in 2025. We monitor data relating to gender and gender identity throughout the year, aiding us to identify any material changes, which may result in evolution of our action plan.

> Other

Reference	Example(s) of when and how this data has been collected (150 words)
www.centrica.com/ppp25	We track disability through voluntary disclosure amongst direct colleagues, primarily via our people management system. Disclosure is encouraged through our rolling #ThisIsMe and #EveryColleagueCounts campaigns. We monitor representation throughout the year and in 2025, 6% of all colleagues and 6% of senior leaders disclosed a disability, against our People & Planet Plan goal of 20% by 2030. Whilst behind where we want to be, representation has increased from 1% in 2021. With disability disclosure traditionally lower than other diversity dimensions, increasing disclosure by growing trust is key. This will enable us and others to better understand representation within our companies, track progress against goals, and adjust support as needed – whether that's building upon and/or better targeting inclusive practices already in place – from inclusive hiring and workplace adjustments, to inclusive workplace spaces and wellbeing support.

4.13c	Which of the following accessibility or inclusion provisions does your workplace offer? (Select all that apply) Module: Diversity & Inclusion Tier: Foundation 3A Tagging: Action

This answer is public.

[Drop-down list - select all that apply]
Step-free physical access (ramps, elevators, accessible parking/drop-off)
Accessible restrooms
Gender identity-inclusive restrooms
Lactation / nursing room
Assistive technology & communication support (e.g., screen readers, captioning, hearing loops)

Code	Question	Our Disclosure
Ergonomic or adaptive workstations Accessible meeting rooms Formal process for requesting accommodations *Answer:* > Step-free physical access (ramps, elevators, accessible parking/drop-off) > Accessible restrooms > Gender identity-inclusive restrooms > Assistive technology & communication support (e.g., screen readers, captioning, hearing loops) > Ergonomic or adaptive workstations > Accessible meeting rooms		
4.A	Notes on Monitoring diversity and inclusion Module: Diversity & Inclusion	*(150 word limit)* *This answer is public.* Notes: Gender is based on sex to enable a complete data set and to align with wider regulated reporting. Fewer than 20 colleagues identified as non-binary. Q4.5-4.7: We utilise our CLT population for the Executive Committee. Senior Management does not total 100% due to unavailable gender data for contingent workers who report directly to the CLT. We do not hold diversity data for all contingent workers and contractors. We want every colleague to feel they belong, and valued, and included. Diversity monitoring is underpinned by our People & Planet Plan, supported by business-specific DE&I Action Plans and dashboards. Progress is reviewed by the People leadership team monthly and by SESC triennially, to drive accountability as well as appropriate oversight and challenge. For more information on our approach to DE&I and the positive progress we're making, go to www.centrica.com/ppp25 or www.centrica.com/pay.

Parental leave

Code	Question	Our Disclosure
4.14	How does the company's parental leave policy apply to birth and non-birth parents? Tier: Foundation Module: Diversity & Inclusion 3A Tagging: Action 3A Tagging: Approach	

This answer is public.

Parent Category	Covered by Policy (Yes / Not Yet)	Paid Leave Duration (Weeks)	Pay Level (% of salary)	Exceeds Statutory Minimum (Yes / Not Yet)	Additional Details (300 words)
Birth Parent	> Yes	39	100	> Yes	Across Centrica, support for birth parents differs, reflecting local laws, wider support available and specific needs of colleagues. In the UK, all permanent and temporary direct employees are entitled to up to 52 weeks of maternity leave from day one of employment. Colleagues with more than 12 months' continuous service, are offered enhanced maternity pay, providing 26 weeks at full basic salary inclusive of statutory maternity pay, followed by 13 weeks at 90% statutory maternity pay rate with the remaining 13 weeks unpaid. Colleagues with 26 weeks' service but less than 12 months, have maternity pay provided at the statutory rate for up to 39 weeks including 90% of average weekly earnings for the first six weeks, with 13 weeks unpaid. Colleagues with less than 26 weeks' service, there's no entitlement to statutory maternity pay, although they may be eligible for state maternity allowance and remain entitled to the full 52 weeks. We've led the disclosure with these arrangements, as this is where most

Code	Question			Our Disclosure	
					employees are based and used 100% 'pay level' which constitutes the majority of the specified period given a range cannot be employed. In Ireland, where our next largest employee group is located, all permanent and temporary employees are entitled to 26 weeks' statutory maternity leave. Enhanced maternity pay is then provided for those with at least 12 months' continuous service, with 26 weeks of maternity leave paid at normal gross basic pay inclusive of sate maternity benefit. Those with less than 12 months' service remain entitled to 26 weeks' statutory maternity leave and may qualify for state benefit. Eligible employees may take-up to 16 weeks' additional unpaid maternity leave. Entitlements are reviewed at least annually to ensure they meet the changing needs of colleagues.
Non-Birth Parent	> Yes	8	100	> Yes	Across our business, support for non-birth parents differs, reflecting local laws, wider support available and specific needs of colleagues. In the UK where the majority of our workforce is based, we quadrupled our paid paternity leave from two to eight weeks fully paid during 2025 for direct permanent and temporary employees, with the following variation on eligibility. For colleagues employed for less than 26 weeks, they're able to take eight weeks of unpaid paternity leave. For colleagues who have been employed for more than 26 weeks but less than 52 weeks, they're able to take eight weeks of paternity leave paid at the statutory rate. For colleagues who have been employed for more than 52 weeks, they're able to take eight weeks of paternity leave on full pay. Colleagues are able to take this in whole-week blocks within 52 weeks of the child's birth or placement. We've led the disclosure with these arrangements, given this is where many of our employees are based. In Ireland, eligible employees have a statutory entitlement to two consecutive weeks' paternity leave, which must be taken within 26 weeks of the birth or placement of the child. Bord Gáis Energy enhances this entitlement for direct permanent and temporary employees, with at

Code	Question			Our Disclosure	
					least 12 months' continuous service, providing a total of six weeks paid non-birth parent's leave, inclusive of the two-week statutory entitlement. The enhanced leave may be taken in weekly blocks and must be taken within 26 weeks of the child's birth or placement. Entitlements are reviewed at least annually to ensure they meet the changing needs of colleagues.
Adoptive Parent (if applicable)	> Yes	39	100	> Yes	Across Centrica, support for adoptive parents differs, reflecting local laws, wider support available and specific needs of colleagues. In the UK, direct permanent and temporary colleagues adopting a child through a UK adoption agency are entitled to take up to 52 weeks of adoption leave, regardless of length of service. Only one adoptive parent can take adoption leave, with the other potentially eligible for paternity leave. For colleagues with 12 months' continuous service or more, we provide 26 weeks at full basic salary, inclusive of statutory adoption pay, followed by 13 weeks at the statutory adoption pay rate, with the remaining 13 weeks unpaid. For colleagues with 26 weeks' service but less than 12 months, adoption pay is provided at the statutory rate for up to 39 weeks, with the remaining 13 weeks unpaid. For colleagues with less than 26 weeks' service, there's no entitlement to statutory adoption pay, but they remain entitled to take up to 52 weeks of adoption leave. We've led the disclosure with these arrangements, as this is where most employees are based, and used 100% for 'pay level' as this reflects most of the specified period given a range cannot be used. In Ireland, eligible adopting parents also have a separate statutory entitlement to adoptive leave. Where a couple adopts jointly, one parent may take adoptive leave, whilst the other relevant parent may be eligible for non-birth parent's leave. Bord Gáis Energy provides an enhanced six-week paid non-birth parent's leave entitlement for eligible employees with at least 12 months' continuous service, inclusive of the statutory two-week entitlement. Entitlements

Code	Question	Our Disclosure
		are reviewed at least annually to ensure they meet the changing needs of colleagues.
4.B	Notes on Parental leave Module: Diversity & Inclusion	*(150 word limit)* *This answer is public.* Our parental leave enhancements are part of our broader effort to build an inclusive culture. We have worked with our colleague-led diversity networks and trade unions to develop these policies, specifically aiming to support work-life balance and promote fairness across different family structures. Read more in our People & Planet Plan Report at www.centrica.com/ppp25.

Discrimination and harassment

Code	Question	Our Disclosure
4.15	Does the company have a public policy on discrimination and harassment, or similar? Module: Diversity & Inclusion Tier: Foundation 3A Tagging: Awareness	
> Yes *Question:* If yes, please provide a link to or attach the relevant public document, and indicate the document type using the dropdown list [Drop-down list - select all that apply] Standalone non-discrimination policy		

Code	Question	Our Disclosure

Diversity and Inclusion Policy
Employee code of conduct
HR policy
Human rights policy/statement
Modern slavery / forced labor statement
Sustainability / ESG / CSR report (human rights section)
Supplier code of conduct / responsible sourcing policy
Annual report / regulatory filing (e.g., 10-K)
Other (please specify)

AND URL/doc upload

AND Text box **(150 word limit)**

Answer:

> Diversity and Inclusion Policy

> Employee code of conduct

> Human rights policy/statement

> Sustainability / ESG / CSR report (human rights section)

Our Ethical Framework sets out our overarching ethical and human rights commitments, whilst Our Code translates these into the minimum expectations that guides our responsible approach to how we do business - prohibiting discrimination, harassment, and bullying. This requirement is embedded in our culture through all employees completing annual Our Code training alongside wider activities. This principle is supported by our Diversity, Respect and Inclusion Policy, which explicitly commits to eliminating discrimination and harassment for all UK employees across protected characteristics and beyond, with local policies echoing this same commitment. Our Supplier Code of Conduct reinforces this requirement for value chain workers. We report our progress against this commitment in our annual sustainability reporting including in our People & Planet Plan Report.

Ethical Framework: https://www.centrica.com/media/hjqnkwny/centrica-ethical-framework_v10.pdf

Our Code: https://www.centrica.com/media/hzvng3sc/our-code_english_april-2024.pdf

Diversity, Respect and Inclusion Policy: https://www.centrica.com/media/v05j3aeo/diversity-respect-and-inclusion-policy.pdf

Our Supplier Code of Conduct: https://www.centrica.com/media/mf5absuo/supplier-code-of-conduct-oct-2026.pdf

Our People & Planet Report 2025: https://www.centrica.com/ppp25

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td colspan="3"></td></tr>
<tr><td>4.16</td><td>Provide the number of discrimination and harassment incidents reported and resolved in the reporting period.
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Action</td><td>This answer is public.
<table><tr><th>Discrimination and harassment incidents reported</th><th>Discrimination and harassment incidents resolved</th></tr><tr><td>198</td><td>166</td></tr></table>
Refer to further details in the Notes section (Q4C).</td></tr>
<tr><td>4.C</td><td>Notes on Discrimination and harassment
Module: Diversity & Inclusion</td><td>(150 word limit)
This answer is public.
Note Q4.16: By the end of 2025, 84% of incidents had been resolved in year with the remainder to complete in 2026. Reported and resolved incidents relate to cases raised verses cases upheld.</td></tr>
</table>

5. Workforce wage levels and pay gaps

Pay gaps and pay ratios

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td>5.1 (CI.14)</td><td>Provide the CEO to median worker pay ratio.
Tier: Foundation</td><td><table><tr><th>CEO to Median Worker</th><th>Explanation [not scored] (150 words)</th></tr></table></td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>Module: Working Conditions & Workforce Development
3A Tagging: Action</td><td>
<table>
<tr><td>71:1</td><td>Our UK median CEO pay ratio was 71:1, down from 78:1 in 2024. The decrease in ratio compared with the average employee is due to an increase in the median colleague total pay from 2024. As a large proportion of CEO remuneration is delivered through variable pay in shares, the pay ratio can vary significantly year-on-year compared to the average wage of an employee. We believe the ratios are appropriate given financial and business performance outcomes in 2025, and the size and complexity of the business. For calculation, we've used the gender pay gap data (Option B in the Directors' Reporting Regulations), to determine colleagues remuneration packages at the lower, median and upper quartile positions across our UK workforce. This is the most appropriate methodology for us, given varying pension and benefit arrangements and to provide consistency with our UK reporting requirements.</td></tr>
</table>
</td></tr>
<tr><td>5.2 (CI.15)</td><td>Provide the company's median gender identity pay gap for the company's domestic operations.
Module: Diversity & Inclusion
Tier: Intermediate
3A Tagging: Action</td><td>This answer is public.
<table>
<tr><th>Gender identity pay gap (%)</th><th>Explanation [not scored] (150 words)</th></tr>
<tr><td>16</td><td>Our UK median gender pay gap improved 3ppts to 16% during 2024-25. Our mean gap remained steady at 13%. Like many companies with roles rooted in STEM, our gap is primarily driven by a greater number of men working in higher paid roles like gas and electrical engineering which make up a significant proportion of our workforce, coupled with more women working in roles such as customer service and administration which are essential but less specialist and lower paid. We endeavour to reduce the gap but believe it'll take time for our DE&I Action Plan to transform our business, sector and society. We don't have an equal pay issue, demonstrated by a less than</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td></td><td>1% median and mean equal pay gap. Our pay gap calculations are based on the mandated UK Gender Pay Gap methodology. All required data is available so no ‘treatment’ required.</td></tr>
</table>
</td></tr>
<tr><td>5.3</td><td>Provide the company's median ethnicity pay gap for the company's domestic operations.
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Action</td><td>
This answer is public.
> Provide the company's median ethnicity pay gap for the company's domestic operations.
This answer is public.
<table>
<tr><th>Ethnicity pay gap (%)</th><th>Explanation [not scored] (150 words)</th></tr>
<tr><td>7</td><td>Since 2020, we’ve voluntarily published our UK ethnicity pay gap using the gender pay gap methodology. In 2025, our median gap remained at 7% whilst our mean stayed at 10%. The gap is driven by an under-representation of ethnic diversity in higher paid roles like engineering, with an over-representation in lower paid but valued jobs like customer service and junior Information Systems roles. Our disclosure is based on 77% of colleagues voluntarily disclosing their ethnicity at the time of calculation so our data is based on this population only. We strive to encourage more colleagues to disclose who they are via #ThisIsMe and #EveryColleagueCounts rolling campaigns, which is helping to secure year-on-year disclosure gains. We want more companies to voluntarily publish their pay gaps so that collective insight and action can be improved. We pay ethnically diverse colleagues fairly, demonstrated by our median equal pay gap of less than 1%.</td></tr>
</table>
</td></tr>
<tr><td>5.4</td><td colspan="2">What action has the company taken, or intends to take, to reduce pay ratios and gaps? State any KPIs and progress towards these, as applicable.
Module: Diversity & Inclusion</td></tr>
</table>

Code	Question	Our Disclosure
	Tier: Intermediate 3A Tagging: Action 3A Tagging: Approach	

(300 word limit)

This answer is public.

Remuneration is regularly reviewed, ensuring consistency and competitiveness alongside progress in reducing pay ratios and gaps. Towards this, our global salary management rules and procedures support fair pay during hiring, promotion, moving roles and in annual salary/bonus reviews. This is underpinned by the Hay Job Evaluation Methodology to deliver robust pay structures alongside equal pay audits undertaken across key territories and manager training/toolkits/guidelines to remove bias and ensure fair reward. Furthermore, collective bargaining agreements relating to fair pay and reward cover large portions of our workforce. Pay gaps by gender and ethnicity in the UK and Ireland, are reviewed annually in conjunction with DE&I actions plans. Our goal to reflect the diversity of our communities by 2030 (all company and senior leaders to be 48% women/18% ethnicity/20% disability/3% LGBTQ+/4% ex-service), forms part of our action plan and supports progress in reducing gaps by driving greater representation across levels. We've also implemented action to build a pipeline for women engineers via our ambition for 50% of British Gas engineering apprentices to be women by 2030, helping address engineering as a key driver of our UK pay gap, whilst working to create a more inclusive culture more broadly so that everyone can thrive. Change takes time but we're making progress. Since first reporting, we've roughly halved our gender and ethnicity pay gaps (gender: 30% in 2017/16% in 2025 and ethnicity: 14% in 2020/ 7% in 2025 - median utilised as it's considered more accurate than the mean given its less affected by outliers). We've also seen an increase of up to 6ppts against our 2030 DE&I goal since launching in 2021. We believe our CEO pay ratio is appropriate given financial and business performance outcomes in 2025, and the size and complexity of our business, but we continuously review our approach.

5.5	What non-pay benefits does the company provide to workers during the reporting period? Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Action	
	This answer is public.	

Code	Question	Our Disclosure
	[Drop-down list: selection all that apply] ESOPs Training budget Well-being subsidy like gym subscription Commercial Insurance Other (Please specify) *Answer:* > ESOPs > Training budget > Well-being subsidy like gym subscription > Commercial Insurance > Other (Please specify)	
5.5	AND Text box (150 word limit) Non-pay benefits include ESOPs like the Share Incentive Plan (SIP) with company matching. a Sharesave scheme and Profit Share. Commercial insurance includes company-funded healthcare plan (regardless of seniority), Employee Assistance Programme (EAP), Group Income Protection, life assurance, and personal accident insurance. Wellbeing subsidies include discounted gym memberships and a Cycle to Work Scheme via the Benefits Plus portal with retail discounts through the Lifestyle Savings platform. Other local benefits incorporate an Electric Car Scheme (regardless of seniority) alongside energy bill and product discounts. Policy benefits include flexible working/parental leave/carers leave. Training/development is funded via apprenticeships, My Learning Campus and supplementary budgets per team. Everyone can benefit from our recognition platform, enabling colleagues to celebrate each other's contributions through recognition with monetary rewards in voucher form. Benefits are primarily available to direct workforce in the UK and Ireland, with colleagues predominantly receiving the same core benefits with local variation.	
5.5a	Which categories of workers are eligible to receive the non-pay benefits reported in the previous question.	*This answer is public.* [Drop-down list: selection all that apply] Full-time/ permanent employees Fixed-term/ temporary employees Part-time employees

Code	Question	Our Disclosure
	Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Approach	Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts) Other (Please specify) *Answer:* > Full-time/ permanent employees > Fixed-term/ temporary employees > Part-time employees
5.5a	AND More details: Text box (150 word limit) All temporary and permanent employees including part-time workers, can receive non-pay benefits. The majority receive the same core benefits but access and support can vary depending on geography as benefits are often tied to geography-specific entities/operating contexts/local partners. Within share schemes for example, Profit Share is available to UK and non-UK colleagues in consolidated businesses, however, some colleagues may receive the benefit in free shares whilst others in restricted shares. Meanwhile, Sharesave is available to colleagues in the UK and Ireland with SIP accessible to UK colleagues only. Assistance programmes also differ, with both UK and Ireland colleagues having an EAP and life assurance with health benefits differing. Wider retail benefits like energy bill discounts also differ, with only colleagues in the UK and Ireland having this benefit due to Retail business proximity, with different discounts available. Global employees are eligible for reward vouchers via the recognition platform.	
5.A	Notes on Pay gaps and pay ratios Module: Working Conditions & Workforce Development	*(150 word limit)* *This answer is public.* We're fully committed to closing our gender and ethnicity pay gaps but recognise this will take time and that they may fluctuate year-on-year. This is due to the timing of bonus payments, changes in incentive schemes, business performance and the evolving shape of our workforce. We've made positive progress to date in closing our gaps and remain focused on continuing this momentum in the years ahead. More information is available in our UK pay gap report at www.centrica.com/pay and our Annual Report at www.centrica.com/ar25.

Wage levels

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td>5.6 (CI.16)</td><td>Provide the percentage (%) of employees in the bottom, lower middle, upper middle, and upper pay quartiles by gender.
Module: Diversity & Inclusion
Tier: Foundation
3A Tagging: Action</td><td>
<table>
<tr><th>Pay quartile</th><th>Female (%)</th><th>Male (%)</th><th>Non-binary (%)</th></tr>
<tr><td>Upper</td><td>27</td><td>73</td><td>0</td></tr>
<tr><td>Upper-middle</td><td>18</td><td>82</td><td>0</td></tr>
<tr><td>Lower-middle</td><td>23</td><td>77</td><td>0</td></tr>
<tr><td>Bottom</td><td>49</td><td>51</td><td>0</td></tr>
</table>
</td></tr>
<tr><td>5.7 (CI.17)</td><td>What is the percentage (%) of employees, as a total of the direct operations workforce, whose basic salary is EQUAL TO or NO MORE THAN 10 per cent higher than the legal minimum wage, split by gender? For example, if the legal minimum wage is $10 per hour, include employees earning between $10.00 and $11.00 per hour.
Module: Diversity & Inclusion
Tier: Comprehensive
3A Tagging: Action</td><td>This answer is public.
<table>
<tr><th>Female (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above</th><th>Male (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above</th></tr>
<tr><td>3</td><td>2</td></tr>
</table>
</td></tr>
<tr><td>5.8</td><td colspan="2">Does the company have an approach to identifying living wage levels, including the company’s methodology used for determining whether at least a living wage is paid.
Module: Working Conditions & Workforce Development
Tier: Intermediate</td></tr>
</table>

Code	Question	Our Disclosure
	3A Tagging: Awareness	

This answer is public.

> Yes

Question:

If yes, provide more details on the approach.

Answer:

This answer is public.

Indicate the benchmark type(s) used	To what extent has the living wage assessment been applied across the company's value chain?	How often are living wage levels assessed or reviewed?	Provide a description of the company's living wage assessment process (300 word count)
> External living wage benchmark (e.g. Anker, government-recognised benchmark)	>Selected direct operation locations > All tier 1 suppliers	> Annually > Other	Since 2015, we've been an accredited Living Wage Employer, paying at least the Real Living Wage (RLW), calculated by the Living Wage Foundation based on the cost of living. This applies to around 20,000 colleagues and contractors in the UK across consolidated legal entities, where the majority of our workforce is based. We assess RLW compliance annually, with People teams reviewing pay rates against latest RLW benchmarks. This is supported by regular payroll checks to provide ongoing assurance that appropriate rates are being paid. In countries where a formal benchmark isn't available, our wider processes provide safeguards to ensure decent wages above statutory minimum wages/a fair representation of industry benchmarks alongside legal mandated benefits. For example, we review wages annually to ensure pay remains above applicable statutory minimums, supported by statutory values embedded within pay systems. We also use the Hay Job Evaluation Methodology to promote consistent and fair pay structures globally. Pay

Code	Question	Our Disclosure
		arrangements are reviewed throughout the year, with annual pay negotiations with recognised trade unions providing a further mechanism for colleague feedback and alternative proposals, which are put to colleague vote. We extend our expectations on fair pay into our value chain. The RLW for UK workers is baked in our Supplier Code of Conduct alongside new and/or review of contract T&Cs. Where contractually stipulated, we may require suppliers to verify payment of the RLW, supported through ongoing vendor management discussions. We also expect employment agency partners to uphold these standards. For non-UK territories, we echo the requirement for workers to be paid at least the applicable statutory minimum wage/a fair representation of the prevailing sector wage, which are likewise incorporated in T&Cs within contract creation/renewals. Across our operations and value chain, we engage third-party experts, CSOs, trade unions and auditors, where appropriate to inform approach.
5.9 (CI.18)	To what extent does the company pay its employees a living wage or above? Select one option from the drop-down list as applicable. Tier: Intermediate Module: Working Conditions & Workforce Development 3A Tagging: Action	*This answer is public.* [Drop-down list - select one option] Not in any direct operations 1 location only More than 1 location All global operations *Answer:* > More than 1 location
5.10	Has the company taken action to improve wage levels for any of the following worker types? Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Approach	

Code	Question	Our Disclosure
This answer is public. [Drop-down list – select all that apply] -Yes, direct employees -Yes, contractors -Yes, temporary or agency workers -Yes, other workers. Please specify -No action taken yet *Answer:* > Yes, direct employees > Yes, contractors		
5.10	Details on the actions taken to improve wage levels.	
(300 word limit) We've taken Group-wide action to support fair and competitive wage levels across our workforce and value chain. As an accredited Real Living Wage employer in the UK, we ensure direct employees and relevant contractors are paid at least the Living Wage rate. Across other geographies and our value chain, we expect pay to exceed applicable minimum wage requirements or fairly reflect prevailing sector wages. Employee pay is determined through established methodologies, including Hay Job Evaluation, collective bargaining with recognised trade unions and external industry benchmarking. In 2025, this resulted in an average 3.5% merit increase for the UK workforce including a 4.2% increase for call centre roles, supporting their position in the upper pay point following targeted support for these typically lower-paid colleagues. A two-year agreement for our Field population also guaranteed 4.0% increases in 2025 and 2026. Implementation is managed through local People teams to ensure compliance with local wage laws, alongside Group-wide annual pay reviews and equal pay analysis. Dedicated manager reward guidance alongside checks/balances conducted by People teams, support consistent decision-making and bias mitigation. Within our value chain, fair wage stipulations remain embedded through our Supplier Code of Conduct and associated contractual terms. This is supported by our Labour Practice Toolkit to inspire beyond compliance pay practices, embedding of the Employer Pays Principle, and targeted Real Living Wage training for Procurement colleagues. Effectiveness is monitored through a variety of qualitative and quantitative KPIs. In 2025, gender and ethnicity pay gaps had nearly halved since first reported in the UK, equal pay KPI analysis confirmed this was		

Code	Question	Our Disclosure
upheld globally, and engagement feedback indicated that colleagues felt remuneration practices were robust. Meanwhile, supplier audits alongside vendor discussions provided assurances of fair pay being upheld with targeted interventions via corrective actions plans, enabling remediation in instances where practices required improvement.		
5.B	Notes on Wage levels Module: Working Conditions & Workforce Development	*(150 word limit)* *This answer is public.* Centrica's commitment to fair pay is anchored in our status as an accredited Real Living Wage employer in the UK. This commitment if further supported by Our Code as well as our Supplier Code of Conduct, which also commits us to adhere to local laws on working hours and fair wages. We are additionally preparing for the EU Pay Transparency Directive by strengthening technology and training to support a transparent pay culture. Note Q5.6: Based on UK colleagues where the majority of our business is located to better support gender pay gap data disclosed in Q5.2. Reporting uses gender based on sex to enable a complete data set and to align with wider regulated reporting.

