Being a responsible business

Environmental, social and governance strategy

Continued delivery of sustainable value

By recognising environmental, social and governance (ESG) factors that are important to our business, we can proactively manage commercial risks and embrace opportunities beyond statutory and regulatory compliance to create sustainable value.

ESG strategy

Our ESG strategy is aligned to our purpose, priorities and values, and sets out how we identify, manage and report on the environmental, social and governance issues most relevant to National Gas. Supported by clear governance, performance metrics and time-bound targets, it is embedded into decision-making across the organisation and enables transparent oversight and accountability.

Reflecting significant regulatory, political and stakeholder developments, the strategy was reviewed in FY25 using a double materiality assessment to confirm its continued relevance for the final year of RIIO-T2 and ahead of RIIO-GT3. A subsequent internal stakeholder review in January 2026 confirmed the robustness of the framework, recommending limited refinements, including the reclassification of pollution and communities as high importance topics, alongside the identification of several emerging risks requiring monitoring (biodiversity, waste, working conditions and supply chain management).

Pollution Safety, health and wellbeing Security (cyber and physical)	● (Very high importance)
Business ethics Climate change Communities Equal treatment Stakeholder management Supply chain management Training and development Working conditions	● (High importance)
Biodiversity Waste	● (Medium importance)
Water	● (Low importance)

- Very high importance
- High importance
- Medium importance
- Low importance

Overall, the strategy continues to provide a comprehensive and future-focused framework to manage material ESG risks and opportunities, and to support our long-term role at the heart of Britain's energy system.

READ MORE: in our 'Risk management' section from page 51.

Our framework pillars

Environmental

Improving the environment: We strive to achieve minimal adverse environmental impacts across all our operations whilst also seeking ways to enhance the local environment.

Key environmental pillars

- Air quality
- Caring for the natural environment
- Climate change
- Leadership for change
- Responsible asset use

Social

Acting with a social conscience: We deliver sustainable social impact, promoting the wellbeing of our people and adding value to both the communities within which we operate, and wider society.

Key social pillars

- Charitable giving
- Community engagement
- Customer engagement and protection
- Employee health and wellbeing
- Future skills and education

Governance

Running our business ethically: We have a robust internal system of practices and procedures that allow us to make effective decisions, comply with the law, and provide assurance to our stakeholders.

Key governance pillars

- Ethics and compliance
- Financial and operational risk
- Structure and oversight
- Supply chain management
- Transparency and reporting

Being a responsible business continued

Safe every day

Safety, health and wellbeing remain fundamental to our purpose and central to how we operate. Throughout FY26, we reinforced our safety culture and continued to enhance occupational health and wellbeing support available to our people.

Our 'safe every day' ambition is delivered through four core pillars, which underpin our transition towards a proactive, learning-led safety culture and support sustained, high-quality performance across our operations. These include:

1. Keeping our assets and processes safe every day.
2. Demonstrating safe behaviours every day.
3. Supporting health and wellbeing every day.
4. Improving safety every day.

Key deliverables to close out RIIO-T2

- Continued delivery of a consistent Safe Every Day strategy, with annual plans addressing priority risks and improvement areas
- Ongoing rollout and embedding of the Seven Deadly Risks programme to reinforce critical risk controls
- Continued simplification of the Safety Management System, improving content availability and accessibility
- Updated safety governance structure to ensure escalation opportunities and an increased focus on value-add safety, health and wellbeing conversations at all levels
- Strengthened health surveillance processes and enhanced wellbeing support, including improved case management, new working groups and updated resources
- Focused review of supply chain safety performance, confirming consistency with internal performance and strong responsiveness to learning
- Work towards our next safety culture survey in Autumn 2026, for which our ambition is to be proactive on the Hudson Safety Culture Model

0.04

LOST TIME INJURY FREQUENCY RATE (2024/25: 0.02)

53%

INCREASE IN SAFETY, HEALTH AND ENVIRONMENT LEADERSHIP SITE VISITS

Safety performance and regulatory engagement

Lagging safety performance

Lagging safety performance remained strong, with low levels of lost time injuries (LTIs). Three LTIs were recorded during the year, resulting in a 12-month rolling LTIFR of 0.04 per 100,000 hours worked (0.44 per million). While slightly higher than FY25, performance remains within stretch targets.

High Potential Controllable Events (HPCEs)

Nine HPCEs were reported and investigated across risk areas including temporary works, driving, lifting operations, fatigue management and operational readiness. Reporting reflects a mature learning culture and supports early risk identification. No tier-one process safety events occurred, and there were no public safety injuries linked to operations.

Reporting of leading indicators

Reporting of leading indicators remains a key focus. Safety, Health and Environment (SHE) leadership visits increased by 53%, improving site visibility and strengthening two-way communication between teams and leadership. Progress continues on action closure and investigation quality through new incident templates, Local Incident Review Panels, and planned improvements to the incident management system.

System and process improvements

We continue to invest in improving core systems and processes that support safety performance:

- Progress on the Electronic Permit to Work programme.
- Improved governance and assurance over operational drawings.
- Strengthening of incident investigations and action management.

LOOKING AHEAD

We remain steadfast in our commitment to providing safe, secure and reliable operations, protecting our people and the public, and continually strengthening the systems, culture and leadership that underpins our safety, health and wellbeing at National Gas.

Safe every day priorities 2026/27

1. **Deliver core safety initiatives**
   These include Seven Deadly Risks, Back to Basics, Safety Compliance and Maturity
2. **Enhance systems and processes**
   Priorities include organisational learning, and safety and incident management systems
3. **Improve quality, assurance and compliance**
   Enhance investigation quality, improve assurance and compliance, and develop leading indicators
4. **Promote health and wellbeing**
   Focus on mental health and wellbeing and occupational hygiene

Being a responsible business continued

Securing our people, assets and data

Strengthened security foundations

Protecting our people, assets and data ensures we can secure energy supply, drive a clean energy future and maintain industrial competitiveness.

In 2025/26, we strengthened the security foundations that underpin the safe and reliable operation of Britain's National Transmission System (NTS), while preparing for a future defined by energy transition, accelerating digitalisation and a more contested global security environment. We approach security in the same way we approach safety – as a core discipline that protects people, enables operations and sustains confidence among customers, regulators, government and industry stakeholders. Security is not a static end-state, it is a continuous cycle of understanding threats and assets, designing proportionate controls and adapting as risks evolve.