6. Stability

Employee turnover rates

Code	Question	Our Disclosure
6.1 (CI.19)	Provide the employee turnover rates (as a percentage (%)) for workers in the company's direct operations, by gender, for the current and previous reporting period, including overall, voluntary, and involuntary turnover. Module: Workforce Composition & Stability Tier: Foundation 3A Tagging: Action	

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>6.1 (Cl.19)</td><td>Current reporting period</td><td>
<table>
<tr><th>Turnover category</th><th>Total turnover rate (%) of all direct operations</th><th>Turnover rate (%) for female workers</th><th>Turnover rate (%) for male workers</th><th>Turnover rate (%) for non-binary workers</th></tr>
<tr><td>Overall</td><td>11</td><td>13</td><td>10</td><td>0</td></tr>
<tr><td>Involuntary</td><td>4</td><td>5</td><td>4</td><td>0</td></tr>
<tr><td>Voluntary</td><td>7</td><td>8</td><td>7</td><td>0</td></tr>
</table>
</td></tr>
<tr><td>6.1 (Cl.19)</td><td>Current reporting period explanation
(300 word limit)</td><td>(300 word limit)

Employee turnover remained broadly steady, increasing from 10.3% in 2024 to 10.5% in 2025. Turnover is calculated by dividing the number of leavers by the average headcount during the reporting period. For the categories presented in the table, the number of leavers in each category is divided by the corresponding average headcount, calculated using headcount as at 1 January and 31 December 2025. This methodology aligns with the methodology set out by WDI. Data provided is Group-wide a relatively small number of workers where operations sit outside of our Group people management system. Reporting uses gender based on sex to enable a complete data set and to align with wider regulated reporting. Fewer than 20 colleagues identified as non-binary.</td></tr>
<tr><td>6.1 (Cl.19)</td><td>Previous reporting period (optional)</td><td>
<table>
<tr><th>Turnover category</th><th>Total turnover rate (%) of all direct operations</th><th>Turnover rate (%) for female workers</th><th>Turnover rate (%) for male workers</th><th>Turnover rate (%) for non-binary workers</th></tr>
<tr><td>Overall</td><td>10</td><td>11</td><td>11</td><td>0</td></tr>
<tr><td>Involuntary</td><td>2</td><td>3</td><td>3</td><td>0</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td>Voluntary</td><td>8</td><td>9</td><td>8</td><td>0</td></tr>
</table>
</td></tr>
<tr><td>6.1 (CI.19)</td><td>Previous reporting period explanation</td><td>(300 word limit)

As mentioned above, turnover is calculated by dividing the number of leavers by the average headcount during the reporting period. For the categories presented in the table, the number of leavers in each category is divided by the corresponding average headcount, calculated using headcount as at 1 January and 31 December 2024. This methodology aligns with the methodology set out by WDI. Data provided is Group-wide a relatively small number of workers where operations sit outside of our Group people management system. Reporting uses gender based on sex to enable a complete data set and to align with wider regulated reporting.</td></tr>
<tr><td>6.2</td><td>Provide the rate (as a percentage (%)) of employee turnover by contract type (if no employees on any one of the contract types, state “n/a”).
Module: Workforce Composition & Stability
Tier: Intermediate
3A Tagging: Action</td><td>This answer is public.
<table>
<tr><th>Contract Type</th><th>Total turnover rate (%) (if no employees on any one of the contract types, select “n/a”)</th></tr>
<tr><td>Indefinite/permanent employees</td><td>11</td></tr>
<tr><td>Fixed-term/temporary contract employees</td><td>100</td></tr>
</table>

Refer to further details in the Notes section (Q6.3A).</td></tr>
<tr><td>6.3 (CI.20)</td><td>How has the workforce turnover changed during the reporting period? Select the option that best describes your situation and state the percentage change of turnover, if any.
Tier: Intermediate</td><td>This answer is public.

[Drop-down list – select one relevant option]
-Increased significantly by more than 3%
-Decreased significantly by more than 3%
-Decreased moderately by 1-3%
-Increased moderately by 1-3%
-Remained broadly stable (change was below 1%)</td></tr>
</table>

Code	Question	Our Disclosure
	Module: Workforce Composition & Stability 3A Tagging: Awareness	*Answer:* > Increased moderately by 1-3%
6.3 (Cl.20)	State the % change	AND Numeric field (% of Turnover Change) 2
6.3A (Cl.21)	Describe which category of workers drives this change and/or other factors involves in, and any actions taken or planned in response. Module: Workforce Composition & Stability Tier: Intermediate 3A Tagging: Action 3A Tagging: Awareness	*(150 word limit)* *This answer is public.* Turnover increased moderately, moving from 10.3% in 2024 to 10.5% in 2025, with some impact arising from organisational changes. For those on fixed term/temporary contracts, turnover increased from 122.4% in 2024 to 146.4% in 2025, based on an average of 84 fixed term employees, calculated using January and December headcount snapshots, and 123 leavers during the year. The number of leavers may include employees who joined and left between these snapshots such as our summer interns, contributing to the higher turnover rate. Changes in turnover were spread across the business but were primarily concentrated in the UK, where most of our workforce is located. Latest comprehensive data available (CIPD, UK Annual Population Survey based on 2022-23), indicates that average UK turnover rate is 34% (27% for those working in electricity, gas or aur conditioning supply).
6.A	Notes on Employee turnover rates Module: Workforce Composition & Stability	*(150 word limit)* *This answer is public.* Note Q6.2: In 2025, there were 123 leavers on fixed-term contracts, compared with an average fixed-term contract headcount of 84. Average headcount is based on point-in-time snapshots at 1 January and 31 December 2025 and therefore does not capture all people who may have joined and subsequently left throughout the year. As a result, the number of fixed-term contract leavers can exceed the average headcount, producing a

Code	Question	Our Disclosure
		calculated turnover rate of 146.4% (123 ÷ 84 × 100). This means we're unable to accurately report the result within the system's 0–100% range so we've provided additional context for transparency.

7. Workforce development and adaptation

Training and development

Code	Question	Our Disclosure
7.1 (CI.22)	Describe the company's strategy for developing the skills and capabilities of employees, including the process to identify skills gaps. Module: Working Conditions & Workforce Development 3A Tagging: Action Tier: Foundation 3A Tagging: Approach	

(300 word limit)
This answer is public.

Our L&D strategy drives success across the employee lifecycle, from onboarding to excelling in role and beyond. Our 24/7 learning management system, My Learning Campus, puts colleagues in control of careers, enabling learning for new/existing roles through thousands of in-house courses and third-party sources like LinkedIn Learning. Learning spans voluntary development (e.g. leadership/digital fluency/AI), strategic priorities (e.g. net zero/inclusion/innovation) and mandatory training (e.g. safety/privacy/Our Code). To support strong take-up, we've redesigned the L&D Hub and promote key training through L&D, People Partners, internal social media, managers and leaders. Longer-term on-the-job training is provided through our engineering and call centre academies, alongside graduate and apprenticeship programmes. Internal/external mentoring and targeted development programmes support progression into more senior roles, whilst all managers complete bespoke learning to ensure consistent and inclusive management. Programme timing varies, with both on-demand and controlled intakes. Apprenticeship are funded via the levy with additional funding for professional qualifications/learning that support business growth. Approach is shaped by annual skills gap assessments conducted by People teams in consultation

Code	Question	Our Disclosure

with leaders and informed by horizon scanning, with outcomes baked into opex. Combining L&D and academies teams, will enable us to amplify learnings/planning/processes to fulfil current/future skills requirements. Trade unions and engagement feedback inform offerings, focusing on job retention and responsible skills transition. For example, we've identified skills gaps relating to our strategic priority of helping customers get to net zero. So, we're cross-skilling 3,000 engineers with green skills in the UK/British Gas and Ireland/Bord Gáis Energy by 2030 (2025: 1,900 cross-skilled on products like EVs/heat pumps) whilst recruiting 3,500 apprentices by 2030 (2025: 1,947 apprentices Group-wide including engineering/customer service with new AI apprenticeship to harness automation). We also invested £35m in Centrica Park, enabling future green skill capacity growth. Efficacy is evaluated, including NPS/other satisfaction measures, ROI, retention and career progression.

7.1a	Provide details on company's capacity building programme/initiatives including types, coverage, frequency and effectiveness evaluation Tier: Intermediate Module: Working Conditions & Workforce Development 3A Tagging: Action 3A Tagging: Approach

This answer is public.

Programme/ Initiative (Please add more rows if needed)	Training/development programme types	Description (300 words)	Mandatory (Yes/No)	Employee Coverage	Frequency of skills needs assessment	Are effectiveness evaluated?	If so, provide more details (300 words)
Programme/Initiative	>Apprenticeships	To energise a greener, fairer future, our goal is to create 3,500 apprenticeships across the business 2021-30. Apprenticeship roles include smart energy experts, gas and	> Yes	>Specific geographies > Specific functions	> Continuously / ongoing	> Yes	Apprenticeships are assessed against national government standards, with compliance monitored in real-time and apprentice feedback gathered at key development stages and

Code	Question	Our Disclosure					
		electrical engineers, digital and project management which span our business operations and graduate roles. As we grow these skills, we're tapping into the talent of under-represented groups to deliver a fairer future as we develop a greener one. All apprentices undertake mandatory training to complete their Apprenticeship Standard and workplace experiences, which can be supplemented by voluntary training. Our gas engineering and smart metering apprenticeships are aligned to industry training and skills bodies like IGEM and Energy & Utility Skills. Our apprenticeships can span anything from 12-months to 24 months, depending on the specific programme of learning undertaken. These programmes form part of the Skills Levy and can span new recruits alongside					upon qualification. Graduate roles are typically assessed against end of placement deliverables feedback sessions. Outcomes of this evaluation process alongside retention rates of talent once the qualifications conclude, help us determine success. Effectiveness feeds progress towards our 2030 goal which is another indicated of success. And in 2025, 1,947 apprentices had been onboarded by the end of 2025, with the company on track to achieve the onboarding of 3,000 apprentices by 2028. Annual skills gap assessment alongside monitoring of the external operating environment and wider business needs, help determine the following year's intake which may adjust original annual intake projections. This approach ensures apprenticeships are focused in the areas of greatest strategic need and in line with developments across the business and beyond. For

Code	Question	Our Disclosure					
		development of our existing talented team. We encourage colleagues from other parts of our business to get into engineering through our commitment to not drop pay whilst they train.					example, during the peak of the energy crisis, we adjusted our engineering intake to allow us to focus on operational stability whilst in 2026, we launched our new Data and AI apprenticeship following its approval, with over 100 internal candidates recruited so far to ensure colleagues can benefit from AI and automation skills to thrive in role and help grow our business.
Programme/Initiative	> Job-specific skills	Our 7,000-stong British Gas and Bord Gáis engineers span a range of skills such as gas service and repair, electrical service and repair, heating and installation, smart energy experts and plumbing. To provide an excellent service to customers, we train the majority of new engineers through our apprenticeship programmes (see apprenticeships entry above) or hire fully trained engineers directly into role. They then undergo ongoing mandatory top-up training each year to	> Yes	> Specific functions >Specific geographies	> Continuously / ongoing	> Yes	Effectiveness is evaluated through pass rates of qualifications achieved, on the job observations and engineer feedback. Effectiveness is further tracked through customer feedback, particularly engineer NPS and complaints. Feedback and data insights like this, enable us to unlock improvements to grow the skills our people need to thrive in their careers and to serve our customers. In 2025, our UK Home Services Engineer NPS rose by 3 points to +76 and Home Services complaints fell from 5.3% to

Code	Question	Our Disclosure					
		ensure they continue to work safely and effectively, whilst providing opportunities to cross-skill into new areas like the installation of heat pumps, EV charge points and smart thermostats to evolve their careers. Training is aligned with regulated national qualifications such as ACS for gas competencies and AM2 for electrical skills. Training is undertaken through our network of training academies in Dartford, Hamilton, Leicester, Thatcham and Rotherham in the UK as well as our Bord Gáis Energy training facility in Ireland. Training focuses on the skills we need to serve our customers today, with an increasing focus on green skills to meet growing demand and help us advance the energy transition.					4.8% per UK customer. Annual skills gap assessment alongside monitoring of the external operating environment and wider business needs, help determine the following year's intake which may adjust original annual intake projections. This approach ensures engineers are focused in the areas of greatest strategic need and in line with developments across the business and beyond. For instance, in 2025 we launched an ambition to have 3,000 engineers with green skills by 2030 to help advance the energy transition. Good progress has been made with 1,900 engineers having been cross-skilled by the end of 2025, which is on track.
Programme/Initiative	> Job-specific skills	My Learning Campus democratises learning for all colleagues, putting them in the driving seat of their learning and development, and enabling	>Not yet	> All employees	> Continuously / ongoing	> Yes	Effectiveness is generally monitored through a range of measures. These include training duration, completion rates, star-ratings, qualitative reviews and

Code	Question	Our Disclosure					
		them to achieve their career ambitions. The on-demand and live-learning digital learning platform combines in-house L&D with third party sources like LinkedIn Learning and Percipio which is available to all. Through these channels and more, there are thousands of courses available to support both personal and professional development, offering a mix of mandatory and voluntary courses in different formats such as videos, e-learning, facilitator-led live learning training and development. The majority of courses are voluntary which is why 'Not yet' has been selected as part of this response. Live Event learning sessions are particularly popular and cover a range of topics, including digital skills run in collaboration with our partner, Microsoft, on AI tools like Copilot which all colleagues have access to. Voluntary courses include topics like personal effectiveness (e.g. (leadership,					real-time feedback together with hours of training completed per colleague. Feedback throughout the year is used to measure engagement and inform ongoing improvements to our L&D platform in real-time, supported by the facility which enable colleagues to submit a learning request form to inform future L&D offerings. Requests are reviewed and triaged weekly by the L&D team, ensuring ongoing dialogue and tailored learning solutions can be identified and progressed as needed and to support the annual skills gap assessment outcome. Feedback from our colleague engagement survey rates L&D highly, indicating that with the launch of My Learning Camps a few years ago, colleagues Group-wide now feel that they have access to the L&D needed to grow and excel in role.

Code	Question	Our Disclosure					
		inclusion), enhancing capabilities (e.g. digital, excel, PowerBI), or strategic (e.g. our purpose, net zero, innovation). Mandatory training is varied and includes topics like health and safety and responsible AI usage. Training occurs throughout the year, largely driven by colleague individual development plans supported by career performance conversations with managers.					
Programme/Initiative	>Other	All colleagues and contractors are required to complete mandatory Our Code training when they start with the company and annually thereafter, to ensure we operate responsibly and in line with the laws of the countries in which we operate. Training summarises our key policies and sets the standards expected of everyone who works for, or with, us. It covers responsible labour practice and human rights such as health, safety and the environment, equality, anti-discrimination	>Yes	> All employees > Specific functions	>Annually	> Yes	Effectiveness is typically reviewed through completion time and pass rates, star ratings and qualitative reviews. We evaluate outcomes each year and in line with specific campaigns, with the aim to enhance training in line with feedback, any trends in non-compliances and the evolving legal and regulatory backdrop to inform a prioritised programme of annual mandatory learning across the jurisdictions in which we operate. This helps to improve cut-through and reduce the risk of unethical behaviour

Code	Question	Our Disclosure					
		and harassment, anti-bribery and corruption, and information security including privacy and AI usage, Training is bought to life with case studies and a test to reinforce understanding, with all colleagues required to pass the test and state that they will uphold the principles set out in Our Code. Our Code is supplemented with mandatory training for colleagues to enable a deeper dive as frequently as needed for all colleagues and/or specific geographies based on local regulation, spanning key topics such as Data Protection Awareness (GDPR) and Responsible AI usage. Depending on their role, specific colleagues may also be required to complete additional mandatory training on relevant topics where they have been identified as being at higher risk, such as financial crime training for the financial crime team which covers anti-bribery and corruption. Colleagues have access to a					whilst ensuring the training remains effective and engaging, which in itself can further encourage strong completion rates. For example, Our Code completion is monitored annually, with 97% of colleagues completing the training during 2025. Completion may not always reach 100% due to colleagues who are not able or eligible to complete the training during the reporting period, for example due to long-term absence, new joiners or termination of employment.

Code	Question	Our Disclosure					
		mandatory training dashboard, enabling them to track their progress and ensure they remain up to date with required learning throughout the year.					
Programme/Initiative	>Leadership management	All managers, senior leaders and the Board have ongoing access to training and resources to help them excel in role and drive sustainable success. Towards this, all managers must complete manger training to ensure they can consistently and fairly lead their teams. This is supported by voluntary guidance, toolkits and training to support the diverse needs of their team covering topics such as mental health, inclusion, maternity leave, caring responsibilities, domestic abuse, transitioning at work and sexual harassment. During 2025, we strengthened line manager capabilities through a range of targeted training programmes designed to support both managers and their teams, including	>Yes	>Leaders/managers	> Continuously / ongoing	> Yes	Effectiveness is monitored through a range of metrics. This includes engagement survey feedback, which indicates that colleagues typically receive strong support from line managers, demonstrating effectiveness of the training and wider resources. Regular training completion and uptake metrics additionally support effectiveness evaluation, such as line manager mental health training which rose from 60% in 2024 to 62% in 2025. The Nominations Committee oversees Board composition, succession planning and relevant skills and expertise with the annual Board evaluation used to identify strengths and areas for further development. The 2025 internal Board performance review was undertaken using

Code	Question	Our Disclosure					
		mandatory sexual harassment prevention training. Our senior leadership team also undergo bespoke coaching and training to support ongoing talent development and the ability to lead their teams and deliver strategic priorities effectively. The Board furthermore places strong emphasis on maintaining an appropriate balance of skills, experience and knowledge, supported by a structured approach to continuous development. In addition to tailored mandatory induction programmes, Directors receive ongoing training and development, informed by the annual Board performance evaluation and individual development needs. During 2025, Board development included training on AI, energy markets, compliance and regulatory matters, alongside strategic and performance deep dives supported through site visits.					BoardOutlook and overseen by the Chair, drawing on quantitative and qualitative insights from all Directors, the Group General Counsel & Company Secretary and the Chief People Officer. The evaluation concluded that the Board continued to operate effectively, with strong governance and strategic oversight, whilst remaining focused on long-term value creation, robust risk management and the continued delivery of the Company's transformation agenda. Annual review of collective Board sustainability-related skills via the dedicated Skills Matrix was calculated at 60%, which enables their continued effective governance over sustainability matters.

Code	Question	Our Disclosure					
Programme/Initiative	> Mentoring/coaching/ shadowing	Voluntary development and mentoring opportunities are available for colleagues to develop and progress in role and beyond. Intake includes those who have nominated themselves, those who have been nominated by managers, or those nominated via succession planning, with targeting at under-represented groups to help grow diversity in senior roles. Targeted external development programmes during 2025 included Mission Include and Aspire. Mentoring provides in-house initiatives such as reverse mentoring which pairs leaders with junior colleagues to enable mutual learning, as well as informal mentoring run by teams, departments and networks, supported by 'how to' guides and dedicated coaching available to support mentors and mentees alike.	>Not yet	>Other, please specify: Specific colleagues who have put themselves forward, been nominated or selected	>Ad hoc/as needed	> Yes	Programmes are primarily evaluated through colleague feedback and tracking progression into new or expanded roles. For example, Aspire was successfully delivered in 2025, helping colleagues develop the skills needed to progress through the management hierarchy. Of the more than 200 colleagues who graduated during 2025, 15% of delegates moved into bigger, broader roles which may increase further as more opportunities for progression become available across the business following completion of reorganisation. Aspire achieved an NPS of +94. This qualitative and quantitative feedback helps us continually improve programmes, supporting return on investment, colleague progression and diversity in senior roles. For example, initiatives like this support our broader efforts to increase women in leadership, which rose by 6ppts to 34% between 2021-

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td colspan="3"><table><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>25, against our gender parity goal by 2030.</td></tr></table></td></tr>
<tr><td>7.2</td><td>Provide the number and/or percentage (%) of employees that participated in regular performance and career development reviews by gender, age category and by race/ethnicity.
Module: Diversity & Inclusion
Tier: Intermediate
3A Tagging: Action</td><td>This answer is public.
Provide the number and/or percentage (%) of employees that participated in regular performance and career development reviews by gender, age category and by race/ethnicity.</td></tr>
<tr><td>7.2</td><td>By gender identity</td><td>
<table>
<tr><th>Gender identity</th><th>The number of performance reviews</th><th>Percentage (%) of performance reviews per employee</th><th>Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management</th></tr>
<tr><td>Female</td><td>5,551</td><td>91</td><td>91</td></tr>
<tr><td>Male</td><td>13,461</td><td>93</td><td>93</td></tr>
<tr><td>Non-binary</td><td>0</td><td>0</td><td>0</td></tr>
</table>
Refer to further details in the Notes section (Q7.A).
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td>7.2</td><td>By age group</td><td>
<table>
<tr><th>Age group</th><th>The number of performance reviews</th><th>Percentage (%) of performance reviews per employee</th><th>Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management</th></tr>
<tr><td><30 years old</td><td>2,529</td><td>89</td><td>89</td></tr>
<tr><td>30-50 years old</td><td>12,111</td><td>93</td><td>93</td></tr>
<tr><td>>50 years old</td><td>4,372</td><td>93</td><td>93</td></tr>
</table>

Refer to further details in the Notes section (Q7.A).
</td></tr>
<tr><td>7.2</td><td>By race or ethnicity category</td><td>
<table>
<tr><th>Race or ethnicity category</th><th>The number of performance reviews</th><th>Percentage (%) of performance reviews per employee</th><th>Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management</th></tr>
<tr><td>Ethnically diverse</td><td>3,126</td><td>91</td><td>91</td></tr>
<tr><td>White</td><td>11,934</td><td>93</td><td>93</td></tr>
</table>

Refer to further details in the Notes section (Q7.A).
</td></tr>
<tr><td>7.3</td><td>Provide the average number of hours of training provided to employees (on an FTE basis) by gender, age category and by race/ethnicity.</td><td>This answer is public.

Provide the average number of hours of training provided to employees (on an FTE basis) by gender, age category and by race/ethnicity.</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>Module: Diversity & Inclusion
Tier: Intermediate
3A Tagging: Action</td><td></td></tr>
<tr><td>7.3</td><td>By gender identity</td><td>
<table>
<tr><th>Gender</th><th>Average number of hours of training provided to employees (on an FTE basis)</th></tr>
<tr><td>Female</td><td>44</td></tr>
<tr><td>Male</td><td>70</td></tr>
<tr><td>Non-binary</td><td>0</td></tr>
</table>
Refer to further details in the Notes section (Q7.A).
</td></tr>
<tr><td>7.3</td><td>By age group</td><td>
<table>
<tr><th>Age Group</th><th>Average number of hours of training provided to employees (on an FTE basis)</th></tr>
<tr><td><30 years old</td><td>219</td></tr>
<tr><td>30-50 years old</td><td>44</td></tr>
<tr><td>>50 years old</td><td>19</td></tr>
</table>
Refer to further details in the Notes section (Q7.A).
</td></tr>
<tr><td>7.3</td><td>By race or ethnicity category</td><td>
<table>
<tr><th>Race or ethnicity category</th><th>Average number of hours of training provided to employees (on an FTE basis)</th></tr>
<tr><td>Ethnically diverse</td><td>91</td></tr>
<tr><td>White</td><td>69</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>Refer to further details in the Notes section (Q7.A).</td></tr>
<tr><td>7.4</td><td>Provide the average number of hours of training provided to employees (on an FTE basis) by contract type (if no employees on any one of the contract types, state “n/a”).
Tier: Foundation
Module: Working Conditions & Workforce Development
3A Tagging: Action</td><td>This answer is public.
<table>
<tr><th>Contract type</th><th>Average number of FTE training hours (if no employees on any one of the contract types, select “n/a”)</th></tr>
<tr><td>Indefinite/permanent employees</td><td>63</td></tr>
<tr><td>Fixed-term/temporary contract employees</td><td>32</td></tr>
</table></td></tr>
<tr><td>7.5</td><td colspan="2">Does the company measure the impact of its training programmes on business productivity and worker satisfaction?
Tier: Foundation
Module: Working Conditions & Workforce Development
3A Tagging: Awareness</td></tr>
<tr><td colspan="3">This answer is public.
> Yes
Question:
If yes, describe how the company measures the impact of its training and development programmes.
Answer:

(300 word limit)

This answer is public.</td></tr>
</table>

Code	Question	Our Disclosure
Ensuring training delivers meaningful outcomes is core to our L&D strategy. The People function govern our L&D offer, reviewing effectiveness via quantitative and qualitative measures appropriate to each activity. Core learning is assessed through a combination of business productivity, colleague satisfaction, internal promotion rates, ROI including savings from external recruitment, and return on expectation. Together, these measures identify what's working and where improvements are required, informing enhancements. Our centralised My Learning Campus, launched in response to colleague feedback, provides every colleague with access to career development. Managers track completion of core learning, enabling them to review effectiveness of productivity in role. Digital modules on the platform include assessments with pass rates to confirm understanding, which we track to understand effectiveness. Real-time star ratings coupled with qualitative reviews and take-up rates, provide further actionable insight. For more active training sessions, evaluation is embedded throughout the L&D journey. Aspire and Live Events are reviewed during and post training through feedback from participants, facilitators and team leaders, supporting continuous improvement. Changes in mobility are additionally measured. External assurance further supports quality, with Aspire recognised by the National Quality Awards as a best-in-class development programme. Classroom learning follows the Kirkpatrick Model, including post-course evaluation of on-the-job impact. Apprenticeships are assessed against national Government standards, with compliance monitored in real-time and apprentice feedback gathered at key development stages and upon qualification, enabling future improvements. Where existing resources don't meet colleague needs, learning requests are triaged weekly by our L&D team, helping provision remain responsive to business and colleague requirements. For example, having rolled-out Copilot to all colleagues, we responding to colleague demand for enhanced AI training in 2025 with the introduction of on-demand and live 'How To' sessions covering prompts, agents and practical applications, with popularity of courses and feedback indicating increased productivity and ROI.		
7.A	Notes on Training and development Module: Working Conditions & Workforce Development	*(150 word limit)* *This answer is public.* Note Q7.2 and Q7.3: Based on direct employees only and calculated using gender based on sex to enable a complete data set and to align with wider regulated reporting. Fewer than 20 colleagues identified as non-binary. Training hours for men is higher than for women due to greater prominence in engineering apprenticeships as these roles include a substantial amount of mandated learning to ascertain relevant qualifications. Similarly, we see higher training hours for young people due to a greater proportion of younger people undertaking apprenticeships. Reported training hours increased compared with prior years, reflecting improved consolidation of training data across the business. We will continue to evolve our reporting to ensure completeness and transparency. Read more about our training and development in our People & Planet Plan Report at www.centrica.com/ppp25.

The just transition

Code	Question	Our Disclosure
7.6		Describe the risks, impacts and opportunities that may affect the company's direct operations and/or value chain workforces as a result of the transition to a climate-neutral economy. Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate Module: Working Conditions & Workforce Development 3A Tagging: Approach 3A Tagging: Awareness

This answer is public.

Workforce scope	Describe the risks, impacts and opportunities that may affect the company's direct operations and/or value chain workforces as a result of the transition to a climate-neutral economy. (300 words)
Direct operations workforce	We're committed to bringing colleagues with us on the journey to net zero. Climate mitigation requires an evolving skills mix, creating potential workforce impacts, risks and opportunities (IROs). However, the full implications of the energy transition aren't yet known, and will become clearer as society moves further away from fossil fuel production and use in the coming decades. Some jobs will inevitably be retired, which is a risk managed through our commitment to address skills gaps internally as we guard against job losses by cross-skilling and retraining colleagues, transforming roles into new opportunities. For example, demand for low carbon products has already stimulated an ambition for 3,000 of our British Gas and Bord Gáis Energy engineers in the UK and Ireland to be cross-skilled with green skills by 2030. The transition also presents opportunities to create a fairer future as we generate a greener one. Towards this, we're seeking to onboard 3,500 apprentices by 2030 to help diversify our talent pipeline, with the ambition for 50% of British Gas engineering apprentices to be women. We also stand ready to transform fossil fuel assets into low carbon infrastructure. Through existing plans to transform Easington into a hydrogen production site, Rough into a hydrogen store and Morecambe into a CCS facility for instance, we expect to safeguard jobs. IROs are identified via double materiality assessment which considers human rights. IROs are managed through human rights due diligence as part of

Code	Question	Our Disclosure
		just transition plans. As technology, policy and strategy evolves, so will our analysis. Our approach is shaped by input received from colleagues, trade unions and trade bodies though meetings and consultations alongside wider insight including the Future Energy Skills Programme co-chaired by our Chief Executive and GMB's General Secretary, with support from others to drive skills development and workforce transition.
Value chain workforce		As the energy transition evolves, our suppliers, partners and contractors will likewise evolve, with roles created, transformed, redeployed or retired - potentially resulting in continuation and substitution. Whilst the scale and pace is unclear and will unfold as the transition deepens, the shift from fossil fuels will gradually reduce demand for related products across some established upstream supply chains. Conversely, growth in nuclear, hydrogen, solar and batteries will create jobs and opportunities for redeployment. This can be demonstrated by plans to repurpose the Morecambe gas fields for CCS which could create and safeguard over 13,000 jobs as the region transitions from traditional gas production to low carbon infrastructure. Our partnership with X-energy to build new advanced modular reactors will also support local green skills and plug skills gaps through a new Nuclear and Electrical Trades Academy. The transition may also increase exposure to sectors and geographies with heightened social and environmental risks, including human rights. Supply chains supporting solar, batteries and smart home technologies have been identified as higher risk, principally in China alongside other geographies. Whilst growth can improve livelihoods, rapid expansion may increase pressure on working conditions and labour practices. Risks are managed through due diligence like ethical risk assessments, tailored questionnaires, site audits, remote worker surveys, corrective actions and industry initiatives such as the Solar Stewardship Initiative to improve traceability. Increased automation could furthermore remove some factory roles over time, particularly in China. Downstream supply chains, like energy transmission and distribution, third-party installation and servicing alongside contracting, will experience change but may be better placed to evolve their skills to new technologies and processes. We monitor and identify IROs through our double materiality and salient risk assessments. Overall, we seek to support a just transition through human rights due diligence as part of our just transition focus.
7.7	Has the company taken, or does it intend to take, actions to ensure workers are protected against risks and can access opportunities resulting from the transition to a climate-neutral economy?	*This answer is public.* > Yes *Question:* If yes, provide more details.

Code	Question	Our Disclosure
	Module: Value Chain Resilience & Responsible Sourcing Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Awareness	[Drop-down list – select all that apply] Reskilling and/or training Redeployment support Employment guarantees Job counselling and/or coaching Early retirement and/or voluntary separation support Other

Answer: This answer is public.

What actions has the company taken, or does it intend to take? (Please note row heading can be edited but rows cannot be added)	Description (300 words)	Were these actions informed by consultation with workers, trade unions, or worker representative bodies?	If yes, provide more details; if not yet, please explain any alternative approach or future plan (300 words)	Does the company use KPIs or other measures to assess the effectiveness of these actions?	If yes, provide more details; if not yet, please explain any alternative measures or future plan. (300 words)
> Reskilling and/or training	The Board remains committed to ensuring we maximise opportunities and mitigate risks for	> Yes	We focus on early engagement with workers and their representatives to enhance	> Yes	We track and report progress through KPIs. For example, through our People & Planet Plan

Code	Question	Our Disclosure			
> Redeployment support >Job counselling and/or coaching > Early retirement and/or voluntary separation support	workers as we energise a greener, fairer future. We're investing in colleague cross-skilling and re-skilling to ensure we address skills gaps internally. For example, we're upskilling our 7,000-strong engineering team and have invested £35m in a new state-of-the art training academy and low carbon research labs, which opened in 2026 and will ensure we're well-placed to grow the skills we need for a low carbon future. This will support our climate ambition for 3,000 of our engineers to have green skills by 2030 as well as our People & Planet Plan goal to create 3,500 apprenticeships by 2030, providing opportunities for new and existing colleagues during the energy transition. As the energy transition deepens, we're committed to limiting job losses through retraining and redeployment as we increasingly pivot our business model in line with the energy transition. This includes bringing our workers with us as we stand ready to convert many of our oil and gas energy		opportunities and limit adverse impact. Our Collective Agreements provide mechanisms for us to engage on a regular basis on matters such as our approach to training and skills as well as redundancy and retirement. Our approach is further informed through strategic forums such as the Future Energy Skills Programme, co-chaired by the Group Chief Executive and the General Secretary of the GMB Union, with support from other recognised unions including UNISON, Unite, and Prospect. Additionally, our Joint Council, a strategic forum that brings together business and union leaders at regular meetings throughout the year to discuss key workforce concerns and developments such as skills transition. Our Public Affairs and Regulatory Affairs teams engage with governments and regulators throughout the year. This ensures that policy and regulatory thinking on skills and the energy transition informs		goal to recruit 3,500 apprentices, we've so far recruited 1,947 apprentices since 2021. Apprenticeships include engineering roles like smart energy experts as well as graduate placements in our Infrastructure business which explores the potential of CCS and hydrogen, as well as our Retail businesses where we plan to ramp-up energy efficient, smart and flexible offerings to help customers use less energy, and more. We're also exploring the development of a heat pump apprenticeship and will continue to review opportunities to develop opportunities to grow green skills as they arise. Meanwhile, through our Climate Transition Plan, we've cross-skilled 1,900 engineers in green skills against our ambition for 3,000 by 2030 and look forward to building upon this in the years ahead. Cross-skilling occurred in areas such as smart metering, heat pumps and EVs. Progress and plans are reported to the Board's SESC three times a year to ensure appropriate oversight and

Code	Question	Our Disclosure			
	assets into low carbon infrastructure, including CCS and hydrogen storage. Some job losses may occur, and we will seek to limit adverse impacts through initiatives such as job counselling and early-retirement options. Our approach is informed through consideration of international human rights standards in planning, implementation and review of actions. It is also informed through engagement with worker representatives, politicians and policymakers amongst others.		our approach, and that the experience of our colleagues is heard in return. This includes hosting ministers at our sites. In 2026, the Minister for Local Energy and Jobs and the Minister for Veterans and People visited Centrica Park, where they met union representatives and colleagues recruited through our veterans Pathway, and toured our training academy. This engagement supports an energy transition that works for our customers, colleagues and business, whilst contributing to economic growth and energy resilience.		challenge. Progress and plans are also reported externally to our stakeholders annually to likewise enable appropriate oversight and challenge. As the transition deepens, we remain committed to ensuring a responsible transition informed by human rights standards, worker representatives, politicians and policymakers. Action like this will help ensure we bring our workers with us on the journey to net zero and create the next generation of well-paid and fulfilling green careers.

7.8	Provide the number and/or percentage (%) of employees that have been reskilled, redeployed or had their employment ended related to the transition to a climate-neutral economy. Module: Working Conditions & Workforce Development Tier: Comprehensive Module: Value Chain Resilience & Responsible Sourcing 3A Tagging: Action

This answer is public.

Treatment of employees	Number of employees	Percentages (%) of employees	Explanation of the calculation methodology (300 words per response)

Code	Question	Our Disclosure		
Employees that have been reskilled		1,900	9%	We're equipping our engineers with green skills to meet growing demand for low carbon services and solutions. Against our ambition for 3,000 engineers in the UK and Ireland to have green skills by 2030 and as of the end of 2025, we've already cross-skilled 1,900 engineers to deploy technologies like solar, EV charging points, heat pumps and smart meters via our award-winning training academies. Methodology is based on engineers in British Gas and Bord Gáis Energy who have been cross-skilled to install, repair and maintain skills across green areas scoped as EV chargers, heat pumps and smart meters. Percentage calculated using number of engineers cross-skilled as a proportion of headcount. We do not have a people management system that tracks wider reskilling related to the energy transition but will consider how best to capture this as needed in future years. We have therefore limited our response to our green skills climate ambition given this is already tracked as part of our Climate Transition Plan dashboard.
Employees that have been redeployed		0	0	We do not currently have a people management system that tracks redeployment related to the energy transition. We believe, however, that current activities have not transitioned in a way that has resulted in any material impact related to redeployment and have therefore responded with zero. As the energy transition deepens, we will monitor impact and consider how best to capture this information as needed in future years.
Employees whose employment has ended		0	0	We do not currently have a people management system that tracks redundancy related to the energy transition. We believe, however, that current activities have not transitioned in a way that has resulted in any material impact related to redundancy and have therefore responded with zero. As the energy

Code	Question	Our Disclosure
		transition deepens, we will monitor impact and consider how best to capture this information as needed in future years.
Guidance 7.B Please use this box to add any extra context to the preceding answers.		
7.B	Notes on The just transition Module: Working Conditions & Workforce Development Tier: Not scored Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.* As our business evolves to advance the energy transition, we're confident we can create even more opportunities for colleagues to build fulfilling and rewarding careers at Centrica, whilst delivering positive outcomes for our key stakeholder groups to ensure a just transition. A significant focus is placed on cross-skilling and reskilling the existing workforce, recruiting apprentices, and investing in training facilities like the Centrica Energy Park to ensure colleagues are equipped to drive the shift towards a low carbon energy future. The transition also presents significant opportunities for job creation, particularly in the Humber region through emerging technologies such as CCS and hydrogen. Read more in our Climate Transition Plan at www.centrica.com/climatetransition.

Technology, data and automation

Code	Question	Our Disclosure
7.9	Does the company use any workforce surveillance measures to monitor workers.	*This answer is public.* > Yes *Question* (7.9a)

Code	Question	Our Disclosure
	Module: Human Rights Due Diligence & Workforce Assessment Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Approach	If yes, describe the workforce surveillance measures used, and how the company ensures this does not have a disproportionate impact on workers' right to privacy. *Answer:* *(300 word limit)* *This answer is public.*
This answer is public. We respect the right to privacy and only use surveillance when needed to protect colleagues, customers and businesses in line with law – such as upholding regulatory requirements, preserving evidence for legal proceedings or guarding against malicious/unlawful intent. Authorised monitoring and associated data spans all colleagues and includes site access, geo-tracking of fleet vehicles and review of emails, internet traffic, Microsoft Teams conversations and phone calls where appropriate. Monitoring is conducted in accordance with applicable laws, regulations and internal governance requirements, with additional approvals required where personal data is involved. To safeguard privacy, monitoring is typically focused on broader workforce populations versus individuals. Privacy rights are protected through internal policies and standards underpinned by Our Code, including our Employee Privacy Policy, Data Protection Standard, Data Governance Standard, Information Security Policy and Acceptable Use Standard, ensuring privacy considerations are embedded in design and deployment of monitoring activities. Before introducing/enhancing monitoring, the relevant business area and Data Privacy Team assesses scope, context and potential impact on individuals' rights and freedoms, determining whether surveillance is necessary and proportionate. Evaluation criteria include privacy impact assessments which determine the rights of the individuals and ensure legal and regulatory requirements are met. This is supported by a governance framework led by the Group Data Protection Officer, the central Privacy Team and a network of Privacy Champions in conjunction with our Employment Team. We're transparent with colleagues about monitoring activities and why they're necessary through tailored communications/policies and consulting colleagues and trade unions where appropriate to help inform implementation. Information is retained only as legally necessary, with access restricted to authorised personnel managing specific issues, like Group Security, Cyber Security, HR and HSE teams. Where necessary, Data Loss Prevention controls may restrict access, remove or remotely delete data to protect company resources and meet data protection obligations.		
7.10	Provide the number and/or percentage (%) of employees that have been reskilled, redeployed, or had their	*This answer is public.*

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>employment ended, related to automation and AI during the reporting period.
Module: Working Conditions & Workforce Development
Tier: Comprehensive
3A Tagging: Action</td><td>
<table>
<tr><th>Treatment of employees</th><th>Number of employees</th><th>Percentages (%) of employees</th><th>Explanation of the calculation methodology (300 words per response)</th></tr>
<tr><td>Employees that have been reskilled</td><td>0</td><td>0</td><td>We do not currently have a people management system that tracks reskilling related to AI. We believe, however, that due to the nature of AI technology implemented, colleagues during 2025 were not adversely impacted by AI with AI used to assist colleagues within existing roles. Zero has therefore been entered in response to this question.
As the use of AI evolves, we will monitor impact and consider how best to capture relevant information as needed in future years.</td></tr>
<tr><td>Employees that have been redeployed</td><td>0</td><td>0</td><td>We do not currently have a people management system that tracks redeployment related to AI. We believe, however, that due to the nature of AI technology implemented, colleagues during 2025 were not adversely impacted by AI with AI used to assist colleagues within existing roles. Zero has therefore been entered in response to this question.
As the use of AI evolves, we will monitor impact and consider how best to capture</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td></td><td></td><td></td><td>relevant information as needed in future years.</td></tr>
<tr><td>Employees whose employment has ended</td><td>0</td><td>0</td><td>We do not currently have a people management system that tracks redundancy related to AI. We believe, however, that due to the nature of AI technology implemented, colleagues during 2025 were not adversely impacted by AI with AI used to assist colleagues in their existing roles. Zero has therefore been entered in response to this question.
As the use of AI evolves, we will monitor impact and consider how best to capture relevant information as needed in future years.</td></tr>
</table>
</td></tr>
<tr><td>7.11</td><td>Does the company use artificial intelligence in workforce management?
Tier: Comprehensive
Module: Working Conditions & Workforce Development
3A Tagging: Awareness</td><td>This answer is public.
> Yes
Question (7.11a):
If yes, please select in which workforce management use cases is AI used?
[Drop-down list – select all that apply]
Recruitment screening
Performance management
Scheduling / workforce planning
Workplace decisions (disciplinary/promotion)
Monitoring/surveillance
Others</td></tr>
</table>

Code	Question	Our Disclosure
		Answer: *This answer is public.* > Recruitment screening > Monitoring/surveillance > Other – Mainly engagement insight and attrition risk analysis *Question (7.11b):* If yes, does the HR function have anti-bias training in place related to AI context? *Answer:* *This answer is public.* > Yes

Question (7.11c):

If yes, please briefly describe how the company ensures AI is used fairly/appropriately in workforce management

Answer:

300 word limit

We're committed to the responsible use of AI, guided by our values, ethics and legal obligations. Across workforce management, we increasingly use AI including machine-learning and generative AI to support recruitment screening, engagement insight, expense reporting, attrition-risk analysis and our Cen AI assistant to help colleagues better understand work policies and support available. AI is broadly used to aid colleagues such as enhancing insight, productivity and personalised learning journeys. Workforce data used in AI systems is in both individual and aggregated formats with dedicated systems to protect personal/sensitive data in line with GDPR. We primarily communicate AI usage to colleagues with consent and channels for colleagues to raise specific queries/concerns. We recognise the risks associated with AI, including bias and privacy concerns, particularly where AI may be used to support recruitment screening and workplace decision-making. These risks are managed through human oversight, ensuring all decisions are made by humans. Risk management is further supported by dedicated AI Policy and Minimum Controls Standard/AI Acceptable Use Standard/AI Responsible Principles/AI Guides, establishing key safeguards and controls in adherence with

Code	Question	Our Disclosure
international frameworks and management systems like the EU AI Act and ISO/IEC42001. These are complemented by AI training, privacy impact assessments incorporating DE&I considerations, risk registers, GDPR compliance, and alignment with Our Code and Diversity, Respect and Inclusion Policy. Oversight is provided by our Group Chief Technology Officer and Group Technology. Activities are overseen by an AI Delivery Governance Board. Risk, Privacy and Ethics and Compliance teams support AI adoption/implementation whilst wider departments like Group Sustainability and DE&I are consulted as needed. To further mitigate risk, authorised AI solutions are only deployed with trusted partners such as Microsoft and AWS. We maintain ongoing dialogue with colleagues and trade unions alike to support transparent and responsible adoption including through policy development and key integrations.		
7.12	Does the company provide AI-related training to all the employees? Module: Working Conditions & Workforce Development Tier: Foundation 3A Tagging: Action 3A Tagging: Approach	*This answer is public.* [Drop-down list – select all that apply] -Yes, we provide AI related training to all employees -Yes, we provide AI related training to relevant business departments -Yes, we provide AI related training to senior leadership team -AI related training is not provided yet *Answer:* >Yes, we provide AI related training to relevant business departments
AND More details: Text box (300 word limit) In 2025, we rolled-out mandatory Responsible AI and AI literacy training for colleagues in line with the Responsible AI and EU AI Act, providing a baseline understanding of responsible AI use and associated legal, ethical and data considerations. This spanned key AI education including our AI Policy and Minimum Controls Standard, Responsible AI Principles and wider acceptable-use requirements, covering topics like AI governance, fairness, transparency, privacy, data protection, human oversight, security and accountability. Colleagues undertake Responsible AI training annually, supplemented by annual refresher training through Our Code. Those who use, oversee, develop, procure, support, maintain or govern AI, can complete additional role-appropriate training relative to the AI activities they support, on a voluntary ad-hoc basis. Depending on their role, colleagues may also be required to complete additional mandatory training on relevant topics where they've been identified as being at higher risk, such as financial crime training which covers anti-bribery and corruption. We also help colleagues develop practical AI skills to improve digital fluency so that they can thrive in role. In response to colleague feedback, we expanded Copilot to all colleagues in 2026 and rolled out additional training to support usage, providing voluntary on-demand and regular Live Event training to all colleagues throughout 2025-26, delivered both in-		

Code	Question	Our Disclosure
house and via third parties like Microsoft and LinkedIn Learning. Learning covers areas including effective prompting, productivity, analysis, content creation and collaboration across tools like Copilot and Loop. In 2026, we also launched our Data & AI apprenticeship, offering structured pathways from Microsoft Copilot and Microsoft 365 through to data insights, AI engineering and machine-learning, with opportunities to apply learning through workplace projects. Our Digital Champions further support adoption, sharing best practice and gathering feedback whilst our Digital and Data Health Check helps to identify capability needs and inform future support.		
7.C	Notes on Technology, data and automation Module: Working Conditions & Workforce Development	*(150 word limit)* *This answer is public.* No further comments.

8. Health, safety and wellbeing

Occupational health and safety

Code	Question	Our Disclosure
8.1	Does the company have a strategy to identify and manage health and safety risks? Tier: Foundation Module: Health, Safety & Wellbeing 3A Tagging: Awareness	
> Yes *Question (8.1a):*		

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If yes, please select which of the following mechanisms have been implemented as a part of the risk identification process and provide details on the management strategy

Answer:

Provide the mechanisms used to identify and manage health & safety risks (Select options that have been implemented)	Provide a description and example(s) on the management strategy for the selected mechanism (300 words per response)
>Health & Safety Committee	Health and safety risks (physical and psychological) are identified, monitored and managed through governance oversight by the Board's Safety, Environment and Sustainability Committee (SESC), which supports the Board in reviewing Group-wide health, safety and environment (HSE) performance across a suite of KPIs, assurance activities, and HSE risks to ensure appropriate challenge and oversight. In 2025 for example, the Committee oversaw occupational and process safety outcomes, monitored delivery of HSE improvement and culture programmes at Spirit Energy, reviewed assurance findings and regulatory actions, and tracked targeted risk mitigation initiatives addressing key risks such as hydrocarbon releases, gas and electrical safety, electrical hazards and cable strikes. The Committee also monitored progress against the Group HSE strategy, ensuring controls and assurance activities were strengthened to mitigate risk and improve safety performance. The Committee reviews its terms of reference annually to ensure they accurately reflect its responsibilities and evolving internal and external developments to maintain effectiveness. The Committee's effectiveness and performance were evaluated as part of an internal review, which identified health and safety risk oversight as a key focus area for 2026. The SESC devolves responsibility to CLT who provide oversight, challenge and accountability on a regular basis at around eleven meetings held annually. Management are responsible for day-to-day oversight and implementation of outcomes agreed by SESC and CLT.
> Health & Safety management systems (e.g. ISO45001)	Our HSE management system provides an integrated framework of policies, standards, procedures and guidance for identifying, managing and monitoring HSE risks across the Group, which supports our endeavour to continuously improve mitigation. Our management system continued to cover 100% of our workforce during 2025. At the heart of our management systems are policies and standards including our Wellbeing Policy and HSE Policy and Standard, which aligns with ISO14001, ISO45001 and HSG65. Each business operates its own HSE management system, risk register and

Code	Question	Our Disclosure
		control framework, supported by HSE professionals who identify emerging hazards and conduct first-line inspections and support governance through performance analysis and action development. Observations, incidents and corrective actions are recorded in a central system, with investigations undertaken, actions tracked to completion and lessons learned shared to support continuous improvement. HSE certifications and management systems across our businesses include ISO45001 certification. Our management system also provides specific support for vulnerable colleagues, including workplace and personal monitoring, health surveillance, occupational health services and healthcare support, a 24/7 emotional helpline and Mental Health First Aiders.
>Audits		We operate a Group-wide three line of defence model for HSE risk management, with assurance activities undertaken at different levels across the organisation. First Line of Defence (LoD) assurance and monitoring is undertaken within business units as part of their ownership and management of HSE risks and controls, providing ongoing oversight to ensure key controls are implemented and operating as expected. Second LoD HSE Functional Assurance is delivered through the Group HSE assurance programme. The programme provides independent oversight and challenge on the implementation and effectiveness of HSE arrangements and key controls, monitoring effectiveness of risk mitigation activities and identifying opportunities for improvement. The risk-based programme is informed by HSE risk profiles, performance data, previous assurance findings, regulatory developments and other relevant intelligence. Third LoD is provided through Internal Audit as needed, with all layers of defence supplemented at times where appropriate by specialist third-party expertise, enabling independent assessment of governance effectiveness, risk management and controls. Audits are undertaken annually as needed based on risk. Insights across the three LoD inform improvement actions, future assurance activity and HSE priorities, focusing attention on areas of greatest risk. Our HSE assurance team oversees the completion of assurance activities and resulting actions to ensure improvements are implemented and remain effective. Assurance may be accelerated in response to incidents, as demonstrated following the Tier 1 hydrocarbon release at Spirit Energy's Rivers Terminal during 2025. Audits may also cover areas such as road and office safety where needs are identified. This approach contributes to our 2026 priorities, including preventing containment losses, mitigating gas and electrical risks, and strengthening contractor management and road safety.

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	>Training	We promote a strong HSE culture through comprehensive training to reduce risk. Training covers specific safety topics such as road safety to improve practice whilst helping bring our Group-wide policies, standards, procedures and safe systems of work to life. Training and related policies and standards are available in appropriate languages and accessible formats, with additional support available for colleagues with visual or hearing impairments. All workers receive HSE inductions, whilst colleagues in higher-risk roles who may be more vulnerable to risk, such as Field engineers and those operating and maintaining energy assets, receive job-specific targeted training alongside risk assessment training. Managers also reinforce a strong safety culture through Toolbox Talks and workplace inspections, whilst lessons learned from significant incidents are shared across the Group to prevent recurrence with incorporation into training as relevant. To support the identification of occupational hazards and the management of psychological health and wellbeing risks, we've furthermore introduced dedicated mental health training for line managers in recent years with 62% completion during 2025. This training helps managers recognise when colleagues may need additional support and how to signpost extra support, which complements our ongoing rolling campaigns to all colleagues about the mental health and wellbeing support available. Annual mandatory training on Our Code reinforces our commitment to working safely and caring for one another, with 97% of colleagues completing the training during 2025. We strive to make learning accessible by aligning digital content with recognised accessibility standards, providing transcripts where appropriate and offering customisable accessibility features through My Learning Campus, including visual, cognitive and reading support. Colleagues attending in-person training can request additional assistance, and we work to address any accessibility needs that aren't currently being met.
	>Provision of PPEs	PPE requirements are determined through risk assessments. Where risks cannot be eliminated or adequately controlled through operational controls and other measures, appropriate controls are introduced such as PPE to address specific hazards. This includes items such as safety footwear, gloves, eye and head protection, high-visibility clothing, safety harnesses and respiratory protective equipment. For example, cut-resistant gloves may be introduced where residual cut hazards remain after other control measures have been applied. Our Arrangement on Personal Protective Equipment Policy outlines the requirements for PPE in accordance with our HSE Policy and Standard which incorporates The Personal Protective Equipment at Work (Amendment) Regulations. PPE requirements are communicated through training and operational controls.