Key focus areas

- Reduce risk to National Gas.
- Protect security of supply.
- Meet and exceed regulatory expectations.
- Enable innovation and productivity through trusted data, technology and partnerships.

Delivering in challenging security contexts

Threat landscape

The threat environment for Critical National Infrastructure continues to intensify. The energy sector's growing strategic significance has increased the attention of a wide spectrum of adversaries, from cybercriminals through to hostile state and state-aligned actors, as well as disruptive climate and political activists. We plan on the basis that hybrid activity – combining cyber, physical, insider and supply chain campaigns – will remain a defining feature of the security landscape. Our response is to prioritise intelligence-led, threat-informed security to strengthen situational awareness and decision-making.

Legal and regulatory landscape

Security expectations for essential services are rising. New and evolving policy and regulatory developments, including reforms intended to update the UK's cyber security regime, are increasing governance, assurance and accountability expectations on critical operators, while also creating uncertainty as secondary legislation develops. We proactively assess implications, engage with stakeholders and invest to keep pace with compliance expectations.

Technology landscape

Technology is increasingly embedded, distributed and interconnected across modern operations. At the same time, the rapid acceleration of advanced technologies creates both opportunity and complexity – exemplified by the role of artificial intelligence. We have therefore prioritised secure digitalisation: ensuring data foundations are trusted, security is designed into change, and controls evolve alongside technology.

Economic landscape

We have focused on targeted, risk-based investment and strong governance to ensure security spend is efficient, accountable and tied to outcomes. Our rigorous technology choices and prioritisation ensure resilient outcomes while demonstrating prudent cost management.

Political and geopolitical landscape

A broad-based change in the international order, conflict dynamics and heightened focus on national resilience continue to shape expectations on UK critical infrastructure. We strengthened collaboration with UK government partners and sector bodies, supporting shared resilience objectives and ensuring National Gas has the relationships and insight needed to operate confidently in a more contested environment.

Strength and dependability

Our approach is encapsulated by eight inter-linked capabilities. These are:

1. **Understanding the threat**: We maintained a threat-led security posture, combining intelligence-driven assessment with operational reporting and governance. This enables prioritisation of the risks that matter most to the security of supply and the safe running of the network.
2. **Understanding our assets (people, data, systems, infrastructure) and supply chains**: We continued to strengthen our security foundations, particularly where legacy technology, complex operational environments or third-party dependencies can introduce vulnerabilities. This includes improvements to asset lifecycle governance and structured approaches to understanding where sensitive information resides and how it flows.
3. **Understanding risk to National Gas and security of supply**: We have maintained our threat-informed, risk-based approach aligned to regulatory expectations and national resilience priorities, with governance mechanisms to ensure risks, issues and mitigations are visible, owned and progressed. This supports consistent risk-informed security decision-making across cyber, physical, personnel and supply chains.

Being a responsible business continued

Securing our people, assets and data continued

4. **Designing and implementing relevant and effective controls**: We continued to invest in controls that materially reduce risk, including:

- Enhanced security measures (e.g. detection, access control and monitoring), including delivery that exceeded original scope in some areas.
- Modernisation and resilience improvements in operational technology, addressing obsolescence and strengthening security capabilities over time.
- Secure-by-design assurance, embedding security across change programmes and ensuring security considerations are built into delivery frameworks and stage gates.

5. **Monitoring and adapting as threats, assets and risks evolve**: We strengthened ongoing oversight through structured operational and steering governance, enabling trend-based insight and timely escalation where needed. This helps ensure our controls remain effective as our environment changes.
6. **Meeting and exceeding Cyber Assessment Framework (CAF) contributing outcomes**: We aligned security outcomes to the National Cyber Security Centre (NCSC) CAF, supporting consistent practice across governance, risk management, culture and technical controls, and sustaining progress across baseline and enhanced profiles.
7. **Automation where possible – working smarter**: We are progressing towards smarter, more automated security operations and reporting; reducing manual effort, improving consistency and focusing expert time on higher-value risk-reduction activities.
8. **Defence in depth**: Given the breadth of modern threats, we continued to apply layered protection – ensuring that the failure of any single control does not result in unacceptable risk. This principle remains central to protecting security of supply and maintaining operational confidence.

Ambitious future commitments aligned to the energy transition

The energy transition will increase reliance on data, connected operations and collaboration across the value chain. Our future security commitments are designed to enable that transition safely – supporting innovation and productivity while protecting the network Britain relies on.

Building on post-separation success and RIIO-T2 investments: We will build on the foundations strengthened through RIIO-T2 investments, using evidence of delivery and risk reduction to guide the next phase of security investments.

Investing for success in RIIO-GT3 (targeted and efficient investments): We will pursue targeted investment that is clearly tied to measurable outcomes: risk reduction, resilience improvement and regulatory assurance – supported by strengthened investment governance and programme discipline.

Strengthening partnerships with government and industry (UK and internationally): Security is a shared national endeavour. We will continue strengthening relationships with government and sector partners to support shared situational awareness, coordinated security planning and credible national preparedness.

Security on par with safety: We will continue to strengthen the alignment between security and safety mindsets, ensuring security requirements are understood, practical and embedded into everyday operations.

Measure and demonstrate value and risk reduction: We will continue evolving the way we measure security performance and risk reduction, focusing on transparent, decision-useful metrics that demonstrate control effectiveness and good security outcomes.

Leverage technology and collaboration to drive security excellence and productivity: We will use secure digitalisation to enable the next chapter of National Gas performance – protecting the systems and data that power efficient operations and improved decision-making. Security sits at the heart of:

- Data-driven decision-making.
- World-leading operations.
- Innovation through advanced technologies.
- A culture of collaboration.
- Trusted data, AI and automation.
- Asset management and lifecycle optimisation.

A clear purpose guiding decisions

- Protect National Gas and reduce risk by prioritising controls and investments that have the greatest impact on protecting security of supply and safe operations.
- Ensure appropriate partners and funding (for sustainable, efficient operation) through strong investment governance and outcome-based delivery discipline.
- Remain compliant through close alignment to regulatory expectations and CAF outcomes, and prepare for evolving legislation and accountability requirements.
- Support digitalisation strategy by enabling secure progress across: data foundations, data sharing, digital twins and enhanced decision-making tools.

A focus on people behind the performance

Security excellence depends on people: their skills, their judgement and their confidence to act.

- We invest in people – security skills and careers. We continued to strengthen capability through structured and targeted training to support sustained competence in critical security roles.
- We protect and empower people – security awareness and training. We continued to build a culture where security is part of everyday work, strengthening security awareness, training and engagement across the business.
- We motivate and reward people – clear security objectives and strategy. We set clear objectives focused on performance and achievement, whilst equipping people with the resources and skills they need under strong leadership.
- We foster trusted and sustainable relationships – across teams and external stakeholders. Security is delivered through collaboration across operational teams, technology teams and external partners. We will continue to build trusted relationships that improve understanding, accelerate decisions and strengthen security for National Gas and the UK.

Being a responsible business continued

Running our business ethically

Upholding and demonstrating high standards of conduct are critical to maintaining business confidence.

We have established policies and governance that set and monitor our approach to preventing financial crimes, fraud, bribery and corruption, including our Anti-Bribery and Corruption Policy (the ABC Policy) and our Code of Ethics (the Code).

Ethical business standards

These are reviewed annually and are supported by a company-wide framework of controls designed to prevent and detect bribery or corruption. Our Code sets out the standards and behaviours we expect from all our employees. The ABC Policy applies to all employees and those working on our behalf and sets out our zero-tolerance approach to bribery, fraud, money laundering, tax evasion and other corrupt business practices. These policies are supported by communication and training programmes, including mandatory e-learning for all employees and direct contractors, to promote a strong ethical culture. To ensure compliance with the UK Bribery Act 2010 and other relevant legislation, we operate an anti-financial crime risk assessment process across the business to identify higher-risk areas and act on the results to make sure adequate procedures are in place to address them. The Audit and Risk Committee oversees the policies, systems and controls in place for the areas covered by the Code and the ABC Policy. We investigate all allegations of ethical misconduct thoroughly and take corrective action, and share learnings and trends where appropriate, which are reported to the Audit and Risk Committee.

Whistleblowing

It is important that everyone who works for us can raise any concerns they might have, without fear of retaliation, and that they can do so anonymously. We have augmented our Code of Ethics with a Speak-Up Policy to encourage open reporting, and we have a confidential, externally managed 'Speak-Up' helpline, which is available 24 hours a day, 365 days a year. We publicise the contact information to all colleagues on our intranet and through direct engagement, particularly with those teams identified as higher risk through our anti-financial crime risk assessment process.

We use an annual anonymous colleague listening survey to measure our ethical culture and the confidence that our employees have in raising ethical concerns. We target actions based on the survey outcomes.

Being a responsible business continued

Our environmental commitments

Protecting our environment in a sustainable way

Gas is, and will be for decades to come, a major contributor to the blend of energy sources powering the country. At any one time, up to 50% of the nation's energy could be supplied by gas.

Security of energy supply is something many of us take for granted, and delivering it is a responsibility we take extremely seriously. But we know it is important to balance this with our environmental obligations. We are aware of the critical role we play in solving current and future challenges for energy, and we ensure that we are flexible in how we provide and use energy. A gas like hydrogen, for example, is expected to be an integral part of the UK's future energy mix and we want to be at the forefront of delivering the benefits of connecting supply and demand. We strive to achieve minimal adverse environmental impacts across all our operations, while also seeking ways to enhance the local environment. Our overall ambition is to protect the environment and act sustainably every day:

Key achievements

- Halved nitrogen oxide (NOx) emissions from our compressor stations over the five-year period of RIIO-T2
- Recertified to ISO 14001 for Environmental Management, demonstrating sustained commitment to best practice and leadership in addressing our environmental risks and opportunities
- Published our RIIO-GT3 business plan which includes a network decarbonisation reopener investment mechanism and our Environmental Action Plan
- Successfully tested the first set of our new pipeline recompression machines that will significantly reduce our pipeline venting emissions
- Expanded our fugitive leak-detection programme, which is on track to deliver a measurement-based fugitive emission performance baseline for the NTS

Environmental Action Plan

Our Environmental Action Plan explains how we are working with our employees and stakeholders to reduce our impact on the environment. Our approach focuses on five key pillars, and 30 commitments that help us track our progress and understand how well we are performing. They have remained in place throughout the regulatory period (RIIO-T2). The section below highlights the progress we have made.

Key environmental pillars

1. Air quality

We have worked to reduce nitrogen oxide (NOx) emissions throughout RIIO-T2. This includes replacing some of the older compressors on our network with cleaner technology. We have seen a consistent improvement over five years, with NOx intensity halving from 8.09 kg/h in 2021/22 to 4.06 kg/h in 2025/26. This demonstrates the tangible impact of modernising our asset base.

2. Climate change

Since 2023, we have had a Science Based Targets initiative (SBTi)-aligned pathway in place to reduce our Scope 1 and 2 emissions, with a commitment to reach net zero by 2050 and an ambition to do so by 2040. Supporting this, we rolled out some key initiatives, including a methane leak-detection and repair (LDAR) process, which has helped us better understand fugitive emissions across all sites. This work is also helping to establish a robust RIIO-GT3 baseline, with two of the three planned years of monitoring now complete.

3. Responsible asset use

A programme has been in place to decommission our redundant assets responsibly, refurbishing them for reuse when viable or, where possible, changing their purpose. At the same time, we have partnered with suppliers to adopt more sustainable procurement practices, while focusing on reducing the waste we produce and increasing levels of recycling and reuse.

4. Caring for the natural environment

We have developed an approach to protecting and enhancing biodiversity during construction and decommissioning, through targeted effort and community engagement. The Hatton Compressor Station upgrade project met its biodiversity net gain (BNG) commitment of 10%, while a new strategy was created that will embed biodiversity into all major projects going forward. At the same time, we increased the environmental value of our non-operational land by 16%, through habitat enhancements and educational initiatives.

5. Leadership for change

We have been working to ensure that sustainability becomes part of everyday decision-making. A major milestone has been strengthening our internal capability through an online training programme, equipping 98% of our workforce with environmental sustainability knowledge. We have also played an active role in driving progress across the wider industry.

Energy efficiency

The most energy-intensive activity within National Gas is operating our gas-fuelled compressors, which are operated in line with supply and demand. To ensure that we improve energy efficiency, in the period covered by this report, we have upgraded LED lighting, installed solar PV panels at two compressor stations and disconnected unused units at two other compressor stations, saving energy on cab ventilation and lube oil heating.