Code	Question	Our Disclosure
	>Periodic risk assessment	HSE risks, hazards, threats and opportunities are identified and assessed across all business activities as well as our services and solutions, using a defined and documented risk assessment methodology. Risks are identified through mechanisms such as inspections, checklists and self-assessments, with evaluation based on their potential impacts and the effectiveness of existing controls. Risk assessments are documented, approved by competent and authorised personnel, regularly reviewed at least every three years, and updated following significant changes or incidents. Identified risks are managed through the application of the hierarchy of controls, with control measures implemented in proportion to the level of risk. Opportunities to improve HSE performance are identified and integrated into planning and continuous improvement processes. Health risks are further assessed and managed through a range of employee health assessments, including Display Screen Equipment, driver fitness and health surveillance assessments, helping to prevent, identify and mitigate ill health and workplace injury. We also support worker wellbeing through risk assessment and appropriate workplace adjustments for injured, ill or vulnerable workers, including modified duties and phased returns to work.
	>Other, please specify: Reporting	HSE performance relating to colleagues and contractors is monitored through a monthly KPIs dashboard. The dashboard includes a range of KPIs such as fatalities, total recordable Injury frequency rate (TRIFR), Lost time injury frequency rate (LTIRF). significant process safety events (Tier 1) and process safety incident frequency rate (Tier 1 and 2). Performance is reviewed monthly by business divisions and at CLT meetings, and triennially by SESC, providing oversight, challenge and accountability. Effectiveness can be demonstrated by all of our stated KPIs improving 2024-25, including our TRIFR falling by 3% to 0.61 per 200,000 hours worked, our LTIFR decreasing by 3% to 0.37 per 200,000 hours worked whilst maintaining zero fatalities. Meanwhile, our significant process safety incident frequency rate (Tier 1 and 2) likewise improved from 0.21 to 0.12 per 200,000 hours worked whilst one significant process safety event (Tier 1) occurred which was consistent with 2024. We also monitor wider wellbeing metrics including the number of interventions, absence days, return to work effectiveness and MyHealth net promoter score (NPS). Performance dashboard is likewise shared with leaders and Committees to maintain robust oversight. In 2025, positive performance was maintained – from over 100,000 health and wellbeing interventions, to 62% of colleagues who experienced absence due to sickness being able to return to work earlier than medical condition averages as a result of the MyHealth support received. Absence remained

Code	Question	Our Disclosure
		relatively steady at 13 days per full-time employee in the UK where the majority of our workforce is based. We regularly review best practice and regulation to ensure our approach to monitoring and reporting performance remains appropriate and effective.
8.2	Does the company consult with workers, trade unions and/or worker representative bodies when developing and evaluating health and safety policies and practices? Module: Health, Safety & Wellbeing Tier: Foundation Module: Workers' Voice & Representation 3A Tagging: Awareness	

This answer is public.

> Yes

Question (8.2a):

If yes, provide more details (see guidance for what details to include).

Answer:
(300 word limit)

This answer is public.

We regularly seek the views of workers and their representatives because we recognise that collaboration is vital to keeping colleagues safe. Trade unions play an important role in shaping and evolving our approach to health and safety policies and procedures. In the UK, our workforce is typically represented by unions including GMB, UNISON, Unite and Prospect, which we engage throughout the year on safety matters. Trade union safety representatives also receive HSE reports, observe investigations, participate in inspections, identify risk areas and contribute to procedural improvements. Our Policy Forum also allows policies to be consulted upon when they are being introduced or updated with recognised trade unions. As part of the ongoing maintenance of management systems, risk assessments and controls, HSE professionals regularly engage operational teams to ensure processes and practices remain effective. Employee consultations are also used where appropriate to gather feedback and inform changes to policies and procedures. In some cases, we run trials to test the effectiveness of proposed changes, enabling refinements to be made in partnership with

Code	Question	Our Disclosure

colleagues. Additional feedback channels, including annual campaigns such as Stop for Safety, provide opportunities to strengthen our safety culture, whilst surveys and focus groups help our award-winning wellbeing support to continue to evolve to meet colleagues' preventative and remedial needs. Colleagues are encouraged to report HSE observations and near misses in real-time and support associated investigations, enabling them to play an active role in preventing recurrence, with learnings implemented into training and associated procedures. We furthermore maintain ongoing engagement with key regulators, including the Health and Safety Executive and Environment Agency, to support legal compliance and effective risk management across operations.

8.3	Provide the total number and/or rate of recordable incidents of ill health or work-related injuries or (excluding fatalities), as well as the change in the number/ rate of incidents since the last reporting period, for employees and non-employees (direct operations workers) for the each of the company's top 10 significant operating locations. Tier: Foundation Module: Health, Safety & Wellbeing 3A Tagging: Action

Significant operating location (can add up to 10)	Number of incidents of ill health or work-related injuries (excluding fatalities)	Rate (%)	Change in the number of incidents since the last reporting period	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] (150 words)	Please select the types of workers covered in this metric	Calculation methodology (e.g. based on either 200,000 or 1,000,000 hours worked) (150 words)
Group/Global	163	0.61	-4 (167 in 2024)	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	The total recordable injury frequency rate (TRIFR) is calculated per

Code	Question	Our Disclosure

						200,000 hours worked.
UK	146	0.59	-15 (161 in 2024)	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	The total recordable injury frequency rate (TRIFR) is calculated per 200,000 hours worked.
Europe	12	0.66	+6 (6 in 2024)	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	The total recordable injury frequency rate (TRIFR) is calculated per 200,000 hours worked.
USA	5	2.89	0 (no change vs 2024)	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	The total recordable injury frequency rate (TRIFR) is calculated per 200,000 hours worked.

8.4	Provide the total number and/or rate of fatalities as a result of work-related injury, as well as the change in the number of fatalities since the last reporting period, for employees and non-employees (direct operations workers) for each of the company's top 10 significant operating locations.

Code	Question	Our Disclosure
	Tier: Foundation Module: Health, Safety & Wellbeing 3A Tagging: Action	

Significant operating location (can add up to 10)	Number of incidents of ill health or work-related injuries (excluding fatalities)	Rate (%)	Change in the number of incidents since the last reporting period	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored] (150 words)	Please select the types of workers covered in this metric	Calculation methodology (e.g. based on either 200,000 or 1,000,000 hours worked) (150 words)
Group/Global	0	0	0	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	We reported zero workforce fatalities in both 2024 and 2025. Accordingly, the workforce fatality rate was zero per 200,000 hours worked.
UK	0	0	0	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	We reported zero workforce fatalities in both 2024 and 2025. Accordingly, the workforce fatality rate was zero per 200,000 hours worked.

Code	Question	Our Disclosure

Europe	0	0	0	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	We reported zero workforce fatalities in both 2024 and 2025. Accordingly, the workforce fatality rate was zero per 200,000 hours worked.
USA	0	0	0	Per 200,000 hours worked	> Full-time/permanent employees > Fixed-term/temporary employees >Part-time employees > Non-Employee direct operations workers	We reported zero workforce fatalities in both 2024 and 2025. Accordingly, the workforce fatality rate was zero per 200,000 hours worked.

8.5	Please select the contract types included under "Non-employee direct operations workers" category selected in Q8.3 and Q8.4 Module: Health, Safety & Wellbeing	[Drop-down list – select all that apply] -Contractors (independent, self-employed) -Agency workers (e.g. labour agency, recruitment agency workers, franchisee workers) -Third party on site workers (e.g. subcontracted service workers, third-party workers) -Other (Please specify in the text box AND Text box (150 word limit) *This answer is public.* *Answer:* > Contractors (independent, self-employed) > Agency workers (e.g. Labour Agency, recruitment Agency workers, franchisee workers)

Code	Question	Our Disclosure
		> Third party on site workers (e.g. subcontracted service workers, third-party workers)
8.A	Notes on Occupational health and safety Module: Health, Safety & Wellbeing	*(150 word limit)* *This answer is public.* Protecting the physical and psychological wellbeing of colleagues and contractors is fundamental to maintaining a healthy, happy and productive workforce. Given the inherently hazardous nature of some of our activities - from travelling millions of miles to serve customers homes and businesses, to operating complex energy assets. As we help to deliver the energy transition by introducing new technologies and activities, related health and safety risks will change, requiring corresponding controls to remain effective. We therefore recognise that HSE is a key priority for our business as reflected in our robust HSE management system. Read more about HSE in our Annual Report & Accounts at www.centrica.com/ar25 or our Data Centre at www.centrica.com/performanceandreports.

Mental health risks and safeguarding

Code	Question	Our Disclosure
8.6	Does the company monitor and report on employee mental health and well-being, such as sick days due to mental health? Module: Health, Safety & Wellbeing Tier: Foundation 3A Tagging: Awareness	
This answer is public. > Yes *Question (8.6a):*		

Code	Question	Our Disclosure
	If yes, provide more details (see guidance for what details to include). *Answer:* *(300 word limit)* *This answer is public.* Supporting colleagues' psychological, emotional and social wellbeing remains a priority, underpinned by our comprehensive wellbeing programme and regular awareness campaigns. Absence, including for mental health reasons, is recorded through our people Management system, whilst business leaders monitor mental health absence trends to help identify and respond to emerging needs. A detailed MyHealth report is shared quarterly with business leaders, People Partners and HSE teams, providing insights into higher-risk age groups, genders, roles and societal factors, alongside actions that can be taken to better support colleagues. The report tracks a comprehensive range of KPIs, including the number and type of wellbeing incidents reported, improvements in conditions, return-to-work rates, NPS and return on investment (ROI). In 2025, we reported a work-related mental health incidence rate of 189 per 100,000 employees and average sickness absence of 13 days per full-time employee. Support is available through our MyHealth service, company-funded healthcare plan, 24/7 emotional support helpline, wellbeing app and network of 180+ Mental Health First Aiders, resulting in over 100,000 wellbeing interactions throughout the year. These insights help us identify trends and emerging risks, target support where it's most needed, enhance our wellbeing programme across key areas including emotional wellbeing, sleep, nutrition, exercise and financial wellbeing, and better signpost colleagues to appropriate support services. Effectiveness is monitored through the MyHealth NPS (+86) and return-to-work rates, with 62% of supported colleagues returning earlier than medical averages in 2025. Governance includes quarterly reporting to business leaders and trade unions, annual updates to the Board's SESC, and workforce sentiment monitoring through our quarterly Our Voice survey. We also publish an annual Wellbeing Statement outlining our approach and performance, contributing to our Tier 1 leadership position in the CCLA's mental health benchmark for the fifth consecutive year.	
8.7	Does the company integrate mental health safeguarding into job design and workplace conditions? Module: Health, Safety & Wellbeing Tier: Comprehensive 3A Tagging: Awareness	

Code	Question	Our Disclosure

This answer is public.

> Yes

Question:

If yes, provide more details (see guidance for what details to include).

Answer:

(300 word limit)

This answer is public.

We integrate physical and mental health safeguarding into job design and workplace conditions through 'good work' principles. Job design considerations include fair working hours, flexible/hybrid/part-time arrangements, and policies that support work-life balance such as family leave. All new employees or existing employees moving into roles requiring a new contract, complete an Introductory Health Assessment as part of the onboarding process. This helps identify health, wellbeing or workplace adjustment requirements, with each case reviewed individually and where appropriate, a Certificate of Fitness and reasonable adjustments implemented as required. Regular discussions with managers also occur, spanning performance and career conversations, workload, wellbeing and any changes needed to duties/working arrangements - including whether colleagues could benefit from more time in the office to learn and connect, or utilise focused-time at home. Managers receive mental health training and tailored toolkits to help identify and respond to wellbeing concerns. For those regularly working night shifts or routinely called out whilst on standby, our MyHealth service offers a health assessment to help identify and mitigate potential adverse impacts. Our Overtime & TOIL, Night Shift Allowance, Standby & Callout Policy sets out arrangements and entitlements including overtime/TOIL/standby duties/callouts and night shift allowances. All colleagues can access additional support through our Employee Assistance Programme (EAP) and company-funded healthcare plan including a 24/7 emotional support helpline and GP service, an on-demand wellbeing app and network of 180+ Mental Health First Aiders. We use engagement and consultation mechanisms like quarterly engagement surveys, focus groups, the Shadow Board, collective consultation and trade unions, to gather feedback on job design, ways of working, organisational change and wellbeing. Insights help assess the impact of changes to working practices, shape more colleague-centric working practices, and drive continuous improvement. We monitor effectiveness of changes including through performance evaluations, engagement scores, MyHealth NPS, absence and retention.

8.8	Has the company identified any of its operating locations, business lines and workforce demographics where physical and/or mental health and safety risks and injuries are reported to be higher, and are there any processes in place to address problem areas? Module: Health, Safety & Wellbeing Tier: Foundation

Code	Question	Our Disclosure
	3A Tagging: Awareness	

This answer is public.

> Yes

Question (8.8a):

If yes, please provide the details regarding the operating locations, business lines and workforce demographics as well as redressal mechanisms in place.

Answer:

This answer is public.

Identified location/business line (10 rows max)	Impact groups (Workforce demographics e.g. women, persons with disabilities, migrant workers)	Physical risk identified (150 words)	Mental risks identified (150 words)	Reasons for heightened risks (300 words)	Redressal mechanisms in place (300 words)
Engineering and Field operations in the UK and Ireland	Men (predominantly) Women Persons with disabilities Contractors and third-party workers	Manual handling, musculoskeletal (MSK) injury and repetitive strain injury (RSI) from lifting, carrying, bending, kneeling and working in confined spaces. Slips, trips and falls resulting in injury, particularly when working	Stress or anxiety from managing complex safety-critical situations or interactions with some customers. Fatigue from working defined shifts, overtime, callouts. Lone working risks, where engineers may	Engineering and Field-based roles can present heightened physical and wellbeing risks due to work involving physically demanding tasks, extended driving to customer locations, lone working, interaction with customers and their animals, and in some operations, complex	In 2025, we enhanced targeted support for colleague groups at higher risk of injury, including through our Electrical Services Wellbeing and Safety campaign for engineers. The campaign provided six months of targeted communications to electrical engineers. This tailored approach increased the reporting of MSK concerns through MyHealth,

Code	Question	Our Disclosure			
		in customers' homes, outdoor environments or at height. Fatigue-related risks from shift work, standby arrangements, callouts, extended driving and longer working hours. Vibration-related injuries from prolonged use of tools and equipment. Noise-induced hearing loss from exposure to noisy environments, machinery and equipment. Driving-related y risks, where prolonged periods of driving may contribute to back, neck or shoulder problems, or where high mileage may increase accident risk. Lone working risks, where engineers may work alone for extended periods. Fatality risk in extreme circumstances, arising from higher risk roles or activities.	work alone for extended periods, which could lead to a feeling of isolation/loneliness. Depression of feeling down from managing ongoing physical conditions such as MSK.	processes with inherent HSE risks. Shift-based working patterns and reduced flexibility over working hours compared with office-based roles may also increase the risk of fatigue and work-life balance challenges. Together, these factors can increase risk including injury or wider health and wellbeing incidence. Whilst we have a growing diverse talent pipeline for engineering, at present, most of our engineers are men and are therefore the main group impacted amongst those listed. MSK for instance contributes to the trend we see of men aged 40-49 years, accounting for the highest number of lost hours in this area.	enabling earlier referrals and access to support, helping improve recovery outcomes for colleagues. This was underpinned by additional support available via our company-funded healthcare plan to unlock MSK treatments. Targeted safety training also helps reduce risk of MSK alongside other incidents/injuries by strengthening awareness and enhancing safety culture amongst colleagues and contractors. This includes Time Out for Safety and Toolbox Talks. We additionally delivered wider wellbeing initiatives such as our Wellbeing on Wheels, providing opportunities for engineers to monitor key health indicators, access wellbeing support, and discuss safe working practices. This was supported by wellbeing campaigns throughout the year, encouraging colleagues to access expert advice and treatment via our company-funded healthcare plan alongside our network of 180 colleague Mental Health First Aiders. In

Code	Question	Our Disclosure			
					recognition that some interactions with customers can be challenging from front-line colleagues, we also communicate our policy that we will not tolerate abuse towards them from customers. Where colleagues feel at risk, they are advised to leave the situation, report the incident and, where necessary, pause services until the risk is addressed to avoid any further potential adverse impact experienced. These initiatives help address both the physical risks associated with engineering roles, including MSK injuries and operational safety risks, as well as the mental wellbeing impacts of frontline work.
Office-based/hybrid/ home workers globally	Men Women Persons with disabilities Contractors and third-party workers	MSK and RSI from repetitive activities or sitting for prolonged periods at a desk. Slips, trips and falls resulting in injury at work or whilst working at home.	Sedentary desk-based work may heighten wellbeing risk. Stress or anxiety from work pressures like workload, deadlines and changes in deliverables. Call centre colleagues may also be affected from customer abuse or	The majority of our office-based colleagues have the option to work flexibly which includes flexing working hours or working from home. Colleagues tell us this can help improve effectiveness by providing time to focus and deliver work, whilst supporting	We regularly review our wellbeing services to address key physical and mental health risks. Through MyHealth and MyCare support line, colleagues can access support for physical and wellbeing needs, including dedicated MSK and mental health services, alongside professional advice on sleep,

Code	Question	Our Disclosure			
		Diving-related risks from commuting could increase risk of accidents. Fatality risk in extreme circumstances arising from higher risk activities or accidents.	wider customer demands and/or interactions. Lone working risks, where colleagues working remotely may increase risk of isolation and blur work-life boundaries.	work-life balance by helping them manage personal commitments like the school run alongside work. However, office, hybrid and home working, can also present physical and mental health risks, including prolonged screen time, extended working hours, sedentary working, high workloads and competing priorities. These factors can contribute to conditions like MSK, eye strain, stress, fatigue and social isolation, as well as challenges maintaining healthy boundaries between work and home, potentially increasing the risk of anxiety. Some call centre colleagues may also experience stress or anxiety relating to some customer interactions as they work to help customers – whether helping resolve a customer service matter or providing energy bill support.	exercise/deskercise, nutrition and more. Preventative health assessments and DSE assessments, also help identify wellbeing and workplace adjustments, with Introductory Health Assessments completed by new employees and additional assessments available for all colleagues on an ongoing basis to accommodate changes in circumstances. To support early intervention, we run communications campaigns signposting the benefits of proactive support. This includes our Wellbeing on Wheels campaign nearly doubling health assessments undertaken across our sites to over 1,000 last year, unlocking access to support before issues escalate. Over 20,000 sessions were also undertaken by colleagues on our wellbeing app. With mental health remaining one of the leading causes of lost hours, we expanded our network of Mental Health First Aiders in 2025 to more than 180 across the UK and Ireland. These services are

Code	Question	Our Disclosure			
				Commuting may also increase road safety risk. Our workforce spans all groups indicated, reflecting the broader make-up of our workforce in office-based roles.	complemented by flexible benefits, manager training and wellbeing toolkits, helping to embed wellbeing in our culture at all levels. Following levels of abuse call centre colleagues have faced in recent years, we also run campaigns encouraging colleagues to exit abusive conversations and report the incident. This enables us to take appropriate action to protect colleagues from harming mental wellbeing. Safety campaigns and training further protect colleagues from physical risk. This includes campaigns to raise awareness around our policy prohibiting work calls whilst driving alongside undertaking mandatory Our Code training which incorporates safety and is complemented by wider targeted training as needed according to role. Ongoing analysis of absence trends helps inform targeted interventions for higher-risk colleague groups.
8.B	Notes on Mental health risks and safeguarding	*(150 word limit)*			

Code	Question	Our Disclosure
	Module: Health, Safety & Wellbeing	*This answer is public.* In 2025, the most common wellbeing challenges affecting our workforce included mental health conditions, particularly anxiety and depression, MSK issues such as lower back pain, and seasonal illnesses like colds and flu. Lifestyle factors including inactivity, insufficient sleep and excess weight, often increased risk and slowed recovery. We're driving meaningful progress to ensure every colleague feels safe and well, with access to the support they need to thrive because a happy and healthy workforce, enables colleagues to reach their full potential and serve our customers better. That's why we continue to be recognised as a UK leader in workplace mental health by CCLA and integrate wellbeing into our broader inclusion and flexible working policies, including quadrupling paternity leave and implementing a sector-first Transgender Inclusion Policy. Colleague sentiment is monitored through MyHealth NPS and our quarterly Our Voice survey, enabling us to respond to wellbeing concerns and evolve our approach.

Worker wellbeing

Code	Question	Our Disclosure
8.9	Does the company offer a health and/or well-being programme? Module: Health, Safety & Wellbeing Tier: Intermediate 3A Tagging: Awareness	
> Yes *Question (8.9a):* If yes, select the type of offerings provided by the company and provide an example of how the company has improved workers' well-being and how the company can evidence this. [Drop-down list – select all that apply] Healthcare coverage		

Code	Question	Our Disclosure

Mental health and well-being support (EAP/counselling)
Occupational health / return-to-work support (acas.org.uk)
Fitness/physical well-being, nutrition and healthy lifestyle support
Family support, and caregiving assistance
Safety/ergonomics and injury prevention
Workplace adjustments & accessibility support (disability/neurodiversity)
Flexible/hybrid working wellbeing support (incl. homeworking H&S)
Other (please specify in the text box)

Answer:

> Healthcare coverage

> Mental health and well-being support (EAP/counselling)

> Occupational health / return-to-work support (acas.org.uk)

> Fitness/physical well-being, nutrition and healthy lifestyle support

> Family support, and caregiving assistance

> Safety/ergonomics and injury prevention

> Workplace adjustments & accessibility support (disability/neurodiversity)

> Flexible/hybrid working wellbeing support (incl. homeworking H&S)

> Other

AND Text box **(150 word limit)**

Our UK wellbeing service, MyHealth, provides company-funded healthcare support for colleagues and their families, spanning physical and mental health, including specialist mental health, MSK, nutrition, sleep and exercise support. Colleagues can also access a 24/7 psychological support line, manager advice line and GP services. alongside proactive support such as CBT both at work and during absence. Our OneHub Wellbeing app provides access to wellbeing resources like deskercise, complementing mandatory ergonomic assessments, workplace adjustments, flexible/hybrid working and industry-leading carers/family leave. Flexible benefits include discounted gym memberships, cycle-to-work schemes, dental plans and Nuffield 360 health assessments. In 2025, there were 100,000+ wellbeing interventions, including 81,000 via MyHealth (2024-25: -1%). 62% of MyHealth users returned to

Code	Question	Our Disclosure
work earlier than clinical norms, generating £6m in estimated absence-related savings, whilst colleagues rated MyHealth NPS +86 (2024-25: -1ppt). Initiatives contributed to colleague engagement of 79/100 (2024-25: -2), with our wellbeing approach ranking in the top quartile.		
8.10 (CI.23)	What measures does the company have in place to ensure that workers who are unwell take sick leave, and other necessary leave, and are protected economically if they need to do so? Module: Health, Safety & Wellbeing Tier: Comprehensive 3A Tagging: Approach	
(300 word limit) Our sick leave arrangements comply with, and in some cases exceed, local legal requirements in every country where we operate. Our Attendance Management and Wellbeing policies are designed to be clear, fair and transparent, providing financial protection and ensuring colleagues are not penalised for illness-related absence. In the UK where the majority of our team are based, a FIT note is required after seven days of absence. Colleagues with over two years' service can receive up to 13 weeks' full sick pay followed by 39 weeks at 67% pay, whilst those with shorter service receive up to 10 weeks' full pay within a rolling 12-month period before statutory pay applies. Local variations apply in ROW. Colleagues are encouraged to take the time needed to recover fully, supported by line managers via wellbeing conversations and return-to-work planning, including phased returns and/or hybrid working where needed. Absences are recorded in our people management system and referred to our MyHealth Case Management team for triage within 24-48 hours, with additional interventions provided as appropriate. Eligible colleagues absent for 52 consecutive weeks due to illness or injury are covered by our Group Income Protection scheme, providing 67% of basic annual salary. We also offer other types of leave where people may need time off to support health and wellbeing. These include bereavement, maternity/paternity/adoption, fertility and gender affirming leave, as well as carers leave which provides industry-leading support of up to six weeks paid leave when matched with annual leave to support colleagues balance work with caring responsibilities. We regularly review our policies to ensure they remain fit for purpose and continue to support fairness, wellbeing and work-life balance, including making adaptations where required. For example, following COVID-19, we amended policies to ensure absence related to matters like self-isolation and quarantining, would not affect pay.		