Being a responsible business continued

Our environmental commitments continued

Leading the way to a net zero future

We are looking to the future by helping to develop the hydrogen transmission system of tomorrow – building the capability and flexibility required for a clean energy future.

Our gas transmission specialists are designing the infrastructure which could, in the future, transport low-carbon hydrogen as a replacement for natural gas, and transport carbon dioxide for carbon capture and storage (CCS). By applying our expertise to develop the potential energy systems of the future, we are proud to play a leading role in supporting the UK's net zero ambitions.

Net zero pathway
Natural gas contributes a third of the UK's carbon budget and, as such, in our role as gas transporter, we have a key part to play in supporting the UK Government's net zero goals. We are committed to developing a business model that is consistent with the objectives of the Paris Agreement, which includes expanding our measurement and reporting of indirect Scope 3 emissions. While we expand our Scope 3 reporting, we are committed to achieving net zero for Scope 1 direct and Scope 2 indirect emissions by 2050, with an ambition of 2040, for scope 1 direct and 2 indirect emissions.

To achieve our commitment of net zero by 2050 we have initially focused on reducing Scope 1 methane emissions from our operations. This has included expanding our fugitive leak-detection programme and its associated defect management, and reducing operational venting by approving pilots of vent-capture technology during RIIO-GT3. National Gas Services has also taken new recompression machines into operation, currently under testing, which are designed to reduce pipeline pressure prior to venting, thereby supporting further reductions in methane emissions and improving network efficiency. This could cut greenhouse gas emissions from these activities by up to 90%,

We have also implemented Scope 2 emission-reduction opportunities, including procuring renewable energy at our Warrington archive offices and installing photovoltaic (PV) panels to generate electricity at two of our sites. In addition, we are reducing transport-related emissions by transitioning our company car fleet towards electric and hybrid vehicles. Electric vehicles (EVs) now account for over 70% of the company car fleet, significantly lowering CO_2e emissions from business mileage.

A bespoke decarbonisation strategy and glidepath to net zero were completed in October 2023. The glidepath is aligned to the Science Based Target initiative (SBTi) Corporate Standard methodology (v1.1) which was the applicable framework in place at the time. While the SBTi has since indefinitely paused its development of a sector-specific standard for oil and gas, National Gas remains committed to progressing its decarbonisation strategy in line with best practice and scientific evidence.

As part of our RIIO-GT3 plan, we have included a network decarbonisation reopener investment mechanism and our Environmental Action Plan for the next five years.

Greenhouse gas (GHG) reporting

Our baseline for greenhouse gas (GHG) reporting as National Gas was set for 2022/23 when we separated from National Grid Group. Therefore, historical data prior to this year is not provided, due to differences in the emissions inventory. During 2025/26, we strengthened our internal GHG assurance processes to enhance data quality, consistency and governance across our carbon reporting. This included the appointment of a dedicated carbon specialist to provide additional oversight and assurance of validated data.

We also updated our Standard Operational Procedures (SOPs) across all emission scopes and categories to improve clarity, control effectiveness and assurance. Our reporting methodology remains aligned to the GHG Protocol Corporate Standard. To further prioritise improvement efforts, we developed a risk-based assurance framework that combines the magnitude of emissions with process risk to generate a combined risk score. This has enabled us to identify and focus on the highest-risk areas within our business carbon footprint (BCF), supporting improvements in data quality and internal controls.

The Scope 1 and 2 emission sources included within our 2025/26 BCF are below:

Scope	Emission	Category
Scope 1	Energy consumption (excluding electricity)	Energy consumption
	Transport	Direct commercial vehicle Business mileage
	Fugitive emissions	Leak detection and repair Pipeline and above-ground installations (AGIs)
	Venting emissions	Venting (compressor only) Venting (others) Incidents
	Fuel combustion	Diesel Natural gas Other minor combustion
Scope 2	Electricity consumption	Electricity consumption and generation (including PV generation, fleet and company EVs)

Venting (others) includes maintenance venting, gas using devices, pipeline venting, PIG trap venting and NRO vents.
Emissions from 'incidents' and 'other minor combustion' have been calculated and included in our BCF from 2023/24 onwards.

Data sources
Our 2025/26 BCF data sources include a combination of direct measurements and calculated estimates. Primary data has been obtained from meter readings, on-site emissions surveys, internal records, supplier emission reports and invoice data. In addition, modelled data has been applied using recognised industry methodologies alongside National Gas-specific measurements. Where actual data has not been available, estimates have been calculated using a combination of operational activity data, historical trends and established calculation methodologies to ensure accurate reporting. All data sources and estimation methods are documented in our SOPs.

Being a responsible business continued

Our environmental commitments continued

Greenhouse gas (GHG) emissions

The table below details our BCF inclusive of additional categories added to our emission inventory from 2022/23:

Business carbon footprint (BCF)

Scope of emissions	Units	2025/26	2024/25	2023/24	2022/23
Scope 1* ▞	$ktCO_2e$	329.3	296.7 (correct for 2024/25)†	343.1	443.3
Scope 2 (Location based) ▞	$ktCO_2e$	28.8	33.5	37.4	37.7
Scope 3** ▞	$ktCO_2e$	0.7	0.8	0.9	0.6
Total BCF ***	$ktCO_2e$	358.9	331.1 (correct for 2024/25)††	381.4	481.6

*This total includes two estimated components of other venting (maintenance venting and gas-using devices) totalling 37.3$ktCO_2e$, as well as a predominantly estimated category for Pipelines and AGIs, amounting to 28.73 $ktCO_2e$. Excluding these categories, total Scope 1 emissions are 263.3 $ktCO_2e$.

**Based on two reported Scope 3 categories

***Totals are reported on a rounded basis and are considered accurate. As a result, the aggregation of individual scope values may not precisely reconcile to the total BCF due to rounding.

†294.6 (reported for 2024/25) amended for this report.

††329 (reported for 2024/25) amended for this report.

▞Refer to the independent assurance statement below.

Independent assurance statement

Deloitte has provided independent third-party limited assurance in accordance with the International Standard for Assurance Engagements 3000 (ISAE 3000) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) issued by the International Auditing and Assurance Standards Board (IAASB) over the selected information, identified by this symbol (▞) in the above table.

Deloitte's full unqualified assurance opinions, which includes details of the selected information assured in FY26, can be found on our website at www.nationalgas.com/responsibility/environment/environmental-action-plan.

Being a responsible business continued

Our environmental commitments continued

Streamlined Energy and Carbon Reporting (SECR)

To effectively manage and monitor our greenhouse gas (GHG) emissions, we report our business carbon footprint (BCF) on an annual basis, with internal performance tracked monthly. Our BCF currently focuses on Scope 1 and Scope 2 emissions, measured in kilotonnes of CO_2 equivalent ($ktCO_2e$), providing a clear view of emissions from our direct operations and purchased energy.

We also disclose selected Scope 3 emissions, including business travel and operational waste. During RIIO-GT3, we are expanding the reporting of Scope 3 emissions by identifying material categories, developing methodologies and enhancing data collection. Additional categories will be incorporated into future BCF disclosures to improve transparency.

Streamlined Energy and Carbon Reporting	2025/26	2024/25	2023/24	2022/23
Energy consumption used to calculate emissions (kWh)	Invoiced gas: 1,821,920 Invoiced electricity: 161,892,653 Fuel for operational fleet: 8,246,284 Compressor fleet and minor combustion plant: 709,006,493	Invoiced gas: 1,751,892 Invoiced electricity: 159,820,501 Fuel for operational fleet: 7,585,284 Compressor fleet and minor combustion plant: 743,103,086	Invoiced gas: 2,170,454 Invoiced electricity: 180,157,031 Fuel for operational fleet: 6,969,106 Compressor fleet and minor combustion plant (diesel and natural gas): 1,033,197,428	Invoiced gas: 2,643,978 Invoiced electricity: 194,875,629 Fuel for operational fleet: 7,042,563 Compressor fleet and diesel minor combustion plant: 1,545,780,863
Emissions from combustion of gas (Scope 1) (includes invoiced gas in buildings and compressor fleet combustion, and natural gas minor combustion plant from 2023/24 onwards) (tCO_2e)	175,249	*156,113 (correct for 2024/25)†	192,322	308,470
Emissions from combustion of fuel for transport purposes (Scope 1) (includes operational fleet and business mileage) (tCO_2e)	2,512	2,314	2,276	2,392
Emissions from business travel in rental cars or employee-owned vehicles, where company is responsible for purchasing the fuel (Scope 3) (tCO_2e)	273	238	233	207
Emissions from purchased electricity (Scope 2, location-based) (excluding EVs) (tCO_2e)	28,655	33,398	37,306	37,695
Total gross tCO_2e based on above	206,689	**192,063 (correct for 2024/25)†	232,137	348,764
Intensity ratio: tCO_2e gross figure based on mandatory fields above /mcm throughput of natural gas	2.88	2.6	3.05	3.7
Methodology	Data sources aligned to comparison years with use of 2025 DESNZ/BEIS conversion factors for tCO_2e conversions and the UK Greenhouse Gas Inventory carbon emission factors and calorific values for compressor combustion.	Data sources aligned to comparison years with use of 2024 DESNZ/BEIS conversion factors for tCO_2e conversions and the UK Greenhouse Gas Inventory carbon emission factors and calorific values for compressor combustion. The emissions from the combustion of gas and resulting total emissions have been restated due to previous year's underreporting of tCO2e.	Data sources aligned to comparison year with use of 2023 DESNZ/BEIS conversion factors for tCO_2e conversions. There is a minor difference between the reporting and comparison year with inclusion of natural gas minor combustion plant data for 2023/24.	Data sources include energy invoices, meter reads, run hours and supplier reports. The above figures have been converted into kWh from litres or TJ or from activity data to tCO_2e using the 2022 DESNZ/BEIS conversion factors.

*156,022 (reported for 2024/25) amended for this report.
**191,972 (reported for 2024/25) amended for this report.

Being a responsible business continued

Climate-related financial disclosures

Managing our climate-related risks and opportunities

Effective for periods commencing on or after 6 April 2022, the Climate-related Financial Disclosures (CFD) Regulations 2022 have been introduced in the UK to report on material climate-related matters.

For the year ended 31 March 2026, the Group met the relevant threshold of having more than 500 employees and a turnover of more than £500m. The Group has therefore set out below the disclosures covering how climate change is addressed in corporate governance, the principal climate risks and opportunities and their potential impacts, how climate-related risks and opportunities are identified, assessed and managed, and the performance metrics and targets applied in managing these issues in compliance with CFD disclosure requirements.

In our third full year as a stand-alone business, we have achieved greater maturity in the management of climate-related issues. This report builds on previous disclosures and provides details on our approach to understanding and managing climate-related risks. This includes governance, strategy, risk management, metrics and targets.

We are actively preparing for upcoming changes to UK law, most significantly the introduction of the UK Sustainability Reporting Standards, to ensure that we are ready to report on new regulations when required to do so. Climate change remains a core issue in our double materiality ESG framework, and we continue to work on mitigating the risks against the business, whilst lowering our impact on the environment.

Governance

Board

Board composition

As of the date of this report, the Board is made up of five Shareholder Appointed Directors, two Sufficiently Independent Directors (SIDS), our Chief Executive Officer, Jon Butterworth, and Chief Financial Officer, Nick Hooper. The full composition of the Board can be seen on page 68. The Board has six scheduled Board meetings a year, with a particular focus on overseeing operational performance and the strategic direction of our business as agreed by the Board.

The Board has overall responsibility for setting the long-term strategic direction of the Group, and in doing this considers factors related to climate change. The Board has delegated the setting of the Group's climate-related strategy and achievement of associated initiatives and targets to the Safety, Security and Sustainability Committee. The role of Board committees in managing climate-related issues is detailed below:

- Safety, Security and Sustainability Committee (SSSC or the Committee): Assists and supports the Board in fulfilling its responsibilities and commitments to climate initiatives. Responsible for assessing climate-related risks and opportunities, and managing them alongside the Audit and Risk Committee. Assists the Board in providing guidance and direction to the Group's safety, health and sustainability strategies and monitoring performance against the Group's safety, health and sustainability ambitions, including climate-related risks and opportunities and monitoring the Group's pathway to achieving its net zero carbon ambitions. The SSSC reviews climate-related risk and recommends any changes to risk profiles to the Board.
- Audit and Risk Committee (ARC): Supports the Board in ensuring that the sustainability and climate-related risks and opportunities are effectively managed by overseeing the risk management framework and ensuring principal risks are comprehensive and mapped to key business priorities. Responsible for identifying risks and opportunities, and jointly managing them alongside the SSSC.
- Remuneration and Nominations Committee: Ensures alignment of the executives' remuneration to the Group's climate-related targets by incorporating environmental measures into their short and long-term incentives.
- Regulation Committee: Oversees the Group's compliance with its licence and other regulatory obligations. Through its work in overseeing the development of the Group's business plan, it ensures commitments in the plan support the Group's ambitions.