Code	Question	Our Disclosure
8.10a (CI.24)	Which workers are covered under the above mentioned policies and measures? Select all that apply from the drop-down list. Module: Health, Safety & Wellbeing Tier: Foundation 3A Tagging: Approach	
[Drop-down list - select all that apply] Indefinite/Permanent employees Fixed-term/temporary employees Non-guaranteed hours employees (e.g. casual workers, on-call employees, zero-hours contracts/on-call employees) Contractors (e.g. independent, self-employed) Agency workers (e.g. labour agency, recruitment agency workers) Franchisee workers Third party on site workers (e.g. subcontracted service workers, third-party contract workers) *Answer:* > Indefinite/Permanent employees > Fixed-term/temporary employees		
8.10b	In the case of short-term, minor illnesses, does the company require a medical sick note to justify employee absences? Module: Health, Safety & Wellbeing Tier: Foundation 3A Tagging: Approach	*This answer is public.* *Answer:* > No
8.10c	Considering the administrative burden that medical notes place on physicians and the healthcare system, has the company considered providing more flexible alternatives for employees, such as a pool of personal leave days that don't require a medical certificate? If yes, describe the alternatives and whether they apply equally to all employees across the company Module: Health, Safety & Wellbeing Tier: Comprehensive	

Code	Question	Our Disclosure
	3A Tagging: Approach	
(300 word limit) *This answer is public.* We're committed to providing a caring and supportive environment for all colleagues across the company. This approach is supported by our occupational health team and manager discretion for short term sickness absence without having to rely on medical certificates where reasonable. Colleagues are not formally required to provide a FIT note for absences of seven days or less to reduce burden on both colleagues and the healthcare system, with longer-term absences supported through occupational health assessments, return-to-work planning and workplace adjustments where needed. We also provide personal leave options to support people in different situations through our forward-thinking policies such as our Attendance Management Policy and Family Leave Policy in the UK with local variations available. This includes enhanced sick pay, family leave, bereavement leave, maternity/paternity/adoption leave and industry-leading benefits like carers leave and fertility leave/treatment. This is complemented by our approach to flexible working which provides colleagues with the opportunity to flex hours and/or work from home, supported by a two-day volunteering allowance and a generous annual leave allowance with the option to buy more holiday if required. Our MyHealth wellbeing service supports colleagues and managers alike, providing impartial advice including specialist referrals where appropriate, whilst MyCare offers confidential psychological support and practical wellbeing guidance to colleagues and their dependants 24/7. To help others benefit from our approach, we are proud to be a Vanguard in the Keep Britain Working initiative. The initiative gives us the opportunity to share our experience and learn from other employers as well as help develop practical approaches to support people to stay well, remain in work and thrive.		
8.C	Notes on Worker wellbeing Module: Health, Safety & Wellbeing	*(150 word limit)* *This answer is public.* Volunteering is a big part of our culture at Centrica because we recognise it not only makes a big difference in our local communities, but it can also have a positive impact on colleague wellbeing and engagement. Whether providing energy advice to those who need help with their energy bills, supporting a local foodbank during the cost of living crisis or helping out with their child's school trip, our two-day paid volunteering allowance enables colleagues to have the flexibility to give back in a way that works for them. Explore more in our People & Planet Plan Report at www.centrica.com/ppp25. Read more about our health and

Code	Question	Our Disclosure
		wellbeing approach in our Health & Wellbeing Statement at www.centrica.com/healthandwellbeing25.

Work-life balance

Code	Question	Our Disclosure
8.11	Does the company enable workers to work flexibly? Module: Health, Safety & Wellbeing Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Awareness	

This answer is public.

> Yes

Question (8.11a):

If yes, please provide details of the company's flexible working initiatives and return-to-office policies, including which categories of workers these initiatives/policies apply to and the levels of uptake.

Answer:

(150 word limit)

This answer is public.

FlexFirst enables office-based employees (around 60% of our workforce) to work flexibly across home/office/hybrid locations and working hours (e.g. part-time/compressed/flexible), with office-based contractors also able to benefit from flexible arrangements. Eligible colleagues can work overseas for

Code	Question	Our Disclosure
up to 20 days a year, whilst wider policies support work-life balance through benefits including family and carers' leave. For frontline colleagues with less location flexibility, we offer alternative options including shift preferences and pay awards for engineers alongside seasonal hours, shift reviews and rotational 4/5-day working weeks for call centre colleagues. Guides and toolkits communicate arrangements and support managers and colleagues to optimise flexible working, whilst engagement surveys and performance reviews help monitor effectiveness. These arrangements support colleague wellbeing and development whilst meeting business needs, with periodic reviews to ensure they remain effective. Given the flexible nature of our arrangements, we're unable to report a specific Group-wide proportion benefiting from flexible working.		
8.D	Notes on Work-life balance Module: Working Conditions & Workforce Development Module: Health, Safety & Wellbeing Tier: Not scored	*(150 word limit)* *This answer is public.* We offer a range of forward-thinking working arrangements including flexible, hybrid, part-time, and compressed hours. FlexFirst is central to our commitment to work-life balance, giving colleagues greater choice in how they work. It was designed with feedback from over 5,000 colleagues, with 97% wanting a hybrid approach. Our leadership team champions flexible working, enabling time at home to focus with time in the office to connect, collaborate and create a stronger sense of team. This is complemented by a range of flexible benefits, including the option to purchase additional holiday, with over 4,400 colleagues doing so in 2025. To ensure inclusive practices are upheld, we provide flexible working guides and a dedicated helpline to support managers uphold and embed flexibility effectively.

9: Worker voice and representation

Freedom of association and collective bargaining

Code	Question	Our Disclosure
9.1	Does the company have a mechanism to consult with workers, their representative bodies and trade unions, as applicable, and/or implement any other steps to secure workers' rights to freedom of association and collective bargaining? Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Awareness	

> Yes

Question (9.1a):

If yes, select frequency of such consultations from the drop-down and provide details on the processes in place.

Answer:

Stakeholder Types Consulted (Select relevant options)	Description of Consultation Process (300 words)	Frequency of Consultation, select relevant option:
> Trade Unions	Working in partnership with trade unions Group-wide supports business goals benefitting colleagues, customers and wider society. We uphold workers' rights to freedom of association and collective bargaining, engaging recognised trade unions and workers' representatives through Collective Recognition Agreements. These provide frameworks for consultation, collective bargaining, negotiation, dispute resolution and escalation, with matters raised discussed with relevant operational leaders, supported by the Industrial Relations team, and actions tracked internally. Operational accountability sits with the Chief People Officer and People Leadership Team, with Board-level oversight of workforce matters. In the UK, Collective Agreements with four recognised trade unions (GMB/UNISON/Unite/Prospect) cover six collective bargaining units. In Ireland, Collective Agreements with three recognised unions (Unite/SIPTU/Connect) cover one bargaining unit. Elsewhere, works councils and trade union engagement may apply, although employee populations don't currently trigger requirements for formal works councils/other employee representation. Employed trade union representatives are supported	> Continuous / ongoing

Code	Question	Our Disclosure
	through facilities time and time off, enabling ongoing engagement ordinarily delivered through in-person/virtual meetings, consultations and negotiations. National and local councils meet quarterly supporting early engagement, consultation and negotiation, whilst a Policy Forum enables consultation on new or updated policies. Dedicated leadership forums support this regular engagement. The Centrica Joint Council, now in its sixth year, meets bi-annually, bringing together our Group Chief Executive, senior leaders and National Energy Officers (NEOs) from recognised trade unions to discuss strategic matters including large-scale organisational changes such as contractual changes and redundancy mitigation. The Future Energy Skills Programme, co-chaired by our Group Chief Executive and the General Secretary of the GMB Union, with support from UNISON, Unite the Union and Prospect, occurred on a one-off basis and focused on skills development and workforce transition. Updates and outcomes are transparently communicated through joint and company communications, worker representatives/NEOs, leadership townhalls, line managers and an accessible internal industrial relations hub as required.	
> Workers	We obtain Group-wide input directly from colleagues through a range of engagement and consultation mechanisms. Our quarterly Our Voice engagement survey provides regular opportunities for colleagues to share feedback on topics such line manager support, pay and career progression. Our Shadow Board, comprising of diverse colleagues from across the business, enables colleagues to regularly influence decision-making, challenge assumptions and engage with leaders on strategic topics such as DE&I, skills development and workforce strategy. Meetings occur in-person and online throughout the year. Our 10+ colleague-led diversity networks provide a further avenue for diverse colleague voices and perspectives to be heard via direct meetings and focus groups with leaders and members of the People team. Dialogue occurs as frequently as needed throughout the year on general updates as well as specific matters – from paternity leave and carers leave, to support for those undergoing gender affirming treatment or menopause. In 2025, we also launched Centrica Spark, our internal innovation and	> Continuous / ongoing

Code	Question	Our Disclosure
	ideas platform, which empowers colleagues to share, develop and champion ideas into opportunities for business growth in real-time. Wider consultation channels occur as needed including via formal consultation processes during reorganisation or site relocation, with self-nominated employee representatives. Colleagues are given time off for their participation across engagement and consultation channels with Centrica Spark integrated into how we do business day-to-day. Updates and outcomes are communicated via line managers, team leaders, leadership townhalls and company communications.	
9.2 (CI.25)	Provide the percentage (%) of employees covered by collective bargaining agreements for all locations in the direct operations Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Action	75
9.3 (CI.26)	Scope of disclosure (relates to Q9.2) Module: Workers' Voice & Representation	[Drop-down list - select one option] Domestic operations/HQ only All significant operating locations ≤25% of direct operations workforce 26%-50% of direct operations workforce 51%-75% of direct operations workforce ≥76% of direct operations workforce All direct operations workforce *Answer:* **>51%-75% of direct operations workforce**
9.4	Provide the percentage (%) of employees covered by collective bargaining	*This answer is public.*

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>agreements by each of the company's significant operating locations. If a percentage (%) breakdown by significant location is unavailable, please provide overall percentage (%) of employees covered by collective bargaining agreements and mention "Total" under location name
Module: Workers' Voice & Representation
Tier: Intermediate
3A Tagging: Action</td><td>
<table>
<tr><th>Significant operating location</th><th>Percentage (%) of employees in each location covered by collective bargaining agreements</th></tr>
<tr><td>Global/Group</td><td>75</td></tr>
<tr><td>UK</td><td>78</td></tr>
<tr><td>Europe</td><td>41</td></tr>
<tr><td>USA</td><td>0</td></tr>
</table>
</td></tr>
<tr><td>9.5</td><td colspan="2">Has the company identified any risks or restrictions to employees' right to freedom of association or collective bargaining in any of its direct operations?
Tier: Intermediate
Module: Workers' Voice & Representation
3A Tagging: Awareness</td></tr>
<tr><td colspan="3">This answer is public.
> No
Question (9.5b):
If no provide an example of action taken to identify and prevent risks or restrictions, including through engagement with workers, trade unions and/or worker representative bodies, as applicable.
Answer:

(300 word limit for 9.5a and 9.5b)

This answer is public.</td></tr>
</table>

Code	Question	Our Disclosure
We support all workers to further their employment interests and voice by having freedom of association and collective bargaining, or alternative means to facilitate this. This commitment is enshrined in Our Code and backed up by our membership of the United Nations Global Compact as well as our commitment to the ILO Core Conventions and UN Guiding Principles on Business and Human Rights. We believe our processes and practices effectively protect the right to freedom of association and collective bargaining across our direct operations, with no material risks or restrictions identified through our risk mitigation activities. Monitoring is conducted through various channels including our 24/7 confidential Speak Up reporting service, grievance channels and quarterly Our Voice engagement survey. The Ethics and Compliance and Employee Relations teams review concerns raised through Speak Up and grievance channels on an ongoing basis, with quarterly oversight by the Board's ARC, supporting the timely identification of potential issues. The Employee Relations team also monitors Our Voice survey feedback to identify concerns relating to workers' rights, whilst the Industrial Relations team monitors trade union membership and collective bargaining coverage throughout the year to identify any emerging issues. Preventative measures include ongoing awareness raising of the right to freedom of association and collective bargaining through line managers, townhalls, company communications including via our internal industrial relations hub and annual Our Code training, which reminds colleagues of this right and achieved 97% completion by colleagues during 2025. These practices safeguard the ongoing dialogue we have with our recognised trade unions and workers' representatives, including via our seven collective bargaining units in the UK and Ireland. The success of our approach has enabled us to have a highly unionised workforce which we are proud about.		
9.6	How does the company secure the rights of non-employee direct operations workers to collective bargaining? Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Approach	

This answer is public.

Contract type coverage	Describe the process used to secure the rights of non-employee direct operations workers to collective bargaining (300 word)
>Contractors (independent, self-employed)	We support all workers, including contractors, to exercise their rights to freedom of association and collective bargaining, or alternative means of worker representation. This commitment is embedded in Our Code which guides how we do business and is supported by our membership of the United Nations Global Compact and our commitment to the ILO Core Conventions and UN Guiding Principles on Business and Human Rights. This right is subsequently enshrined in our Resourcing Policy and Supplier Code of Conduct, supporting the responsible hiring of contractors. Upholding these requirements are embedded in labour provider contracts. Labour providers are also required to cascade this right within their own supply chains as set out in our Supplier Code of

Code	Question	Our Disclosure

	Conduct. Upholding these requirements are a key condition of doing business with us and is considered when contracts are awarded or renewed, providing the commercial incentive for labour providers to strengthen or maintain responsible practice in relation to the right to freedom of association and collective bargaining. Compliance is assessed through supplier onboarding and due diligence. Higher-risk suppliers may be subject to further review, including site inspections or remote worker surveys that assess whether collective bargaining rights are upheld. Where breaches may be identified, we work with suppliers to raise standards or where necessary if no improvements are made, we reserve the right to terminate our relationship.
>Agency workers (e.g. Labour Agency, recruitment agency workers, franchisee workers)	We support all workers, including agency workers, to exercise their rights to freedom of association and collective bargaining, or alternative means of worker representation. This commitment is embedded in Our Code which guides how we do business and is supported by our membership of the United Nations Global Compact and our commitment to the ILO Core Conventions and UN Guiding Principles on Business and Human Rights. This right is subsequently enshrined in our Resourcing Policy and Supplier Code of Conduct, supporting the responsible hiring of agency workers. Upholding these requirements are embedded in labour provider contracts. Labour providers are also required to cascade this right within their own supply chains as set out in our Supplier Code of Conduct. Upholding these requirements are a key condition of doing business with us and is considered when contracts are awarded or renewed, providing the commercial incentive for labour providers to strengthen or maintain responsible practice in relation to the right to freedom of association and collective bargaining. Compliance is assessed through supplier onboarding and due diligence. Higher-risk suppliers may be subject to further review, including site inspections or remote worker surveys that assess whether collective bargaining rights are upheld. Where breaches may be identified, we work with suppliers to raise standards or if no improvements are made, we reserve the right to terminate our relationship.
>Third-party on site workers e.g. subcontracted service workers, third-party workers	We support all workers, including third-party onsite workers, to exercise their rights to freedom of association and collective bargaining, or alternative means of worker representation. This commitment is embedded in Our Code which guides how we do business and is supported by our membership of the United Nations Global Compact and our commitment to the ILO Core Conventions and UN Guiding Principles on Business and Human Rights. This right is subsequently enshrined in our Resourcing Policy and Supplier Code of Conduct, supporting the responsible hiring of third-party onsite workers. Upholding these requirements are embedded in labour provider contracts. Labour providers are also required to cascade this right within their own supply chains as set out in our Supplier Code of Conduct. Upholding these requirements are a key condition of doing business with us and is considered when contracts are awarded or renewed, providing the commercial incentive for labour providers to strengthen or maintain responsible practice in relation to the right to freedom of association and collective bargaining. Compliance is assessed through supplier onboarding and due diligence. Higher-risk suppliers may be subject to further review, including site inspections or remote worker surveys that assess whether collective bargaining rights are upheld. Where breaches may be

Code	Question	Our Disclosure
	identified, we work with suppliers to raise standards or where necessary if no improvements are made, we reserve the right to terminate our relationship.	
9.A	Notes on Freedom of association and collective bargaining Module: Workers' Voice & Representation	*(150 word limit)* *This answer is public.* We respect freedom of association and the right to collective bargaining, underpinned by our commitment to internationally recognised human rights and labour standards as set out in Our Code. We engage constructively with recognised trade unions through Collective Recognition Agreements within our direct workforce which supports this right, alongside wider forums. Employees are made aware that they are covered by collective bargaining and can join a trade union, with further information available on our investor relations hub. Our approach extends beyond employees through our Supplier Code of Conduct, which requires suppliers to enable freedom of association and collective bargaining or equivalent worker representation. See more at www.centrica.com/ourcode and www.centrica.com/suppliers.

Worker voice

Code	Question	Our Disclosure
9.7 Which of the following mechanisms have been implemented by the company for enabling workers' participation in corporate decision making, Please select all relevant options from the drop-down, the frequency of such opportunities as well as effectiveness evaluation conducted on the implemented mechanism. Also provide an example wherein worker's contributed to corporate decision making with a short description. Module: Workers' Voice & Representation Tier: Comprehensive 3A Tagging: Action		

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3A Tagging: Approach		

This answer is public.

Row Title	Worker participation mechanisms (Note: All mechanisms need not be selected. Please select options that have been implemented)	Description of the mechanism (150 words)	Frequency	Are mechanisms evaluated for effectiveness? (Yes/No)	Short Example (300 words)
1. Formal representation mechanisms	>Trade unions / collective bargaining >Board-level Employee representation (e.g. workforce NED)	We enable employee participation in decision-making primarily through recognised trade unions/collective bargaining and Board-level employee representation. Our Collective Agreements provide mechanisms for engagement with recognised trade unions, enabling strong day-to-day trade union relations through regular consultation, negotiation, dispute-resolution processes, and our quarterly Collective Bargaining Unit council meetings as well as a Policy Forum. The Board also maintained a collective approach to colleague engagement, including site visits, leader-led townhalls, open Q&As, and breakfast sessions on	>Continuous/ongoing	> Yes	As an example, through established consultation and collective bargaining forums in 2025, recognised trade unions provided input into our evolving workplace strategy and associated site changes, helping ensure workforce considerations were reflected in how changes were developed and implemented. This included the decision to introduce transition support payments to help eligible colleagues manage the impact of changing office locations (e.g. Windsor to Reading) following potential concerns regarding additional travel or wider adjustment costs. Collective bargaining also supported robust annual pay increases. For example, a two-year pay deal guaranteed a 4% increase in both 2025 and 2026 for our Field

Code	Question	Our Disclosure			
		specific topics. The Board is supported by our Shadow Board of diverse colleagues who serve 18-month terms and regularly engage leaders to challenge executive-thinking, promote colleague-centric decision-making and share perspectives directly with Directors, strengthening the Board's understanding of organisational culture and business priorities.			engineering population. Effectiveness of representation mechanisms are assessed in real-time enabling adjustment throughout the year as needed. Effectiveness is assessed through ongoing constructive dialogue with trade unions, colleague feedback and outcomes arising from engagement alongside the annual Board Evaluation Process. Colleague participation is reviewed in line with key engagements annually and deemed effective, measured through union and collective bargaining representation rates and insight relating to aforementioned evaluation channels. Following earlier evaluations, we focus on early engagement with trade unions to support strong outcomes and the Board have a dedicated annual engagement plan to ensure they continue to grow understanding of the business and colleagues year-on-year.
2. Structured feedback mechanisms	>Employee engagement surveys (regular): >Pulse surveys / real-time feedback tools	Worker voice in corporate decision-making is unlocked through our surveys and systems. Engagement surveys, including our Group-wide quarterly Our Voice survey, tracks colleague sentiment, enabling their feedback to influence corporate decisions – particularly about workforce management and	> Continuous / ongoing	> Yes	An example from Centrica Spark includes an idea submitted by an engineer to improve operational efficiency. Following triage of evaluated submissions, feedback from the engineer led to his idea being progressed through development, testing and implementation, resulting in improvements to the smart locker

Code	Question	Our Disclosure			
	>Suggestion systems / digital feedback platforms	engagement. The leadership team and team leaders have direct oversight of engagement scores, enabling targeted action to address feedback. This is supported by pulse surveys on specific topics or parts of the business which are conducted as frequently as needed annually. In 2026, we also launched Centrica Spark, our innovation platform, providing a key route for continuous colleague participation in decision-making by sharing ideas to help improve our business – from efficiency and customer experience to business growth and sustainability. On an ongoing basis, colleagues are encouraged to submit ideas, upvote ideas or provide feedback on ideas. Particularly ambitious ideas may be referred to the Centrica Innovation Team for review.			system used to access parts and inventory. The resultant smoother collection process, has improved engineer experience and reduced unnecessary call volumes, enabling an estimated 1,000 productive hours to be regained annually for customer-facing work. Centrica Spark's efficacy is assessed by the value colleague ideas deliver to improving the way we do business month-by-month. Efficacy of participation is assessed via volume of ideas submitted and participation rates across business month-by-month. Centrica Spark, builds off the success of our Make a Good Idea Count Viva Engage group for British Gas colleagues, expanding the concept and enabling more colleagues from across the Group to participate, supported by dedicated communication campaigns and senior sponsorship to secure uptick in engagement following launch. Meanwhile, effectiveness of Our Voice is evaluated quarterly through the engagement score and associated sentiment across key measures such as manager support, leadership, reward and recognition, diversity and inclusion, retention and more, alongside volume of qualitative supporting commentary. Quarterly

Code	Question	Our Disclosure			
					colleague participation rates are also measured overall and by business, reflecting effectiveness. The introduction of an automated reminder in 2025, prompts colleagues to complete the survey which has aided participation rates.
3. Direct participation & dialogue	>Town halls / all-hands meetings >Focus groups / workshops >Direct consultation on specific business decisions	Colleagues can directly shape changes across the business through direct participation and dialogue. Our Chief Executive and other leaders, host regular townhalls and Q&A sessions which allow colleagues to directly share their thoughts and ideas to influence strategy, with events spanning the year, often tied to financial results, strategic updates or quarterly catch ups. We also have dedicated focus groups and listening sessions to target feedback from specific groups - whether that's our diversity networks to share what we're doing well and where we can continue to improve at regular intervals throughout the year, or our Field Colleague Change Board to ensure our frontline engineers and managers can exchange their views on a monthly basis. Direct consultation with colleagues is additionally undertaken on key business changes, such as reorganisation and site moves. Together,	> Continuous / ongoing	> Yes	In 2025, an example of our successful engagement can be demonstrated through our network engagement. Our parent and LGBTQ+ networks told us we could do more to support them at one of our regular meetings. By collaborating with networks and trade unions in the UK, we were able to work together to quadruple our paid paternity leave and launched our sector's first Transgender Inclusion Policy for those undergoing gender-affirming treatment. Effectiveness of our network, forums and consultation engagements is measured through membership/participation, feedback and outcomes delivered on an ongoing basis. Participation effectiveness is reviewed through membership tracking on an ongoing basis. Following a review of our network governance in previous years, we introduced the requirement for all of our networks to have both a Chair and Co-Chair serving a 24-month term.

Code	Question	Our Disclosure			
		these channels provide opportunities for direct dialogue and enable colleague perspectives to inform leadership discussions and decision-making.			Two-year terms balance continuity with fresh perspectives, whilst creating leadership and development opportunities for a wider range of colleagues. Regular townhalls and Q&A sessions are likewise measured for efficacy via participation rates and feedback in line with their occurrence. Following a previous review of the mechanism, strategic sessions were repeated at different times and colleagues encouraged to attend via leadership communications, enhancing participation.
4. Grievance & escalation	>Formal grievance channels >Whistleblowing mechanisms	Formal whistleblowing and grievance mechanisms provide an avenue to shape corporate decision-making on an ongoing basis. All colleagues, suppliers and workers across our value chains alongside business partners, can raise concerns through our Speak Up phone and online whistleblowing service. Speak Up is free and confidential, enabling concerns to be raised openly or anonymously without fear of retaliation 24/7. Grievance channels are also available to colleagues to raise concerns. The outcomes can influence decision-making and enable learnings to be embedded to avoid repeat occurrence.	> Continuous / ongoing	> Yes	Examples of these mechanisms are best illustrated by reviewing them as whole rather than on an individual basis. In 2025, we continued to run campaigns highlighting the duty of colleagues to speak up if they have concerns about the way business has been conducted. Across the course of the year, this resulted in colleagues making 236 Speak Up reports and 226 grievances, totalling 462 concerns, with 86% investigated and closed during the year with the remainder due to complete in 2026 (includes all cases raised versus those upheld). Effectiveness is measured on an ongoing basis by monitoring the volume of reports

Code	Question	Our Disclosure			
					raised, the nature of reports raised, the remedial action taken to achieve case resolution, and the effectiveness of case resolution. Participation effectiveness is measured on an ongoing basis, harnessing industry benchmarks as a comparison. In previous years, we have run additional targeted campaigns to signpost the channels available for grievance and escalations, drawing out our anti-retaliation position to enhance effectiveness.
Other	n/a - No other mechanisms to detail.	n/a - No other mechanisms to detail.	n/a	n/a	n/a - No other mechanisms to detail.

9.8	How does the company obtain worker feedback? Provide the percentage (%) of employees who participated in the company's most recent engagement survey or equivalent and the level of satisfaction indicated along with other details mentioned in the table. Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Action 3A Tagging: Approach

Feedback channels used (select all that apply) >Engagement/satisfaction survey	How often is the feedback obtained? Select relevant option:	Participation rate (%)?	Measured Outcome (Please provide details of the outcome and the satisfaction measure used such as e-NPS; % Favourable; Mean score) (300 words)	Actions taken based on	If yes, please provide a short description (300 words)

Code	Question	Our Disclosure			
>Focus groups >One-on-ones/listening sessions >Representative bodies/unions >Hotline/grievance trends >Other (specify in the short description)	>Continuous / ongoing >Quarterly >Biannually >Annually >Ad hoc			feedback (Yes / Not yet)	
> Engagement/satisfaction survey	> Quarterly	76%	Our Group-wide quarterly engagement survey, Our Voice, is fundamental in providing regular colleague insight across a variety of workforce measures such as line manager support, leadership, reward and recognition, diversity and inclusion and others. This regular insight enables us to track sentiment over time, and adjust action as needed. Engagement feedback is split by business, department and team, and shared with leaders and managers alike for discussion at department and team meetings, to unlock more tailored action plans across the business. The feedback also shapes Group-wide actions overseen by the Board. During 2025, we maintained our top quartile performance for the majority of the year, with our year-end position landing at 79 out of 100. This is one point below top quartile for our	> Yes	There were several actions taken off the back of the engagement survey to maintain strong engagement levels. Following colleague and trade union feedback, in 2025 we reintroduced Sharesave to provide greater financial support for colleagues, started running 'Ask Me Anything' Q&A engagement sessions with our Chief Executive, and launched Centrica Spark to tap into the power of colleague-thinking and deliver improvements that will enhance the way we all work together. Key outcomes from the colleague engagement survey are communicated openly through colleague channels such as townhalls, leader-led communications, team meetings and trade union

Code	Question	Our Disclosure
		sector and two points lower than our 2024 score. We are encouraged that despite significant organisational changes underway to simplify our business and improve customer outcomes, we saw only minor changes in colleague engagement. Insights from other worker voice channels such as grievances, trade union dialogue, focus groups and KPI workforce tracking, are combined with Our Voice outcomes by the Organisational Effectiveness team. This enables the People function to identify broader issues and trends across the workforce and take appropriate action.
		representatives. The success of our approach is additionally reflected in rankings like Glassdoor's Top 50 Best Places to Work in the UK and The Times Top 50 Employers for Gender Equality. Looking ahead, we'll continue to support our colleagues as we focus on delivering our strategy whilst ensuring everyone feels valued, included and motivated to energise a greener, fairer future.
9.9 (CI.27)	Provide one example of how workers have influenced decision making on an issue of substance in the reporting period. Module: Workers' Voice & Representation Tier: Comprehensive 3A Tagging: Action	

(300 word limit)

This answer is public.