Management

National Gas operates a 'three-lines' approach to risk management. Responsibility for managing risk rests with each separate, first-line business function. The executives own and maintain risk for their function; they are responsible for conducting regular risk assessment reviews and ensuring the adequacy of their controls and mitigations to manage the risks. First-line executive committees manage oversight of the individual business functions.

The process is underpinned by our Risk and Assurance functions in the second line, with additional governance from the Executive Risk Committee (ERC) who escalate to the ARC and SSSC. A third line of defence is provided by our internal audit function.

The CEO has day-to-day responsibility for sustainability and climate-related matters and is responsible for executing the Company's climate change strategy, supported by the Executive Committee. Oversight of the delivery of our ESG metrics is considered by the Executive Committee on a monthly basis, ensuring management is fully aware of our progress against our commitments, including climate-related metrics.

The SSSC met three times during the year. Progress against our climate change related commitments, as set out in our RIIO-T2 Environmental Action Plan, was an integral part of the Committee's agenda throughout the year. The Committee also reviewed and recommended commitments for our RIIO-GT3 Environmental Action Plan, and will continue to perform this function in the new regulatory period.

The membership of the SSSC consists of non-executive Shareholder Nominated Directors or members appointed by the shareholders. The Committee is chaired by one of our Shareholder Nominated Directors, and all Board members can attend the meetings. The Chief Executive Officer, the Chief Financial Officer, the Engineering & Asset Management Director, the Head of Safety, Health and Wellbeing, the Head of Risk, Internal Audit and Assurance, and the General Counsel attend meetings and provide management oversight. The Committee Chair reports back to the Board after every meeting on key discussions and decisions taken.

The Board has overall responsibility for oversight of risk and for maintaining a robust risk-management and internal control system. It monitors our strategic, reputational, financial and operational risks, and other longer-term threats, trends and challenges facing us. Climate change is a consideration in the Environmental and Net Zero strategic risks. This is reviewed as part of the Board's annual review of the Group's risk profile.

The SSSC considers the impact of the Group's operations on the environment, workforce, communities and other stakeholders with whom it interfaces, and how it adapts its business with respect to climate change. It provides guidance and recommendations to the Board and ensures that the safety and sustainability strategy is embedded in both business-as-usual practices and the Group's overall business strategy.

The Chair of the SSSC updates the Board, as required, on the following areas with regards to climate change:

Being a responsible business continued

Climate-related financial disclosures continued

- Strategy: challenge and approve the Group's sustainability strategy, including associated Key Performance Indicators (KPIs).
- Performance: review delivery against agreed KPIs and other reporting measures in relation to climate-related risks and opportunities.
- Emissions: consider and challenge the Group's climate-related performance, including the reduction of carbon emissions target and the progress made against the ambition to reach net zero.
- Risk: review climate-related risks and recommend any changes to the risks and the risk profiles to the ARC.
- Legislation: report on forthcoming legislation and other requirements relating to climate-related risks and opportunities likely to affect the Group, and consider how it will comply.
- Investigations: oversee key issues relating to material environmental incidents as a result of the Group's business operations.

Strategy

Risks and opportunities

In addition to the climate-related risks encompassed within our strategic risks, National Gas has a further four climate-related risks which are considered to have a potentially material impact on the business. These risks consider the impact the Group has on the environment and reducing the carbon emissions associated with operating our business, and the impact a changing climate may have on our assets.

When considering the assessment of physical climate risks, the Group defines the time period associated with these to be in alignment with the availability of UK climate-projection scenarios and the frequency with which these are updated.

It considers risks associated with changing climate up to 2030 to be short-term, up to 2050 medium-term and 2100 long-term. In consideration of physical climate risk, we have also taken account of the return period included within the climate projections, i.e. the likelihood of a climate-related extreme weather event occurring.

Transition technological risk (short and medium-term)
There is a risk that the Group fails to manage the impacts of climate change and to meet its net zero targets because of complex systems, ageing assets and inadequate adaptation of the National Transmission System to meet Britain's future energy requirements – leading to reputational damage, falling investor confidence, legislation non-compliance, enforcement actions and fines.

Since the last disclosure, the Group has received allowances from Ofgem for the next regulatory period, RIIO-GT3. Although no baseline allowances were requested in the business plan submission for Scope 1 and 2 reduction initiatives, Ofgem agreed with our request for an opportunity to submit a reopener application to the regulator to secure investment for decarbonisation initiatives. The investment mechanism is known as the Network Decarbonisation and Emissions Compliance reopener.

Transition reputational and policy risk (short and medium-term)
There is a risk that the Group fails to meet its net zero by 2040 ambition (2050 commitment) because of no clear glidepath to net zero Scope 1 and 2 emissions or associated decarbonisation strategy – leading to reputational damage and a fall in investor confidence, legislation non-compliance, enforcement actions and fines.

As a regulated utility, this is linked to our ability to secure investment from the regulator in assets and equipment to reduce operational carbon emissions. The regulator now has supporting net zero ambitions within its mandate, but initiatives will only be funded if they demonstrate good value for consumers. This uncertainty increases the likeliness of the risk occurring. The Group has a Science Based Target Initiative (SBTi) corporate standard v1.1 aligned Scope 1 and 2 emission reduction glidepath, however this glidepath cannot be validated due to the SBTi not accepting applications from oil and gas sector organisations. Oil and gas sector guidance from the SBTi is paused with no date set for resumption. The three-molecule strategy discussed below in the Business Strategy section provides an additional mitigation action against the net zero risk, as hydrogen and carbon dioxide transport assets can assist in the decarbonisation of the transmission system.

Transition market risk (short and medium-term)
There is a risk that market demand for the usage of the National Transmission System decreases due to the political and regulatory environment favouring alternative energy sources over gas, leading to reduced revenue and asset value.