During 2024–25, we continued listening to colleagues as part of our commitment to building a more inclusive workplace. Focus groups with our colleague diversity networks helped us understand colleague experiences and priorities, highlighting the need for us to enhance the existing support we provide to parents and trans colleagues. Their feedback informed proposals that were reviewed and approved by our leadership team and subsequently discussed with our recognised trade unions through established consultation processes and our Policy Forum. This engagement process led to the outcome of forward-thinking policy changes, including increasing fully paid paternity leave from two to eight weeks in collaboration with our Working Parents Network, and introducing our Transgender Inclusion Policy, developed with our LGBTQ+ Network. The latter policy is a first-of-its-kind in our sector and

Code	Question	Our Disclosure
won Best Network Initiative of the Year at the Employee Network Awards. The policies were subsequently embedded in our people management system and proactively communicated to colleagues to ensure they're aware of the support available. The two developments build upon our wider industry-leading policies such as our Carers Leave Policy, developed in collaboration with our Carers Network and trade unions, which enables colleagues to take up to 30 days' paid leave when matched with annual leave. Together, these policies and others, make a big difference by helping different colleagues with different needs better balance work with personal commitments or needs, supporting them to stay in work and thrive in their careers without sacrificing what's important to them. Action and outcomes like this are key to helping us progress towards our stated goal to reflect the full diversity of our communities by 2030 in line with Census data for working populations, including 48% women and 3% LGBTQ+ representation at an all company and senior leader level by 2030.		
9.B	Notes on Worker voice Module: Workers' Voice & Representation	*(150 word limit)* *This answer is public.* Note Q9.7: Our Shadow Board members also sponsor our employee-led diversity networks, enabling them to better understand the full range of employee needs when representing the views of colleagues in their interactions with leaders. These mechanisms provided opportunities for colleagues to share perspectives directly with Directors and contributed to the Board's understanding of organisational culture and business priorities. Read more about our Shadow Board and networks in our People & Planet Plan Report at www.centrica.com/ppp25.

10: Grievance mechanisms

Grievance mechanisms

Code	Question	Our Disclosure
10.1	Does the company provide mechanism(s) through which workers can raise complaints or concerns? Module: Human Rights Due Diligence & Workforce Assessment	

Code	Question	Our Disclosure
	Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Awareness	

> Yes

Question (10.1a):

If yes, please provide the details on the grievance channels available, type of workers covered, option to maintain anonymity for the aggrieved and a brief description on grievance mechanism

Answer:

This answer is public.

Mechanism to report grievances/complaints available to workers	Can the complainant maintain anonymity through this channel?	Which type of workers can access the grievance channel?	Description about the grievance mechanism/ channel (300 words)
> Hotline	> Yes	> Full-time/permanent employees in direct operations > All employees in direct operations (including contractors, part-time workers) > Non-employee direct operations workers > Value chain workers > Other (Please specify in the description column)	Our primary grievance mechanism is Speak Up - our independent 24/7 phone and online reporting system managed by a third party called Navex Global. The service is free and confidential, enabling individuals to raise concerns openly or anonymously, including reports of improper, unethical or illegal practices including human rights concerns. Speak Up is available to anyone wishing to raise an issue, including our direct colleagues, non-direct employees, workers in our supply chain, business partners, customers and the public. Matters raised through Speak Up are reviewed by our Group Ethics and Compliance team and investigated by Employee Relations or the Fraud and Investigations team as required, ensuring independence throughout, with a specific escalation route for human rights-related reports. Following an investigation, appropriate action is taken to address the issue if upheld, which may include disciplinary action and/or

Code	Question		Our Disclosure
			reporting to the relevant authorities. As set out and communicated in Our Code, we're committed to protecting anyone who raises a concern in good faith and don't tolerate retaliation against anyone who reports possible or actual breaches of Our Code. Retaliation is considered gross misconduct, and anyone who believes they've suffered detrimental treatment or retaliation after speaking up, are encouraged to raise this immediately with their line manager, Employee Relations team or through Speak Up, so that it can likewise be investigated by the respective team. Outcomes are stored confidentially, with volumes and trends monitored through KPIs, including reports per 100 employees against external benchmarks. Relevant trends and learnings are used to inform preventative action and improvements to working practices, often involving collaboration between People and/or Ethics and Compliance teams and business leaders. Oversight is provided by the Board's Audit and Risk Committee (ARC). The employee grievance and Speak Up processes follow best practice HR protocols, shaped through trade union and colleague engagement.
> Web portal	> Yes	> Full-time/permanent employees in direct operations > All employees in direct operations (including contractors, part-time workers) > Non-employee direct operations workers > Value chain workers > Other (Please specify in the description column)	Our primary grievance mechanism is Speak Up - our independent 24/7 phone and online reporting system managed by a third party called Navex Global. The service is free and confidential, enabling individuals to raise concerns openly or anonymously, including reports of improper, unethical or illegal practices including human rights concerns. Speak Up is available to anyone wishing to raise an issue, including our direct colleagues, non-direct employees, workers in our supply chain, business partners, customers and the public. Matters raised through Speak Up are reviewed by our Group Ethics and Compliance team and investigated by Employee Relations or the Fraud and Investigations team as required, ensuring independence throughout, with a specific escalation route for human rights-related reports. Following an investigation, appropriate action is taken to address the issue if upheld, which may include disciplinary action and/or reporting to the relevant authorities. As set out and communicated in Our Code, we're committed to protecting anyone who raises a concern in good faith and

Code	Question		Our Disclosure
			don't tolerate retaliation against anyone who reports possible or actual breaches of Our Code. Retaliation is considered gross misconduct, and anyone who believes they've suffered detrimental treatment or retaliation after speaking up, are encouraged to raise this immediately with their line manager, Employee Relations team or through Speak Up, so that it can likewise be investigated by the respective team. Outcomes are stored confidentially, with volumes and trends monitored through KPIs, including reports per 100 employees against external benchmarks. Relevant trends and learnings are used to inform preventative action and improvements to working practices, often involving collaboration between People and/or Ethics and Compliance teams and business leaders. Oversight is provided by the Board's Audit and Risk Committee (ARC). The employee grievance and Speak Up processes follow best practice HR protocols, shaped through trade union and colleague engagement.
> In-person / HR	> Not yet	> Full-time/permanent employees in direct operations > All employees in direct operations (including contractors, part-time workers)	For UK colleagues, our internal grievance process provides a further route for raising workplace concerns. Whilst colleagues can raise concerns anonymously through Speak Up, grievances raised directly through our People team are not anonymous due to the different nature of their complaint. Colleagues are encouraged to raise issues directly with their manager in the first instance, with the aim of resolving the matter informally. Where this approach isn't appropriate or where the issue can't be resolved informally, a formal written grievance can be raised with their manager, the next appropriate level of management, or another manager within the company. This is followed by a formal grievance meeting, with the right to be accompanied by a work colleague or trade union representative. Where the matter remains unresolved, an independent appeal process is available. Grievance cases are supported by Employee Relations, who appoint independent managers of the appropriate level to investigate the matter raised. Grievances addressed may result in disciplinary action and/or reporting to the relevant authorities. Colleagues who raise concerns in good faith are treated fairly, respectfully and confidentially. For wider grievances raised

Code	Question		Our Disclosure
			through Speak Up, the Ethics and Compliance or Employee Relations team supports the independent investigation, depending on the nature of the report made as outlined above. Outcomes are stored confidentially, with volumes and trends monitored through dedicated KPIs. Relevant trends and learnings are used to inform preventative action and improvements to working practices, often involving collaboration between People and/or Ethics and Compliance teams and business leaders. Oversight is provided by the Board's ARC. Both the grievance and Speak Up processes follow best practice HR protocols and are further shaped through trade union and colleague engagement. Employees based outside of the UK follow local processes aligned to those in the UK.
> Trade Union	> Not yet	> Full-time/permanent employees in direct operations > All employees in direct operations (including contractors, part-time workers)	Trade unions play an important role in supporting colleagues and their right to a fair and safe workplace, including in grievance cases. Where a group of colleagues has a joint grievance, the recognised trade union or appropriate employee representative, will usually raise the collective grievance on colleagues' behalf. The grievance then follows the standard grievance process set out earlier in Q10.1 including investigation and action to address any upheld reports which may result in disciplinary action and/or reporting to the relevant authorities as well as ensuring learnings are incorporated into policies, processes and practices. Union representatives can also accompany employees at individual disciplinary and grievance meetings, where they can provide support, take notes, act as a witness to discussions and, where appropriate, speak on the employee's behalf or help present and summarise their case. Given the nature of raising incidents via a trade union, anonymity is not provided although anyone seeking to take up this right, can instead utilise our Speak Up service. Colleagues who choose this channel to raise a grievance, are safeguarded by anti-retaliation practices set out in Our Code. As part of this commitment, we make it clear that we protect those who raise concerns in good faith, with retaliation considered gross misconduct. For anyone who experiences retaliation after speaking up, they are encouraged to report it promptly through their line manager, Employee Relations team or via Speak Up for investigation.

Code	Question	Our Disclosure
10.2	Which workers can access the channel(s)/mechanism(s) identified in Q10.1? Select all that apply from the drop-down list. Module: Human Rights Due Diligence & Workforce Assessment Tier: Intermediate Module: Workers' Voice & Representation 3A Tagging: Approach	[Drop-down list – select all that apply] - Employees - Non-employee direct operations workers - Value chain workers - Other *This answer is public.* *Answer:* > Employees > Non-employee direct operations workers > Value chain workers > Other
10.2a	For every group of workers covered, provide more details (see guidance for what details to include). Module: Human Rights Due Diligence & Workforce Assessment Tier: Intermediate Module: Workers' Voice & Representation 3A Tagging: Approach	

(300 word limit)

This answer is public.

Concerns involving potential breaches of Our Code or illegal or unethical behaviour and grievances, can be reported openly or anonymously through Speak Up via the independent helpline, online portal or mailbox. Its accessible to everyone including employees, contractors, agency/third-party workers, value chain workers (primarily Tier 1), business partners, customers and the public. Reporting telephone lines are available in the UK, Ireland, Denmark and the USA, with English and Danish speaking support. Speak Up is supported by our wider grievance process for direct workforce, with concerns raised via the People team. Our Group Grievance Policy applies to our UK workforce, with grievances in non-UK operations managed by local

Code	Question	Our Disclosure
People teams in line with local processes and languages, which are broadly aligned across the Group. We monitor worker access to channels to ensure they can raise grievances without issue, enabled through contact analysis, worker feedback and audits as appropriate. Access is primarily promoted via ongoing communication campaigns and annual Our Code refresher training internally, alongside socialisation of our Supplier Code of Code and Our Code webpage externally. Trade unions and NGOs have historically helped shape grievance mechanisms, campaigns and learnings implementation, and are updated on performance throughout the year. Trade unions may also provide support and representation to those raising concerns. Concerns are reviewed by Group Ethics and Compliance and Employee Relations, with independent and confidential investigations facilitated to maintain anonymity as appropriate. Concerns from value chain workers may require additional involvement from teams like Responsible Sourcing/Procurement to investigate and address matters. Our anti-retaliation stance is openly communicated alongside our grievance mechanisms to protect anyone who raises concerns in good faith, with retaliation considered gross misconduct. Anyone who believes they've been retaliated against, are encouraged to report it immediately including via line managers, with retaliation reports investigated and managed via aforementioned teams/processes.		
10.2b	For any group of workers not covered, state any plans to give access in the future. Module: Human Rights Due Diligence & Workforce Assessment Module: Workers' Voice & Representation Tier: Intermediate 3A Tagging: Approach 3A Tagging: Awareness	*(300 word limit)* *This answer is public.* n/a
10.3	Does the company assess the effectiveness of its grievance mechanism(s) against the criteria in Principle 31 of the UN Guiding Principles on Business and Human Rights (that is, whether the mechanism(s) is legitimate, accessible, predictable, equitable, transparent, and compatible with human rights)? Module: Workers' Voice & Representation Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation 3A Tagging: Awareness	

Code	Question	Our Disclosure
This answer is public. > Yes *Question:* If not yet, how does the company assess whether workers trust the mechanism(s)? *Answer:(300 word limit for 10.3a 'Yes' and 150 word limit for 10.3b 'Not yet')* Grievance mechanisms are assessed against effectiveness criteria in Principle 31 of the UN Guiding Principles on Business and Human Rights (legitimate/accessible/predictable/equitable/transparent/rights-compatibile/continuous learning/ engagement and dialogue). We use feedback, reporting trends/benchmarks and usage rates to assess awareness, engagement and trust. To address potential concerns and enable continuous improvement, we respond through enhanced training, awareness campaigns, clearer signposting and visible leadership commitment to grievance processes. Annual Our Code refresher training reinforces colleagues' understanding of their responsibilities/rights and how to raise grievances/concerns. Engagement with workers and their representatives supports ongoing mechanism development. Trade unions for example, provide input, particularly on significant issues and/or where colleagues seek representation, with learnings including from remedies, used to strengthen processes and awareness. We regularly engage with unions on policy effectiveness through our policy forum and quarterly bargaining unit councils, where data and insights on grievance effectiveness and trends can be shared and discussed to support earlier resolution. In the last four years, collaboration like this has enabled consolidation of three business unit grievance policies into one to improve consistency and clarity on timelines, roles and responsibilities. Our Employee Relations team have also strengthened in-house mediation by identifying and addressing conflict trends. And to strengthen Group grievance tracking/monitoring, we're additionally looking to implement a central help facility in our Group-wide people management system. We furthermore seek insight from value chain workers. In 2025, we increased engagement at higher-risk Tier 1 supplier sites through 35 independent on-the-ground audits and worked with AndWider to deploy remote worker surveys. These provide additional mechanisms for gathering insight directly from value chain workers about working conditions and identifying issues for follow-up/investigation. With the launch of our Supplier Code of Conduct in 2026, we also enhanced signposting of Speak Up to raise awareness. Our 2025 analysis of grievance mechanisms found them to remain effective.		
10.4 (CI.28)	Provide the number of grievances relating to human rights and/or workers' rights reported and resolved in the reporting period in the company's direct operations and in the company's value chain.	*This answer is public.* **Area of operations** / **Number of grievances reported** / **Number of grievances resolved** Direct operations / 462 / 396

<table>
<tr><th>Code</th><th>Question</th><th>Our Disclosure</th></tr>
<tr><td></td><td>Module: Human Rights Due Diligence & Workforce Assessment
Module: Workers' Voice & Representation
Module: Value Chain Resilience & Responsible Sourcing
Tier: Intermediate
3A Tagging: Action</td><td><table><tr><td>Value chain</td><td>0</td><td>0</td></tr></table>
Refer to further details in the Notes section (Q10A).</td></tr>
<tr><td>10.5</td><td colspan="2">Provide an example of how the company has provided or contributed to providing a remedy for a human rights/workers' rights grievance raised in the reporting period, including by consulting with impacted workers and any lessons learned.
Module: Value Chain Resilience & Responsible Sourcing
Tier: Intermediate
Module: Human Rights Due Diligence & Workforce Assessment
Module: Workers' Voice & Representation
3A Tagging: Action</td></tr>
<tr><td colspan="3">(300 word limit)

This answer is public.

A recent third-party SMETA audit at a Tier 2 manufacturing site identified a significant number of non-compliances. Findings included inaccessible firefighting equipment, locked fire exits, excessive working hours, wage deductions as disciplinary measures and age discrimination in recruitment. Given the seriousness and volume of findings, we considered disengagement and were prepared to exit the relationship if the supplier would not improve. We communicated our findings to the supplier and following positive discussion, we determined that continued engagement provided an opportunity to remediate the workforce and human rights matters identified to raise standards. Together, we've developed a detailed corrective action plan covering each identified non-compliance, with clear remediation timeframes and requirements to provide supporting evidence. Weekly progress reporting to our Procurement function provides ongoing oversight, transparency and accountability. A follow-up independent audit was scheduled within three months to assess whether corrective actions had been implemented effectively and whether the issues identified through the original audit had been addressed with impacted workers consulted. This provided an independent mechanism for evaluating the effectiveness of the remediation measures rather than</td></tr>
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Code	Question	Our Disclosure
relying solely on supplier reporting, which resulted in a positive outcome that was communicated to the supplier. The case reinforced the importance of proportionate supplier engagement, clear remediation requirements, regular monitoring and independent verification when serious worker and human rights concerns are identified. It also demonstrated the value of retaining escalation and responsible disengagement as options where remediation is insufficient, whilst prioritising corrective action where a supplier demonstrates willingness and capacity to improve to benefit workers. We have used learning from this process to more clearly formulate our escalation and remediation process, to ensure we apply it consistently in future to help others raise standards and address grievances. We communicated this case in our Modern Slavery Statement to help share learning with other companies.		
10.6	What policies and procedures does the company have to protect workers from retaliation and reprisal for speaking up or lodging a grievance relating to their rights as workers and working conditions? Module: Human Rights Due Diligence & Workforce Assessment Module: Workers' Voice & Representation Tier: Foundation 3A Tagging: Approach	
(300 word limit) *This answer is public.* We promote a 'speak up' culture and enable anonymity alongside appropriate impartiality, allowing us to protect and enhance workers' rights and conditions. This commitment is outlined in Our Code and Supplier Code of Conduct, and primarily backed by our Speak Up Policy, Grievance Policy and Procedure, and Disciplinary Policy and Procedure. These policies state our zero-tolerance for retaliation against anyone who raises grievances, including employees/non-employees in direct operations/value chain, who raise a grievance or report a suspected/actual breach of Our Code in good faith, regardless of investigation outcome. Retaliation is considered gross misconduct, with potential disciplinary action up to and including dismissal and/or responsible exit from third-party relationship depending on circumstances. Anyone who experiences retaliation is encouraged to raise this with line management, People teams or Speak Up, enabling investigation by Ethics and Compliance or the Employee Relations team, with support of wider teams as needed like Responsible Sourcing/Procurement. Through communication campaigns, annual Our Code refresher training, colleague inductions, socialisation of Supplier Code of Conduct and encouraging suppliers to have whistleblowing/anti-retaliation processes outlined in our Responsible Labour Practice Toolkit, we aim to foster a culture where every worker can speak up without fear of retaliation. These activities specifically raise awareness of reporting mechanisms, protections available, and ability to report concerns anonymously, including via our online/telephone Speak Up service. We've seen increased use of Speak Up following dedicated campaigns and training activity, indicating that interventions are effective in		

Code	Question	Our Disclosure
encouraging usage and providing confidence that workers feel satisfied with protections. During investigations, personal information is kept confidential and isn't disclosed beyond the immediate team handling the concern, unless required by law or where an important public interest is at stake. Where others need to know the identity of those involved, this is first discussed with the complainant/their representative.		
10.A	Notes on Grievance mechanisms Module: Workers' Voice & Representation Module: Human Rights Due Diligence & Workforce Assessment	*(150 word limit)* *This answer is public.* Q.10.4: Number of grievances relate to all reported and resolved cases raised during 2025, regardless of outcome with a small number resolved the following year due to factors such as timing or complexity. We cannot split the data by human rights or workers' rights specifically, so we've reported all cases which may stretch into some non-human rights categories. We also cannot easily split our data by value chain. This means some value chain grievances may be reported as part of our direct operations. In 2025, we received 236 reports through Speak Up which is in line with the external benchmark for a company our size, with 226 grievances directly received via our People team, totalling 462 concerns across the two channels. Of these, 86% were investigated and closed within the year, with the remainder progressing into 2026. Most cases related to interpersonal relations and were subject to investigation.

11. Value chain transparency

Value chain structure and location

Code	Question	Our Disclosure
11.1	Provide a description of the company's value chain and explain its role in the company's business model.	

Code	Question	Our Disclosure
	Module: Value Chain Resilience & Responsible Sourcing Tier: Foundation 3A Tagging: Awareness	
(300 word limit) Centrica is an integrated energy company operating across the energy value chain, spanning upstream energy and commodity sourcing, trading and optimisation, generation and storage, and the downstream supply of energy, services and solutions. Our business model is predominantly delivered through three complementary segments which support one another to energise a greener, fairer future: Retail (1.8k suppliers; 58% of supply chain spend), Infrastructure (1.6k suppliers; 14% of supply chain spend) and Optimisation (>1,000 suppliers; 1% of supply chain spend). Retail supplies energy and energy services to 10m residential and business customers mainly through British Gas, Bord Gáis Energy and Centrica Business Solutions. Energy is secured through our business and wholesale markets, whilst suppliers provide inputs ranging from boilers and smart technology products to engineer uniforms. Infrastructure invests in energy sourcing, generation, storage and smart technology assets, supporting downstream customers, energy market participants and system operators. Activities include Centrica Power's UK nuclear interests via equity stake alongside our gas-fired power stations/peakers, solar farms and battery storage, Centrica Energy Storage+'s Rough storage facility, joint venture with Spirit Energy for oil and gas, the Isle of Grain LNG Terminal, alongside Centrica Smart Meter Asset's smart meter business. Optimisation, through Centrica Energy, connects infrastructure with retail customers and wider energy markets. It trades and optimises gas, power, LNG and renewable energy, transacting with utilities, renewable generators, industrialists and financial institutions. Group Functions support our operations (600 suppliers; 22% of supply chain spend). Across these activities, we spend around £3bn on goods and services across several thousand Tier 1 suppliers. The majority of these are in the UK and Ireland although we've suppliers worldwide, including in higher risk jurisdictions like Cambodia, China, India, Malaysia, Thailand, Turkey and Tunisia. We do not have full visibility of all Tier 2 and 3 suppliers.		
11.2	Provide details on the company's approach to map its value chain, including beyond the first tier. State the percentage of the company's upstream value chain mapped to date. Module: Value Chain Resilience & Responsible Sourcing Tier: Foundation 3A Tagging: Action 3A Tagging: Approach	

Code	Question	Our Disclosure

This answer is public.

Description of value chain mapping (300 words)	Mapping method	Percentage of upstream value chain mapped (%)	Mapping scope	Key gaps or limitations identified (150 words)	Other details (e.g. teams involved, current or planned activities, timelines) (300 words)
100% of Tier 1 suppliers register in our third-party supplier management system and are mapped with respect to location. Mapping consists of a mixture of Tier 1 headquartered locations alongside site locations. To better understand our supply chain given this limitation, we ensure due diligence is conducted on all Tier 1 suppliers. Those identified as presenting higher ethical risk based on country and commodity risk indices via our third-party Sedex tool are subject to regular enhanced risk assessments, and potentially a SMETA 4-Pillar site audit at Tier 1 or Tier 2 level, with follow up activity to remediate any issues identified. Beyond Tier 1, we've undertaken limited mapping on a category centric basis in accordance with our risk-based approach, with any subsequent mapping targeted rather than being universal. Mapping to higher tiers is therefore reserved for higher risk categories where we seek information from suppliers on manufacturing locations, component sourcing and raw material origins. This enables us to focus	>Internal supplier data collection / questionnaires	100	>Tier 1	As disclosed, in some cases, the supplier is mapped to the headquartered location rather than the site location undertaking the Tier 1 activity due to the way the data is entered in our supply chain management system. This provides an incomplete picture of where our Tier 1 suppliers are located which we hope to improve over time. Given the breadth of our supply chain and challenges gaining greater transparency, we recognise there are further gaps in	Teams involved in existing mapping primarily include Procurement and Responsible Procurement. To ensure resources and efforts are best spent, we'll continue to maintain our approach to mapping by focusing on higher risk areas to ensure we can appropriately identify and assess material IROs. In 2027, one of our priorities is to improve our third-party risk management end-to-end framework for identifying, assessing, mitigating

Code	Question	Our Disclosure
more in-depth on our upstream supply chain mapping on areas like solar panels and battery systems, and the associated component sourcing and raw materials used in their production, reaching Tier 3 and beyond.		knowledge, particularly across Tiers 2 to 3 and beyond. and monitoring supply chain risks throughout the relationship lifecycle. As part of this project, we will replace fragmented legacy processes with one consistent process, harness automation to reduce onboarding effort and further advance supply chain mapping more consistently beyond Tier 1 to strengthen risk oversight. We review our approach on an annual basis and adjust as needed. The 100% figure cited applies to Tier 1 only.
11.3	Does the company publicly disclose the results of its value chain mapping? Tier: Intermediate Module: Value Chain Resilience & Responsible Sourcing 3A Tagging: Awareness	

Code	Question	Our Disclosure
> Not yet *Question:* If not yet, state any future plans and/or describe any alternative measures implemented by the company to improve transparency of its value chain? Include examples *Answer:* *(URL/doc upload and table for 11.3 'Yes')* *(150 word limit for 11.3b 'Not yet')* We've several thousand Tier 1 suppliers and don't currently disclose value chain mapping. We're improving upstream visibility by mapping beyond Tier 1 in high-risk categories, supported by responsible sourcing questionnaires, risk assessments, category-specific due diligence and audits. With support from the Solar Stewardship Initiative, solar mapping has reached mono-grade silicon level, informing targeted action on potential XUAR-related risks, including establishing a preferred supplier list to reduce risk. We communicate progress publicly, primarily through our Modern Slavery Statement and third-party disclosures like EcoVadis/CDP/WDI. To improve our third-party risk management end-to-end framework for identifying, assessing, mitigating and monitoring supply chain risks in 2027, we believe we'll be able to further advance supply chain mapping more consistently beyond Tier 1. We review opportunities to enhance traceability annually, informed by evolving risk profiles alongside stakeholder expectations, and continue to consider opportunities for greater transparency including supply mapping publication as our approach evolves.		
11.A	Notes on Value chain structure and location Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.* More information about our business model and value chain together with our due diligence activities, can be found in our Modern Slavery

Code	Question	Our Disclosure
		Statement at www.centrica.com/modernslavery.

Value chain numbers

Code	Question	Our Disclosure
11.4 (CI.29)	Provide the number of first tier suppliers in each of the company's top ten sourcing locations (determined by percentage of overall procurement/spend). Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Action	

This answer is public.

Top ten sourcing locations by percentage of overall procurement/spend	Number of first tier supplier organisations	Method/Process used to determine number
UK	2,201	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Ireland	320	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.

Code	Question	Our Disclosure
USA	73	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Netherlands	18	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Belgium	18	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Germany	15	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Norway	12	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Sweden	11	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
France	7	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.
Canada	6	Sourcing locations ranked by number of Tier 1 supplier organisations is determined by a dataset pulled from our primary (UK) spend system. Broader breakdown is not yet readily available.

Code	Question	Our Disclosure
11.5	Provide the estimated number of workers in the first tier of the company's upstream value chain. Companies can indicate what percentage of their upstream value chain this covers in 11.6. Module: Value Chain Resilience & Responsible Sourcing Tier: Comprehensive 3A Tagging: Awareness	*(Numbers only)* *This answer is public.* 3,000,000 Refer to further details in the Notes section (Q11B).
11.6	Scope of disclosure (relates to Q11.5) Module: Value Chain Resilience & Responsible Sourcing	[Drop-down list - select one option] ≤50% of first tier 51%-75% of first tier ≥76% of first tier All of first tier *This answer is public.* **≤50% of first tier**
11.7	Provide the average length of relationship the company has with its direct suppliers. Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Awareness	*(50 word limit)* *This answer is public.* Three years is our average contract length. Whilst we are committed to building long-term, strategic partnerships to drive continuous improvement in performance and sustainability, we are currently unable to access information relating to the average length of ongoing relationships in instances where contracts have been renewed.

Code	Question	Our Disclosure
11.8	What type of data company collects related to its value chain workforce? Module: Value Chain Resilience & Responsible Sourcing Tier: Comprehensive 3A Tagging: Approach	*This answer is public.* [Drop-down list – select all that apply] - Contract types - Non-employee workers proportion - gender identity -Age Group -Wage -Health & Safety -Other (Please specify) AND Text box (150 word limit) *Answer:* > Contract types > Non-Employee workers proportion >Gender > Age Group > Wage > Health & Safety > Other (please specify) – Migrant backgrounds
11.8a	For the selected parameters in the previous question please indicate the data source or collection methodology deployed and provide further details Tier: Comprehensive Module: Value Chain Resilience & Responsible Sourcing 3A Tagging: Action 3A Tagging: Approach	

Code	Question	Our Disclosure

Row Title	Data Source / Collection Methodology	Additional Details (300 words)
Contract types	>Supplier Self-reporting > Audits >Third-party platforms	Supplier self-assessment questionnaires, supplemented by ethical audits, provide insight into employment terms and contract types at in-scope supplier sites. This includes whether work is seasonal, part-time, full-time, fixed-term or casual. Data is typically collected through Sedex during supplier onboarding, with in-scope sites expected to keep information up to date throughout the duration of our relationship in order to provide greater insight into the shape of our supply chain and associated risk. Coverage focuses on a small number of higher risk Tier 1 suppliers which extends into Tier 2. We continue to strengthen the scope and coverage of this data through ongoing supplier engagement, due diligence and the maintenance of up-to-date information for in-scope sites.
Non-employee workers proportion	>Supplier Self-reporting > Audits >Third-party platforms	Information on the use of non-employee workers across our upstream value chain is available for a subset of suppliers, including whether suppliers use labour providers and agency workers and the extent of this activity. This provides some insight into the proportion and use of non-employee workers within supplier workforces. Coverage includes a small group of higher risk Tier 1 and Tier 2 suppliers. We seek to gradually improve the scope and coverage of this data as the number of suppliers and sites in the system evolves, providing opportunities to strengthen understanding of the use of non-employee workers across our upstream value chain which may support risk mitigation measures already in place.
Gender identity	>Supplier Self-reporting > Audits >Third-party platforms	Data based on gender is collected through Sedex for some in-scope upstream supplier sites. Gender of value chain workers is collected for a subset of supplier sites via surveys and audits. Whilst data is typically captured based on sex rather than identity, we have reported against gender under the gender

Code	Question	Our Disclosure
		identity row given the close alignment and because we are unable to de-select the option in the portal to report in 'other'. Coverage includes some higher risk direct Tier 1 and Tier 2 supplier sites. We look to gradually improve the scope and coverage of this data as the suppliers within the system evolves, providing opportunities to strengthen our understanding of worker profiles across our value chain, to underpin existing risk mitigation processes.
Age group	>Supplier Self-reporting >Third-party platforms	Information on the age profile of workers across our upstream value chain is available through supplier self-assessment questionnaires via the Sedex third party platform. This includes information on the number of young workers aged 15–18 years, the age of the youngest worker at a site, and whether any workers are below the legal working age. Sedex collects this information to inform child labour risk flags within its system, providing opportunities to support the identification of potential child labour and young worker-related risks. Coverage currently includes a small group of higher risk Tier 1 and Tier 2 supplier sites. We seek to gradually improve the scope and coverage of this data as the number of suppliers and sites in the system evolves, providing opportunities to further strengthen the identification of potential age-related risks and review/remediate as required.
Wage	>Supplier Self-reporting > Audits >Third-party platforms	Information on wages across our upstream value chain is gathered through a range of sources, including the Sedex platform, third-party site audits and remote worker surveys. This includes information on the timely and regular payment of wages and their adequacy across a subset of supplier sites. All in-scope UK suppliers are expected to pay at least the Real Living Wage to in-scope value chain workers who deliver goods or services to Centrica, as set out in our Supplier Code of Conduct. Collection of information on payment and adequacy of wages covers a small number of higher-risk Tier 1 suppliers, extending to a selection of Tier 2 sites. We look to gradually improve the scope and coverage of this data, providing opportunities to further strengthen the

Code	Question	Our Disclosure
		identification of potential wage-related risks and support existing processes to escalate and remediate as required.
Health & safety	>Supplier Self-reporting > Audits >Third-party platforms	Information on health and safety conditions across our upstream value chain is gathered through a range of sources, including surveys and due diligence questionnaires, third-party risk platforms such as Sedex and EcoVadis, and third-party ethical audits and remote worker surveys as well as Centrica Ethical Site Inspections. This information enables opportunities to strengthen potential identification of possible health and safety risk at supplier sites. Coverage includes some higher risk direct Tier 1 suppliers and often extends beyond Tier 1 into Tier 2 sites. We expect to gradually improve the scope and coverage of this data, supported through ongoing supplier engagement, monitoring and due diligence, with processes in place to address and remediate identified issues if they arise.
Other (If selected in Q11.8)	>Supplier Self-reporting >Third-party platforms	Data on worker migration background is collected for some in-scope upstream supplier sites and includes information on international and domestic migrant workers, as well as worker nationalities and languages spoken across supplier sites. Data is captured via surveys and our Sedex platform. Coverage includes some higher risk direct Tier 1 and Tier 2 supplier sites. We look to gradually improve the scope and coverage of this data as the number of suppliers and sites in the system evolves, providing opportunities to strengthen our understanding of worker profiles across our upstream value chain, to support existing risk mitigation processes.

11.B	Notes on Value chain numbers Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.* Note Q11.5/11.6: Like many companies, we have Tier 1 workforce information for less than 50% of our suppliers. Our estimate of approximately 3m

Code	Question	Our Disclosure
		workers is therefore indicative and may be higher or lower in practice. In the interests of transparency and in line with the principles of WDI, we have provided an estimate using the average number of workers reported by a sample of higher-risk suppliers through the Sedex supplier management platform as a proxy and applied it across all of our active suppliers. We aim to gradually expand the coverage of Tier 1 workforce data in future years.

High risk value chain areas

Code	Question	Our Disclosure
11.9	Provide details on any products, services and/or raw materials, at any stage of the value chain, that the company considers to be potentially or has been exposed to heightened risks of forced labour, held labour, modern slavery or human trafficking. Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate Module: Human Rights Due Diligence & Workforce Assessment 3A Tagging: Action 3A Tagging: Approach 3A Tagging: Awareness	
This answer is public.		

Code	Question	Our Disclosure

Risk Type	Potential or existing exposure to risk for any products, services or raw materials	Are these risk associated products, services and raw materials are critical to Business?	Details (please specify the relevant products, services or raw materials and the nature of any potential risk exposure) (300 words)
Forced Labour	>Products >Raw materials	> Yes	Net zero is a core strategic objective for us and society. Some low carbon technologies, however, carry risk relating to forced labour. Whilst solar panels are a key technology to support the transition, we recognise industry-wide concerns regarding potential forced labour in solar supply chains, particularly relating to polysilicon production associated with XUAR. Solar therefore presents heightened inherent raw material and manufacturing risk. Likewise, battery systems are a key net zero technology but subject to risks relating to the mining/processing/refining of critical minerals associated with forced labour in areas like XUAR and DRC alongside wider manufacturing risks. We manage exposure through robust due diligence, including independent expert audits and corrective action plans, alongside enhanced supply chain mapping and traceability to raw material level for solar. Industry collaboration through the Solar Stewardship Initiative further supports traceability, informing our preferred supplier approach to mitigate XUAR exposure. Our contract templates also include standard terms relating to responsible sourcing of critical minerals, requiring suppliers to source higher-risk raw materials sustainably and responsibly. Effectiveness is monitored through due diligence KPIs, ongoing supply chain risk profiles, grievance mechanism monitoring and site audit findings, including suspected/actual forced labour and resolution of non-conformances. Performance and plans are reviewed through our Human Rights and Modern Slavery Steering Group and SESC to provide appropriate oversight and challenge. To date, we've not identified confirmed forced labour in our supply chain. Suppliers are incentivised to maintain appropriate labour standards through continued business relationships, supported by compliance with due diligence requirements and timely remediation. Procurement colleagues are also incentivised through performance management and recognition processes to uphold responsible sourcing given this

Code	Question		Our Disclosure
			forms part of their standard duties. These incentives support responsible sourcing and risk management more broadly but are not specifically linked to the identification of salient human and labour rights risks.
Modern Slavery	>Products	> Yes	Modern slavery risk is primarily concentrated within our supply chain, with higher inherent country/product risk associated with the manufacture of solar panels (e.g. China), battery systems (e.g. China and India), smart technology products (e.g. China, Thailand, Malaysia) and garments (e.g. China, Cambodia, Turkey, Tunisia and the UK). More vulnerable workers like young people and migrant workers are at higher inherent risk. These products are all either important to advancing our ability to progress the energy transition by helping our customers consume energy more sustainably, or to ensure our engineers work safely and effectively. We manage risk through a risk-based due diligence approach, including supplier risk assessment, supply chain mapping, ethical audits and periodic reassessment alongside resultant corrective action plans. Collaboration with Slave-Free Alliance and Utilities Against Modern Slavery support the evolution of our approach through best practice insight. We assess effectiveness of our approach including through KPIs spanning risk profile and remediation of audit non-compliances, including the identification of potential or actual incidence of modern slavery, alongside grievance mechanism monitoring, using findings to inform continuous improvements to our due diligence. We've not identified instances of confirmed modern slavery but remain vigilant. The Human Rights and Modern Slavery Steering Committee alongside SESC, oversees efficacy and challenges our approach if needed to ensure mitigations remain effective. Supplier incentives and consequences are built into our approach, for example, where significant issues are identified, suppliers are required to complete corrective actions with poor performance potentially affecting their ability to undertake continued business for us and/or participate in future tenders. Procurement colleagues are expected and incentivised through performance management and recognition processes to uphold responsible sourcing as part of their job, supported by modern slavery training. Incentives promote responsible sourcing but are not specifically linked to identifying salient human and labour rights risks.

Code	Question		Our Disclosure
Human Trafficking	>Products	> Yes	Human trafficking risk is primarily concentrated within our supply chain, with higher inherent country and product risk associated with the manufacture of solar panels (e.g. China), battery systems (e.g. China and India), smart technology products (e.g. China, Thailand and Malaysia), and garments (e.g. China, Cambodia, Turkey, Tunisia and the UK). These products are important to supporting the transition to net zero and enabling our engineers to carry out their roles safely and effectively. More vulnerable workers, such as young people and migrant workers, are at greater risk of trafficking and exploitation. We manage potential exposure through a risk-based due diligence approach, including supplier risk assessments, supply chain mapping, ethical audits, periodic reassessments and resulting corrective action plans. We also collaborate with Slave-Free Alliance and Utilities Against Modern Slavery to inform the continued evolution of our approach through best practice. We assess effectiveness through KPIs relating to ongoing risk profiling, supplier audit findings, including identified potential or actual incidences of human trafficking and resolution of non-conformances, and grievance mechanism monitoring. Findings inform continuous improvement of our due diligence. The Human Rights and Modern Slavery Steering Committee and SESC oversee performance and provide challenge to help ensure mitigations remain effective. Supplier incentives and consequences are embedded within our approach. Suppliers are required to address significant issues through corrective actions, with performance potentially affecting continued business or participation in future tenders. Procurement colleagues are expected and incentivised through performance management and recognition processes to uphold responsible sourcing as part of their core responsibilities, supported by training to identify human trafficking and wider modern slavery risks. These incentives promote responsible sourcing and risk management more broadly but are not specifically linked to identifying salient human and labour rights risks.
Child Labour	>Products	> Yes	Child labour risk is primarily concentrated within our supply chain, with higher inherent country and product risks associated with the manufacture of solar panels (e.g. China), battery systems (e.g. China and India), smart technology products (e.g. China, Thailand and Malaysia), and garments (e.g. China, Cambodia, Turkey, Tunisia and the UK). These products support the transition to net zero and enable our engineers to carry out their roles safely and effectively. We manage potential exposure through risk-based due diligence, including supplier risk assessments, supply chain mapping, ethical audits, periodic reassessments and corrective

Code	Question		Our Disclosure
			action plans. We also collaborate with Slave-Free Alliance and Utilities Against Slavery to inform the continued development of our approach through best practice insights. In 2025, audits identified six procedural non-compliances relating to young workers, including missing health examinations or night shifts, but no instances of forced child labour were identified. Effectiveness is assessed through KPIs including audit findings, remediation of non-conformances, monitoring of grievance mechanisms. The Human Rights and Modern Slavery Steering Committee and SESC oversee performance and challenge the effectiveness of mitigations. Supplier incentives and consequences are embedded within our approach, with corrective actions supporting continued or new business, whilst failure to improve affects future business and/or tender participation. Procurement teams are supported through training, annual performance processes and our recognition scheme to prioritise responsible sourcing practices. These incentives promote responsible sourcing more broadly but are not specifically linked to identifying salient human and labour rights risks.
Other (specify in the additional details column)	>Products	> Yes	Working conditions, including health and safety, represent the most common category of non-compliance identified within our ethical audit programme with issues such as inadequate fire safety measures or safe chemical storage being recurring categories of finding. Excessive working hours and irresponsible use of overtime are also known issues. Higher inherent country and product risks in these areas are associated with the manufacture of solar panels (e.g. China), battery systems (e.g. China and India), smart technology products (e.g. China, Thailand and Malaysia), and garments (e.g. China, Cambodia, Turkey, Tunisia and the UK). These products are important to delivering our net zero ambitions and supporting the safe and effective delivery of our engineers' roles. We manage exposure through risk-based due diligence, including supplier risk assessments, supply chain mapping, ethical audits, periodic reassessments and corrective action plans. We also collaborate with Slave-Free Alliance to inform the continued development of our approach through the sharing of best practice. Effectiveness is assessed through KPIs including remediation of audit findings and monitoring of our Speak Up system, alongside grievance mechanism monitoring. Findings inform continuous improvements to our due diligence. The Human Rights and Modern Slavery Steering Committee and SESC oversee performance and challenge the effectiveness of mitigations. Supplier incentives and

Code	Question	Our Disclosure
		consequences are embedded within our approach, with corrective actions supporting continued or new business, whilst failure to improve may affect future business and/or tender participation. Procurement and Responsible Procurement teams are further supported through training, annual performance processes and our recognition scheme, helping them undertake their duty to uphold responsible sourcing. These incentives support broader responsible sourcing objectives rather than being directly tied to the identification of salient human and labour rights risks. Although these measures cannot eliminate potential health and safety risks, they help identify heightened exposure, target mitigating actions and strengthen protections for workers.
11.C	Notes on High risk value chain areas Module: Human Rights Due Diligence & Workforce Assessment Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.* We also work closely with our partners to identify emerging risks via best practice benchmarking, research and saliency assessments, and ensure we continue to focus our due diligence efforts in the most effective way we can. To find out more about our responsible sourcing approach, read our Modern Slavery Statement at www.centrica.com/modernslavery.

12: Responsible sourcing

Sourcing strategy

Code	Question	Our Disclosure
12.1	What measures are in place to incentivise those responsible for the company's day-to-day sourcing decisions to effectively ensure the company meets responsible sourcing and workers' rights commitments (beyond adherence to the company's Employee/Business Code of Conduct/Ethics Code etc)? Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Approach	

(300 word limit)

This answer is public.

We've a range of measures to encourage effective decision-making by colleagues who are responsible for day-to-day sourcing to support our responsible sourcing and workers' rights commitments. Procurement Managers and other colleagues with sourcing responsibilities, are accountable for embedding responsible sourcing due diligence throughout supplier selection and management in conjunction with balancing commercial decision-making. Colleagues involved in supplier and price negotiations are expected to apply relevant due diligence requirements and consider supplier risk alongside commercial factors, rather than prioritising price at the expense of responsible sourcing standards. Colleagues receive training on areas such as modern slavery and are supported by Responsible Sourcing Champions, who provide additional expertise and guidance across Procurement teams, empowering them to carry out their job effectively. Performance related to delivering sourcing responsibilities, including managing supplier risk and supporting responsible sourcing outcomes, is evaluated through triannual performance reviews and our year end performance management processes linked to merit and bonus awards. Additional day-to-day supplementary incentives to reward responsible due diligence is available through our global recognition platform, enabling colleagues to recognise achievements such as embedding strong responsible sourcing practices, with feedback supporting performance discussions and points redeemable for monetary vouchers at key retailers. Incentives are also in place for roles accountable for ensuring the right strategic decisions are made to uphold responsible sourcing and workers' rights, alongside the identification of any issues in relation to these focus areas. For instance, Procurement Directors alongside other key Responsible Sourcing personnel, are incentivised through standard performance evaluation processes linked to remuneration based on their ability to reduce risk and strengthen supply chain resilience, factoring in responsible sourcing and ethical concerns among other risk vectors. These measures go beyond baseline adherence to Our Code which is incorporated in everyone's contract, incentivising colleagues to actively identify/manage/mitigate responsible sourcing and workers' rights risks.

12.2	Does the company assess supplier performance against its own human rights commitments, as applicable, as part of the process for selecting new suppliers?

Code	Question	Our Disclosure
	Module: Human Rights Due Diligence & Workforce Assessment Tier: Foundation Module: Value Chain Resilience & Responsible Sourcing 3A Tagging: Awareness	

This answer is public.

> Yes

Question:

If yes, what percentage of new suppliers (in the last reporting period) were assessed in this way and how is performance on workers' rights weighted or balanced against other selection criteria?

Answer:

This answer is public.

% of New Suppliers Assessed	Weighting of Workers' Rights in Supplier Selection (300 words)
100	100% of new suppliers were assessed on human rights risk during 2025. This forms a central part of the onboarding and risk assessment process, whereby suppliers are required to uphold and protect human rights as set out in our Supplier Code of Conduct which is aligned to international human rights standards. Initial due diligence is undertaken before contracting, consisting of a series of robust onboarding checks across multiple labour, product, country/origin and financial crime indicators. Suppliers may also be required to complete a responsible sourcing questionnaire at onboarding or when participating in a tender. Whilst no formal weighting for sustainability matters is used when determining supplier selection, sustainability is considered in the overall decision. If a potential supplier is not willing to work with us to match our high standards on human rights, we'll not enter into a new relationship or tender with them. This occurs on occasion, when a suppliers' management of ethical risk may be deemed insufficient during the pre-onboarding stage. For example, a recent ethical inspection at a potential supplier manufacturing site in Europe, resulted in material health and safety concerns which coupled with wider commercial factors, contributed to a

Code	Question	Our Disclosure
	decision not to proceed with onboarding at this moment in time. This position will be reviewed in future if concerns are sufficiently addressed.	
12.3	Does the company screen out (exclude) suppliers that do not meet minimum labour standards and workers' rights requirements? Module: Value Chain Resilience & Responsible Sourcing Tier: Foundation Module: Human Rights Due Diligence & Workforce Assessment 3A Tagging: Awareness	
> Yes *Question:* If yes, provide a link to or attach the relevant public document or describe the terms included in contractual arrangements. URL/doc upload and Text box (150 word limit) *Answer:* For more than a decade, we've required every supplier we partner with to sign up to and uphold minimum labour standards and workers' rights. In 2026, we published our Supplier Code of Conduct which replaced our Responsible Sourcing Policy and made our supplier commitments clearer. We continue to stipulate key sustainability standards including the Real Living Wage in the UK or adherence to recognised minimum wages elsewhere, adherence to the Employer Pays Principle, equal pay and a maximum 48-hour week (excluding overtime), alongside commitment to uphold human rights, health and safety, diversity and inclusion, collective bargaining and freedom of association. Our Code is in line with international standards such as the UN Global Compact, the UN Guiding Principles and the ILO standards. These commitments are enforced through contractual arrangements, where non-compliance may lead to escalation resulting in remediation or responsible exit of our relationship. Further detail: Supplier Code of Conduct.		
12.A	Notes on Sourcing strategy Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* *This answer is public.*

Code	Question	Our Disclosure
		At Centrica, our culture shapes how we make decisions, act and work with others, extending to everyone across our supply chain. Strong relationships with suppliers, contractors and partners are fundamental to delivering for our customers and communities and are built on trust, shared standards and doing the right thing. Our Supplier Code of Conduct reflects the principles of Our Code and Our Values, including integrity, fairness, safety and respect, and sets clear expectations for how we work together. Keeping people safe, protecting human rights, acting ethically and responsibly managing environmental impacts are core to how we do business. Through openness, honesty and speaking up when something doesn't feel right, we can uphold high standards, strengthen partnerships and create long-term value together. See more at Supplier Code of Conduct.

Monitoring suppliers

Code	Question	Our Disclosure
12.4	Does the company have a process for monitoring or auditing supplier performance against the document disclosed in Q12.3? Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Awareness	

This answer is public.

12.4a 'Yes':

Process for monitoring or auditing supplier performance (300 words)	Supply Chain Coverage	% Suppliers Independently Audited	Additional Context (150 words)

Code	Question		Our Disclosure
Following onboarding, monitoring is undertaken on a risk-based approach. Potentially medium-to-high risk suppliers based on commodity and/or jurisdiction, are required to undergo further risk assessment via Sedex including completion of the Self-Assessment Questionnaire. Following this process, higher risk suppliers identified, as well as those in designated priority categories such as solar or workwear may undergo independent onsite audits, typically using the SMETA 4 Pillar Audit across labour standards, health and safety, business ethics and environmental performance. Certified independent auditors with a proven track record of finding labour rights issues, undertake the audit and assess compliance with the Ethical Trading Initiative (ETI) Base Code alongside local law requirements. Audits include site assessment, examination of relevant records and worker interviews. Minimum standards reviewed include measures to prevent modern slavery such as with the incorporation of the Employer Pays Principle. Remote worker surveys managed by an expert third-party, provides an additional mechanism for obtaining workers' perspectives on issues including wages, working hours and health and safety. In 2025, 35 ethical audits were undertaken, identifying 249 non-compliances. Findings are graded by severity and tracked through Sedex and our internal risk management system. Corrective action plans are agreed with suppliers and follow-up audits used where required, with the Responsible Procurement team overseeing supplier remediation and escalation. Monitoring extends beyond Tier 1, with all suppliers onboarded onto Sedex, required to include Tier 2 manufacturing sites where applicable. Where risk warrants it, some higher risk audits are additional undertaken at Tier 2 such as with the	>Tier 1 >Tier 2	1%	Percentage of suppliers independently audited is less than 1% as this activity is reserved for our high-risk suppliers only. We are, however, unable to enter a figure lower than 1% in the WDI portal. For additional context, we are working to improve traceability in Tier 3 over time, but it does not presently form part of our core monitoring or auditing process. We review our approach annually to ensure we maintain effective risk mitigation.