Our three-molecule strategy, detailed in the Business Strategy and Scenario Analysis sections, provides mitigation against this risk by allowing National Gas to maintain agility in a dynamic market, maximising our core methane businesses and entering adjacent sectors to support mid- and long-term growth. Rather than committing the business to a single future pathway, the strategy defines a set of four credible scenarios across the methane, hydrogen and carbon dioxide networks, each with different operational, regulatory, technological and market implications.

Physical acute and chronic risk (short, medium and long-term)
There is a risk that acute and chronic changes to climate patterns will cause harm (damage) to a National Gas asset because of a failure to respond to known climate hazards and appropriately manage asset vulnerabilities, based on asset type characteristics and location of assets in relation to the hazard. This could lead to loss of supply, increased maintenance and asset-replacement costs. This could result in reputational damage, legislation non-compliance, enforcement actions, fines and safety/health/environment incidents.

As part of our Climate Adaptation Report, published in 2024, we identified two high risks (raised temperatures and erosion) and seven moderate risks (flooding from rivers and rainfall, tidal flooding, ground movement, wind damage, vegetation growth, lightning and snow). We completed site-specific climate change risk assessments of our compressor stations in 2024 to identify the locations that have the highest exposure to physical climate risk. We have secured investment to undertake detailed flood survey and design assessments at 19 sites, and temperature risk assessments at 27 sites, in the RIIO-GT3 period – enabling us to assess these risks at a site level, and develop long-term mitigation strategies.

Opportunities
The business has various climate-related opportunities associated with our three-molecule approach. This involves the use of our network for the transportation of hydrogen and carbon dioxide, as well as natural gas. More details can be found in the Business Strategy section.

The National Gas Innovation Strategy includes a number of climate-related opportunities.

Being a responsible business continued

Climate-related financial disclosures continued

Asset development (short and medium-term): Developing net zero ready, resilient assets with optimised maintenance systems, including developing novel hydrogen and carbon dioxide assets, waste heat recovery and electrochemical compression.

Business development (short and medium-term): Enabling future markets and customers of the gas network by ensuring business systems and processes are relevant for net zero, including developing new employee skills for operating our three-molecule network, exploring alternative uses for pipes to support a decarbonised energy system, and increasing biomethane connections.

MORE INFO: read about our Innovation Strategy.

Business strategy

Consideration of physical climate risk and the potential impact on the safe and resilient operation of the transmission system has been embedded within the Strategic Asset Management Plan for the Group. Dedicated asset-management objectives associated with environmental impact and the energy transition are within our RIIO-T2 commitments. Within the RIIO-GT3 business plan, a Climate Resilience Strategy (CRS) was submitted to Ofgem. The CRS sets out our holistic approach to maintaining an appropriate level of climate resilience for our current natural gas network, and includes investments to address the climate hazards scoring highest in our Adaptation Reporting Power (ARP) report to the Department for Environment, Food & Rural Affairs (DEFRA) in December 2024. These are listed in the physical acute and chronic risks above. For the regulated business, strategy and financial planning is linked to the regulatory process with Ofgem which is a five-yearly cycle.

MORE INFO: read about our RIIO-GT3 Climate Resilience Strategy.

National Gas is using a three-molecule approach to ensure the business is resilient in relation to transition risks in our sector. The three-molecule approach encompasses the continuation of natural gas delivery, while reducing the carbon content through biomethane and hydrogen blending and the use of carbon capture and storage (CCS) to capture emissions; alongside the rollout of 100% hydrogen pipelines as we transition to net zero.

Our flagship projects:

- Project Union: repurposing existing gas transmission pipelines and building new pipelines to create a core hydrogen network for the UK.
- FutureGrid: providing vital insights into hydrogen transporting and blending, to support the full-scale conversion to hydrogen.
- SCO_2T Connect: supporting the development of CCS in the Scottish cluster.

For more details on our business model and strategic direction, see pages 13 and 20.

National Gas believes our business model and strategy is resilient to the identified climate-related risks over the short- and medium-term time horizons identified as 2030 and 2050.

Scenario analysis

Transition risk

To understand the climate-related risks and opportunities that could impact our business in the future, we have carried out transition risk scenario analysis. This analysis was updated in March 2026. We have considered scenarios up to 2050, aligning with our net zero pathway and our medium-term risk timescale. The scenarios are bespoke and based on our scenario-based business strategy, approved by the Board in FY26, and have been selected to show a range of possibilities for the future usage of the National Transmission System. They align with our short and medium-term risk timelines as these are relevant to our transition risks listed in the section above, and our current strategy runs until 2050. Whilst all scenarios present significant risks to the business, which must be appropriately managed, there are also opportunities to adapt our network and operations to support the net zero transition.

Rapid decarbonisation scenario (low temperature increase) – 1.5 degrees

In this scenario, the UK operates within a growing global economy with low interest rates, stable inflation and minimal trade barriers. Governments prioritise globalisation, free trade and devolved policymaking.

Industrial competitiveness remains low, but the UK shifts towards battery manufacturing and clean energy technologies, supported by high carbon prices. Society enjoys high living standards and low energy costs, as energy demand declines due to strong consumer-led efficiency measures and a shrinking population.

Technological progress accelerates, driving down renewable costs and fuelling a boom in behind-the-meter solutions and distributed energy systems. Regulatory frameworks decentralise, with Independent Distribution Network Operators proliferating and transmission networks losing value as local generation grows. Carbon budgets are strictly enforced.

Wholesale energy prices fall amid declining demand, widespread demand-side response (DSR) and growth in off-grid solutions. Fossil fuel demand plummets, reducing imports significantly. Consumers exhibit very high engagement, embracing DSR, vehicle-to-grid and energy-efficiency measures, while prioritising clean energy and environmental goals over affordability.

Likely business impacts:

- Methane sees a significant reduction in domestic, industrial and power generation demand. Roughly two-thirds of compressor stations will be decommissioned by 2050.
- Hydrogen sees some growth, but it is limited to transport and power sectors. Limited infrastructure is developed beyond initial clusters.
- CCS infrastructure will be used to decarbonise industry, with large-scale opportunities associated with early clusters. However, energy-efficiency gains reduce the need to store carbon in the long-term.
- Due to the large reduction in methane demand and limited growth in the hydrogen and CCS sectors, National Gas will see a significant reduction in revenue and asset value.