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manufacturing sites for branded electrical goods and workwear. Results and progress are publicly reported through our annual Modern Slavery Statement. Risks and associated ratings are regularly reviewed and updated as required during the contract period.		
12.5 (CI.30)	How does the company assess whether its sourcing and/or purchasing practices allow a supplier to meet its workers' rights commitments e.g. by requesting feedback on the business relationship from suppliers etc, also mention the assessment results and effectiveness of the sourcing and/or purchasing practice. Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Action 3A Tagging: Approach	

(300 word limit)

We engage suppliers to assess whether our sourcing and purchasing practices, including contractual and payment arrangements, support their ability to meet workers' rights commitments such as wages and health and safety. Procurement Managers maintain collaborative relationships with suppliers to identify potential unintended impacts of our practices, supported by responsible sourcing training and risk assessments. Where worker welfare concerns arise, we use independent audits and direct worker feedback to provide additional insight into working conditions and potential adverse impacts. For example in 2025, we deployed remote worker surveys to six supplier sites as a mechanism to complement ongoing wider supplier dialogue and better evaluate effectiveness of our approach and associated impact with workers on-the-ground. To date, we have not received feedback indicating that our sourcing or purchasing practices have had a material adverse impact on suppliers' ability to uphold workers' rights. Engagement has, however, identified opportunities to better support suppliers and their workers. For example, following supplier engagement in 2022 highlighting cash-flow pressures, we halved payment terms for small companies and charities to 30 days, an approach we maintained during 2025 to limit any potential unintended cash-flow impact on workers' wages. We also continued to engage suppliers and the Living Wage Foundation, to support our ongoing commitment to pay at least

Code	Question	Our Disclosure
the Real Living Wage to relevant contractors in the UK. Together, supplier engagement, worker feedback, due diligence and external input, helps us assess the effectiveness of our sourcing and purchasing practices whilst enabling us to identify opportunities for improvement. We remain open to exploring further supplier engagements to understand what we're doing well and where we can improve, whilst harnessing collaborative opportunities to support a fairer and more sustainable future for people and planet.		
12.6	Do the company's responsible sourcing policies and practices apply to third party labour providers (labour agencies, logistics, cleaning, security, etc.)? Module: Value Chain Resilience & Responsible Sourcing Tier: Foundation 3A Tagging: Awareness	
This answer is public. > Yes *Question:* If yes, provide more details (see guidance for what details to include). *Answer:* *(150 word limit)* *This answer is public.* Our responsible sourcing requirements apply to all suppliers, including third-party labour providers like agencies, security, catering and warehousing providers. Requirements are communicated through our Supplier Code of Conduct and embedded in contractual arrangements – including the prohibition of any form of involuntary/child labour, ensuring overtime is voluntary and not excessive, providing a safe and inclusive workplace free from discrimination and abuse, and offering fair reward/recognition/representation. Suppliers must apply the Employer Pays Principle, ensuring workers don't bear recruitment costs. Eligible UK contracted workers must also receive at least the Real Living Wage. Suppliers periodically confirm compliance in line with contract renewals. Compliance is primarily monitored and managed through risk-based Responsible Sourcing due diligence including risk		

Code	Question	Our Disclosure
assessments, audits if required, right-to-work screening and contractual arrangements/renewals. Where standards fall short, we work with suppliers on corrective actions. If suppliers cannot improve, we may ultimately terminate the relationship and pursue a responsible exit.		
12.7	How does the company measure whether it is effectively incentivising supplier progress on workers rights and working conditions? State the performance incentives and KPIs used, and progress against these. Module: Value Chain Resilience & Responsible Sourcing Module: Working Conditions & Workforce Development Tier: Intermediate 3A Tagging: Action 3A Tagging: Approach	

KPI / Incentive (50 words)	Progress / Outcomes (300 words)	Further Details (150 words)
Risk KPIs/Incentives spanning Risk assessment scores, Audit scores and remediation rate	We incentivise supplier progress on workers' rights and working conditions through both procurement decisions and ongoing supplier performance risk management. We primarily harness risk scores, audit scores and remediation rates to measure efficacy and progress, the outcomes of which incentivises suppliers to maintain or raise good labour practices. Incentivised suppliers can benefit from new contracts, contract renewals and longer-term contracts, whilst continued non-compliance can lead to escalation or exclusion from future business. During tenders, responsible sourcing principles and KPIs are assessed and ranked, enabling labour rights, working conditions and environmental performance to inform supplier selection. Following onboarding, suppliers may undergo sustainability desktop assessments to formalise risk scores with higher risk suppliers undergoing ethical audits to better assess labour rights and working conditions, resulting in an updated risk score. Where non-compliances are identified, they are rated	Audits use the Sedex SMETA 4-Pillar standard and spanned workwear and manufacturing of solar panels, battery systems, and smart meters. Progress against action plans is reported quarterly to the Human Rights and Modern Slavery Steering Committee. In 2025, we also developed a new In-house Ethical Site Inspection aligned with the ETI base code which undertook 12 audits throughout the year with an overall average score of 3.9/5. As a next step in 2026, we will implement a framework for managing findings related to Site Inspections to improve tracking and incentivise suppliers. We additionally require higher value strategic suppliers where transactions exceed £5m annually to have a Carbon Reduction Plan which we evaluate, enabling our processes to

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	'business critical', 'critical', 'major', 'minor' and 'collaborative action needed'. Corrective action plans are implemented and remediation monitored through a dashboard to determine positive or negative progress. In 2025, 35 ethical audits identified 249 non-compliances, with remediation activity identified for 72% by year end and the remainder subject to ongoing monitoring into 2026. The average number of findings remained stable at approximately seven per audit, no findings were rated 'business critical' or involved modern slavery. The action taken by suppliers was deemed effective in the majority of cases, incentivising good labour practice improvements to remediate non-compliances, which influenced our decision to reward these suppliers with ongoing sourcing of products and services. A small number of suppliers showed insufficient and unsustained remediation who were incentivised to improve through cessation of new business. For example, an Asia-Pacific Tier 2 supplier with a large number of 'critical' workplace safety and labour non-compliances, was excluded from future tenders until independently verified improvements were demonstrated.	support forward-thinking companies who are contributing to a more sustainable future.
12.B	Notes on Monitoring suppliers Module: Value Chain Resilience & Responsible Sourcing	*(150 word limit)* We take a risk-based approach to identifying and addressing modern slavery risks across our supply chain, supported by supplier due diligence including risk assessments, ethical audits, corrective action and ongoing monitoring. Where suppliers do not demonstrate sufficient improvement, escalation processes are enacted to incentivise action which depending on supplier response, may affect our ability to undertake

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		future business with them until necessary action has been implemented. Further information is available at www.centrica.com/modernslavery.

13: Value chain working conditions

Improving working conditions in the value chain

Code	Question	Our Disclosure
13.1	What action has the company taken to build the capacity of other entities in its value chain to mitigate and manage risks to workers' rights, including in their own value chain (e.g. through training)? Module: Value Chain Resilience & Responsible Sourcing Module: Human Rights Due Diligence & Workforce Assessment Tier: Comprehensive 3A Tagging: Action 3A Tagging: Approach	

This answer is public.

Actions	Topic Covered	Description (300 words)	Entities in the Value Chain	Frequency	Outcomes / Evidence (300 words)
Other (specify in the	>Health & Safety	Audit findings support capacity building in our supply chain, enabling us to target	> Tier 1 >Tier 2	> Annual	Through our rolling annual programme of ethical audits, 249 non-compliances were

Code		Question			Our Disclosure
description column)	>Wages >Working hours >Management systems >Working conditions >Human trafficking >Migrant worker recruitment >Other (specify in the description column)	improvements in working conditions for value chain workers. In 2025, we conducted 35 third-party on-the-ground site inspections alongside remote worker surveys for higher risk suppliers at six supplier sites. The audits spanned Tier 1 and Tier 2 including the manufacturing of workwear, solar panels, battery systems, smart technology products and garments across Cambodia, China, India, Malaysia, Thailand, Tunisia, Turkey and the UK. The audits were undertaken against the SMETA-4 Pillar framework to assess ethical working practices: labour standards, health and safety, business ethics and environmental performance. The independent expert audits are part of an agreed annual plan of activity. They are complemented by our new Centrica Ethical Inspections undertaken by our in-house Quality Assurance team and based on the ETI Base Code, with 12 inspections conducted during 2025. Any non-compliances are set out in corrective action plans and shared with the supplier, which outline remediations they must undertake to raise labour standards and protect their workers			identified. None of the non-compliances were 'business critical'. Remediation activity as outlined in auditors' improvement plans was identified for 72% of non-compliances, with the remainder subject to ongoing monitoring to ensure remediation during 2026. Through our in-house Ethical Site Inspections, the average overall performance score across sites inspected was 3.9 out of 5. The best performing site scored an overall average of 5 (highest possible score in each applicable category), whilst the lowest performing site scored an overall average of 3.1 out of 5. Together, these audits and site inspections alongside our wider remote worker surveys, have helped us to understand risks and provided opportunities to suppliers to improve conditions for their workers and beyond by enhancing practices – from areas like health and safety and working hours to wages and terms of employment. These constitute improvements that may otherwise not have been implemented and make a big difference to the workers on the ground.

Code		Question			Our Disclosure
		from actual or potential harm. As a result, suppliers can build understanding and capability to improve standards in their business and across their own supply chain.			
> Training (e.g. workers' rights, migrant workers, forced labour)	>Wages >Working hours >Working conditions >Human trafficking >Migrant worker recruitment >Other (specify in the description column)	We provide materials to help our partners effectively mitigate and manage risk relating to value chain workers. Our Responsible Labour Practice Toolkit is available 24/7 on www.centrica.com/suppliers, enabling our Tier 1 suppliers to view and download on an ad hoc basis and learn how to better manage and support their workforce. The Toolkit enables capability to grow by developing a shared understanding of minimum expectations relating to working practices whilst providing best practice recommendations to suppliers who can and want to go further as they journey towards being a responsible employer – from how to recruit responsibly, to how to guard against forced labour. The Toolkit encourages suppliers to use the Toolkit to cascade stronger labour standards within their own supply chain too.	> Tier 1 >Tier 2	> Ad hoc	During 2025, our Responsible Labour Practice Toolkit, continued to be available to our suppliers and downloaded from our website. As a result, suppliers are empowered to grow their awareness of responsible workforce management practices, enabling them to implement improvements across their own operations whilst encouraging their own suppliers to do the same. The Toolkit spans modern slavery, human trafficking, wages, working hours, working conditions, and recruitment practices, including those relating to migrant workers. Benefits across these areas may therefore have been enabled for workers across the value chain.

Code		Question			Our Disclosure
>Multi-stakeholder initiatives >Engagement with local NGOs	>Health & Safety >Wages >Working hours >Management systems >Working conditions >Human trafficking	Through our participation in external forums, we engage with expert advisors and industry peers throughout the year on an ad hoc basis, to share good practice and support suppliers in strengthening their capability to identify and manage labour and modern slavery risks across our value chain. Forums include the Solar Stewardship Initiative, Utilities Against Slavery and Slave-Free Alliance. This includes advancing responsible sourcing across the solar value chain, sharing approaches to preventing modern slavery across the utilities sector, exploring emerging risks, benchmarking our own practices, and drawing on victim-centred expertise to strengthen risk identification, prevention and remediation. Through collaboration, we can use insight and outputs gained, to work with our suppliers on raising responsible sourcing capability directly within Tier 1 and influence wider benefits across Tier 2 to Tier 3 and beyond.	> Tier 1 > Tier 2 > Tier 3 and beyond	> Annual > Ad hoc	Collaboration has helped drive industry-wide improvements that benefit workers across the value chain but particularly those working in the energy and utilities sector. For example, the Solar Stewardship Initiative is supporting the development of new industry-wide standards and frameworks that enable the solar supply chain to reduce forced and modern slavery risk, demonstrating strengthened management of workers' rights risks. Meanwhile our engagement with Slave-Free Alliance has strengthened our ability to identify and manage modern slavery risks across our value chain, including through review of salient risks and development of enhanced due diligence tools such as with our Centrica Ethical Inspections. These insights and initiatives have helped us target enhanced due diligence and mitigation towards areas of greatest risk, complementing our wider risk-based approach to Tier 1 suppliers and enabling deeper supply chain assessment in selected higher-risk categories. In doing so, we have helped share learning and build capability, driving improved outcomes for workers in the value chain such as lowering risk of modern slavery and wider working conditions through identification and implementation of stronger practices.

Code	Question	Our Disclosure
13.2	How is the company working to ensure that value chain workers can exercise their rights to freedom of association, including the right to unionise, and collective bargaining? Module: Value Chain Resilience & Responsible Sourcing Module: Workers' Voice & Representation Tier: Intermediate 3A Tagging: Action 3A Tagging: Approach	

(300 word limit)

This answer is public

In 2025, we continued our targeted commitment to ensure supply chain workers can exercise their rights to freedom of association and collective bargaining, which includes the right to unionise. Our Supplier Code of Conduct sets expectations for suppliers to uphold these rights, which suppliers agree to through contractual arrangements. All suppliers are assessed on freedom of association and collective bargaining through our onboarding risk process. Strategic suppliers are further evaluated through a third-party sustainability risk assessment platform, with higher-risk suppliers subject to enhanced due diligence, which may include independent audits and remote worker surveys. Audits assess how suppliers enable workers to exercise these rights, including whether appropriate policies are in place, whether workers are informed of their rights and have access to relevant information, and whether suppliers facilitate participation such as by providing appropriate time and space for freedom of association and collective bargaining activities. Worker interviews and remote surveys provide direct insight into worker experiences and priorities in higher-risk areas, informing outcomes and actions. We also monitor our independent 24/7 Speak Up helpline for reported concerns to enable investigation and remediation. KPIs support effectiveness including monitoring of supplier compliance and remediation of non-compliance and reporting of grievances. Any audit findings relating to freedom of association or collective bargaining, are subject to our standard process and expectations relating to delivery of adequate remediation or corrective action in line with the auditor's stated parameters and timeline. Failure to progress improvements, may result in us ending the relationship. In jurisdictions such as China, where workers cannot freely form independent trade unions, we seek to strengthen oversight through worker engagement and remote surveys. Utilities Against Slavery and the Slave-Free Alliance support the ongoing development of our approach, helping us remain informed of good practice in addressing labour risks.

13.3 (CI.31)	How does the company assess whether it is improving conditions for workers in the value chain? Describe any steps or initiatives the company is taking to improve the working conditions of value chain workers and provide evidence demonstrating the effectiveness of these measures.

Code	Question	Our Disclosure
	Module: Working Conditions & Workforce Development Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Action 3A Tagging: Approach	
(300 word limit) *This answer is public.* We've initiatives to improve supply chain working conditions and use KPIs to monitor progress. In 2025, we worked with independent sustainability supply chain risk experts to review our practices and carried out a programme of ethical audits on higher-risk suppliers through our annual audit plan. 249 non-compliances were identified, with positive KPI remediation progress, demonstrated by 72% being remediated through corrective action plans by year end with the remainder to complete in 2026. This makes a big difference to workers – from working hours and pay, to health and safety. Suppliers are periodically reassessed to support continued worker protection. We seek strong supplier relationships through management conversations and purposefully strengthen engagement where greater transparency is needed. Direct worker engagement through on-site audits and remote worker surveys support this approach, which achieved satisfactory completion rates in 2025, and together informs our assessment of working conditions, with time-bound follow-up where potential concerns are identified. This is complemented by real-time review of grievance data and mechanisms, including Speak Up, with remediation undertaken. Our Responsible Labour Practice Toolkit builds supplier capacity by setting minimum expectations alongside enhanced practice, including adoption of the Employer Pays Principle which is also baked into contracts to reflect Our Supplier Code of Conduct – all to empower suppliers to drive improvements in working conditions. Partnerships with ethical organisations, worker representatives and trade bodies, including the Slave Free Alliance and Solar Stewardship Initiative, provide external learning that informs our Toolkit, saliency assessments, audit approach and wider system-level efforts to enhance traceability and target action to protect workers. Validated audit outcomes are reported in our publicly available Modern Slavery Statement. No confirmed instances of forced labour were identified in 2025, consistent with our targeted commitment to work towards a supply chain free from modern slavery and remediate any instances if identified.		
13.A	Notes on Improving working conditions in the value chain	*(150 word limit)* *This answer is public.*

Code	Question	Our Disclosure
	Module: Working Conditions & Workforce Development Module: Value Chain Resilience & Responsible Sourcing	For a deeper dive on how we're improving working conditions in our value chain, explore our Modern Slavery Statement at www.centrica.com/modernslavery

Workers' rights in the value chain

Code	Question	Our Disclosure
13.4	Has the company identified any instances of forced labour, modern slavery, human trafficking or child labour in its value chain in this reporting period? Module: Value Chain Resilience & Responsible Sourcing Module: Human Rights Due Diligence & Workforce Assessment Tier: Intermediate 3A Tagging: Awareness	

(300 word limit for text box on 13.4a 'Yes' and 13.4b 'No')

This answer is public.

> No

Question:

If no, please specify which parts or tiers of the value chain were assessed during the reporting period to support this conclusion.

[Drop-down list – select all that apply]
-Tier 1
-Tier 2
-Tier 3 and beyond

Code	Question	Our Disclosure
Answer: *This answer is public.* > Tier 1 > Tier 2 AND Text box (300 word limit) We've identified no confirmed instances of forced labour, modern slavery, human trafficking or child labour during 2025. Throughout the year, we undertook various due diligence. Suppliers were screened for inherent ethical risk at onboarding, and those receiving a higher score or known to be operating in established high-risk sectors/geographies, were subject to increasing levels of due diligence. Our highest-risk suppliers underwent ethical audits. In 2025, third-party experts undertook 35 on-the-ground audits and we also introduced our own Centrica Site Inspections, conducted by our in-house Quality Assurance team. Remote worker surveys were additionally rolled out to strengthen direct feedback. Audits spanned our Tier 1 and 2 suppliers including manufacturers of garments, smart technology products, battery systems and solar. Across audits in 2025, auditors didn't identify 'business critical' non-compliances but did identify instances of poor working practices including poorly maintained fire safety signage alongside potential indicators of forced labour like excessive overtime or child labour - these were investigated further and were not considered forced labour, modern slavery, human trafficking or child labour. Overall, via our external on-the-ground audit, 249 non-compliances were identified and corrective action plans agreed. The effectiveness of our due diligence is demonstrated through our ability to identify higher-risk suppliers, detect and progress remediation of non-compliances in collaboration with suppliers, and obtain direct worker insight into working conditions. Continued monitoring, corrective action and reassessment, helps protect workers from growing issues like modern slavery and strengthens our approach to preventing human rights breaches and/or expediating remediation should they occur through our documented escalation processes implemented during 2025. SESC and Board provide a review of efficacy at least annually, ensuring we remain well-positioned to maintain our commitment to uphold human rights across our value chain.		
13.5	Is prison labour used in the company's value chain? Module: Value Chain Resilience & Responsible Sourcing Tier: Intermediate 3A Tagging: Awareness	
(300 word limit for text box on 13.5a 'Yes' and 13.5b 'No')		

Code	Question	Our Disclosure
This answer is public. > Yes *Question:* If no, please specify which parts or tiers of the value chain were assessed during the reporting period to support this conclusion. [Drop-down list – select all that apply] -Tier 1 -Tier 2 -Tier 3 and beyond *Answer:* Our National Distribution Centres have contracts with waste and recycling company Recycling Lives, who uses prison labour largely from HMP Buckley Hall near Rochdale, to breakdown some of our old smart meters and scan associated data. Recycling Lives has a contract with the Ministry of Justice (MoJ) to use voluntary prison labour to give prisoners the opportunity to improve their lives and avoid reoffending when released, by arming them with new skills, self-confidence and financial resilience. The academy programme is run to high labour and safety standards within the UK, with work hours limited to around 5-6 hours maximum Monday-Friday. Prisoners sign a Memorandum of Understanding that shares what's expected of them, and what they can expect in return on issues like remuneration, training and support as well as their ability to withdraw labour at any time. The MoJ pays their wages directly and according to regional and skill level, which tends to be much higher than what prisoners could earn from normal prison jobs, enabling a good proportion of their wage to consequently be put into a savings account to support their eventual reintegration into society. The wider wrap-around package of support from the specialist team is furthermore key in helping them get ready to assimilate into the outside world – from ensuring they've correct ID and working documents, to setting up accommodation and employment via connections with a variety of good employers locally. Recycling Lives is popular amongst prisoners, receiving high satisfaction feedback rates. Moreover, less than 5% of those on the programme reoffend and return to prison – this compares extremely favourably against national averages in England and Wales (30% overall reoffending rate with 68% for custodial sentences under 12 months).		
13.6	How does the company organise the day-to-day management of workforce matters, including within supply chains, to delegate responsibility for managing risks to workers' rights to the relevant business functions and senior managers, and beyond? Module: Value Chain Resilience & Responsible Sourcing Module: Governance & Accountability	

Code	Question	Our Disclosure
	Tier: Intermediate 3A Tagging: Approach	

Business Function	Senior management within business function	Applies to	Describe the workforce matters management process including the delegation process (300 words)	Provide additional details on the escalation process of workforce risks (300 words)
Business Function 1 – Centrica Group supply chain	>Procurement / Supply-chain leadership (e.g. CPO)	>Value chain	Responsibility for workforce matters within our supply chain is embedded across our governance and management structure. The Board and Group Chief Executive Officer have overall responsibility for business strategy, including value chain working conditions, with delegated governance oversight principally through the SESC and CLT. SESC oversees areas including responsible sourcing, value chain working conditions and modern slavery, monitoring progress against relevant commitments and initiatives. At management level, our CPO has direct oversight of supply chain management and sets policies and procedures, supported by the Procurement Director, with wider support by Procurement and Responsible Sourcing leads who manage and embed policies and procedures day-to-day. Responsibility is further embedded through Procurement Managers, who manage supplier	Supply chain workforce risks are identified and monitored through our risk-based due diligence undertaken across value chain, alongside our ERM and double materiality processes and our collaboration with partners like Slave-Free Alliance to understand our risk profile. Procurement and Responsible Sourcing teams assess supplier risks and monitor findings arising from activities including supplier assessments, audits and worker engagement. Where non-compliances are identified, we seek to work with suppliers to agree corrective action plans and monitor remediation. Where suppliers cannot or will not raise standards, termination of the relationship and a responsible exit remains an option and acts as leverage. For potential modern slavery issues specifically, our strengthened escalation process triages issues according to severity, considering risks to workers and appropriate

Code			Question	Our Disclosure
			relationships and associated workforce risks, supported by targeted training. Where specialist expertise is required, Procurement and Responsible Sourcing collaborate with other functions including Ethics and Compliance and Sustainability. Leaders oversee delivery and effectiveness through management updates in forums like the Modern Slavery and Human Rights Steering Committee whilst relevant risks and opportunities are flagged and monitored through the ERM and the Controls team and governance forums, to inform approach. Our risk-based due diligence undertaken by Procurement and Responsible Procurement teams, supports this day-to-day management. Suppliers are screened for inherent ethical risk based on location and sector, and higher-risk suppliers may undergo enhanced assessment, including independent site audits or remote worker surveys. Findings inform corrective action plans which are tracked by Procurement, with escalation where standards are not sufficiently addressed.	remediation pathways. Severe potential human rights issues and/or business-critical concerns are escalated to the Human Rights and Modern Slavery Steering Committee for urgent decision-making. The process establishes roles and decision rights and supports consideration of appropriate remediation or, where responses are inadequate, suspension or removal of a supplier. This would take the form of a 'responsible exit' recognising the potential impacts that disengagement itself may have on workers and taking all reasonable steps to minimise these. Workforce and supply chain risks can also be flagged and escalated to relevant broader leaders, including the ARC and Board, which can request further review, or up via SESC and the Board depending on the type and nature of the issue identified. SESC provides ongoing governance oversight of responsible sourcing and modern slavery, with supplier due diligence outcomes reported to it to support ongoing oversight, challenge and escalation, up to the Board if needed.

Code			Question	Our Disclosure
Business Function 2 – Centrica Group own workforce	>Health & Safety / Legal >Human Resources leadership (e.g. CHRO)	>Own operations	Responsibility for workforce matters in our own operations is embedded across our governance and management structure. The Board and Group Chief Executive Officer retain overall responsibility, with oversight delegated to relevant Committees, principally SESC who reviews and recommends sustainability strategy and provides oversight of matters alongside the Nominations, Remuneration and Audit and Risk Committees. The CLT, chaired by the Group Chief Executive, provides senior management oversight of workforce matters through strategic performance and risk management, considering areas including health and safety, talent, employee engagement, people and culture and diversity and inclusion. Day-to-day management is delegated across relevant specialist functions. The People function, led by the Group Chief People Officer sets policies and procedures, and is supported by the People Leadership Team alongside specialist People teams, to embed policies and procedures as well as manage workforce matters including reward, employee relations, industrial relations, learning and development, talent, diversity and inclusion, wellbeing,	Workforce risks identified within our own operations are initially managed by the relevant business or functional owner, supported by specialist People, Health, Safety and Environment, Legal, Ethics and Compliance, Sustainability and Risk teams as appropriate. The nature, severity and potential impact of an issue informs the level and route of escalation. Risks are managed through Centrica's ERM framework, with business-level risks monitored through risk and control processes and material themes escalated into Group-level governance. The CLT owns and manages the Group's Principal Risks, reviews business unit and functional risk profiles and challenges management actions. Where matters become sufficiently significant, the framework enables escalation to the Audit and Risk Committee, another relevant Board Committee and/or the Board. ARC provides oversight of the effectiveness of the Group's risk management and internal control frameworks, including workforce matters associated with the 'People, culture and workforce' Principal Risk amongst others. Significant or emerging risks, risk appetite breaches and control failures can therefore be escalated from

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	colleague engagement and culture. Managers are responsible for embedding relevant policies and procedures within their teams. Health, Safety and Environment, Legal and Ethics and Compliance, manage matters within their respective remit, including safety and employment-related legal and compliance requirements, Speak Up and broader risks to workers' rights. Sustainability supports management of workforce-related sustainability and human rights matters. These functions collaborate where issues cut across responsibilities. Workforce matters and associated risks are also incorporated into our ERM framework. Day-to-day ownership sits with management, with specialist functions and risk teams providing support and oversight and enabling significant matters to be escalated through senior management and the appropriate governance forums.	management through senior leadership to ARC and/or the Board, with further updates or deep dives requested where greater scrutiny is required. Other workforce risks follow the governance route most relevant to the issue. For example, health, safety and broader sustainability matters are typically escalated through SESC, whilst workforce pay matters are predominantly considered by the Remuneration Committee.
13.B	Notes on Workers' rights in the value chain Module: Value Chain Resilience & Responsible Sourcing Module: Governance & Accountability	*(150 word limit)* *This answer is public.* Further information is available about working conditions in the value chain is available in our

Code	Question	Our Disclosure
		Modern Slavery Statement at www.centrica.com/modernslavery