Hybrid scenario (medium temperature increase) - 2.5 degrees

In this scenario, the UK operates within a strong global economy characterised by robust growth, low interest rates and stable inflation. Governments look to strike a balance between achieving net zero goals and sustaining economic growth, with energy supply diversification as a top priority.

The industrial landscape is highly competitive across the UK and EU, driven by high carbon prices that incentivise emissions reduction while supporting strategies to retain and grow heavy industry. Society enjoys high living standards, stable energy costs and strong energy demand, even as the population gradually declines.

Being a responsible business continued

Climate-related financial disclosures continued

Technological progress accelerates across sectors, making low-carbon hydrogen more affordable and pushing CCS into the mainstream. Regulatory frameworks tighten, with centralised energy policy and stricter adherence to carbon budgets, while regulators focus on building a diversified energy network spanning both molecules and electrons.

Wholesale energy costs fall due to abundant global production, and the UK prioritises reducing energy imports to limit price exposure. Consumers remain relatively disengaged and resistant to behavioural change, placing security of supply above environmental considerations.

Likely business impacts:
- Methane sees a reduction in domestic and industrial demand, but plays an increasing role in power generation. Roughly one-third of compressor stations will be decommissioned by 2050.
- Hydrogen plays a significant role in power generation and transport. Multiple clusters and interconnections are needed.
- CCS infrastructure supports carbon dioxide use across several sectors and is supported by high carbon prices.
- Continued methane usage along with significant roles for hydrogen and CCS result in a diversified and resilient business model for National Gas, providing strong revenue for the business.

Slow decarbonisation scenario (high temperature increase) – 4 degrees
In this scenario, the global economy faces a recession, marked by high inflation, elevated interest rates and trade tariffs between major economies. Governments prioritise energy security and domestic resource maximisation over climate commitments.

Industrial competitiveness declines, with carbon pricing removed and fossil fuel subsidies sustaining demand. Governing bodies and regulators pull back on net zero commitments.

Socio-economic conditions worsen, with lower living standards. Energy costs fall due to cheap fossil fuels and the removal of renewable subsidies, keeping energy demand stable. Technological progress slows as material costs rise, halting reductions in renewable costs and limiting innovation.

Wholesale energy prices remain low due to global oil and gas oversupply, while the UK prioritises domestic production but still relies on imports. Consumers show minimal engagement, sticking with gas heating as heat pumps lose favour. Electricity demand grows modestly due to electric vehicle adoption and low energy efficiency, but affordability becomes the overriding priority.

Likely business impacts:
- Methane sees continued domestic and industrial usage and is still required for power generation.
- Hydrogen infrastructure has limited development beyond initial clusters due to unfavourable economics.
- CCS infrastructure has limited development due to lack of environmental concern limiting build out.
- High methane usage offsets limited growth in hydrogen and CCS, and the National Gas business model and revenue remains resilient.

Overall, National Gas remains resilient in the hybrid and slow decarbonisation scenarios, with regards to transition risk. However, the rapid decarbonisation scenario results in a much lower usage of the National Transmission System.

Physical risk
National Gas undertook its last physical climate risk assessment as part of the fourth round Adaptation Reporting Power (ARP4) report to the Department for Environment, Food & Rural Affairs (DEFRA) in December 2024. As a Critical National Infrastructure (CNI) owner, we are invited to report through this process, typically on a five-yearly cycle. This is in addition to the assessment of physical climate risk to assets, which is undertaken annually. The Climate Change Act 2008 gives the Secretary of State the power to direct reporting authorities (bodies with 'functions of a public nature' and 'statutory undertakers') to produce reports on what they are doing to adapt to climate change. The power is referred to as the 'Adaptation Reporting Power'. The Government's Adaptation Sub-Committee reviews the outputs of the ARP process, which in turn supports the Government's National Adaptation Programme (NAP) and future UK Climate Change Risk Assessments. The ARP4 reporting round took place two years early, following a recommendation from the Climate Change Committee (CCC) that the Adaptation Reporting Power cycle should be synchronised with the NAP.

In the 2024 report, we formally assessed 26 climate-related risks and scored these on a likelihood/impact matrix, which was common and agreed amongst Great Britain's gas networks during the ARP3 reporting round. In the development of our ARP4 report, the Group reviewed the ARP3 risks and removed those linked to previous ownership. In undertaking this review, four additional National Gas specific risks were added to the 22 gas-sector specific risks considered by the gas transmission and distribution networks in ARP3. In ARP4, reporters were asked by DEFRA to consider a present-day risk score, plus a 2050 and 2100 risk score, based on business as usual.

The ARP4 assessment found that since ARP3, the considered present day risk from erosion (specifically pipeline crossings) has increased. There has however, been minimal change in the remaining risks. The view to 2050 sees the continued impact of raised temperatures alongside increased impacts from flooding and erosion. Our 2100 assessment sees the impact from these climate risks continuing, but their likelihood and overall risk score slightly increasing, consistent with UKCP18 projections of increasingly warmer and drier summers, wetter winters, sea level rises and increased frequency of weather extremes.

The site-specific climate change risk assessments for all compressor stations on the transmission system were completed in 2024, to fulfil a specific requirement set by the Environment Agency, and used to inform the updated ARP4 risk assessment.

National Gas is committed to continuing activities linked to reviewing standards and specifications, flood risk assessment and river scour modelling, to help mitigate the present and anticipated impacts of climate change.

As with the previous round of reporting, climate risk scores for 2050 and 2100 are based on the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 8.5. RCP8.5 assumes an increase in global mean surface temperature of 4.3°C over 2081 to 2100, compared to the pre-industrial period (average between 1850-1900). The RCP8.5 scenario is expected to occur by the close of the current century, if global emissions continue unabated at their current rate. Electricity and gas systems justify the decision to omit the 2°C degree projections (RCP 2.6, RCP 4.5 and RCP 6.0) as the industry adapts to worse-case scenarios and any adaptation and mitigation progress towards the 4°C scenario will encompass 2°C scenarios by default. However, a 2°C degree scenario will be explored by National Gas and risk scores reported as part of our second annual reporting submission to Ofgem for RIIO-GT3 and in ARP5.

While high and medium risks have been identified, the National Gas assessment is consistent with previous reports and those of the gas and electricity distribution and transmission sector, detailed in the Energy Networks Association (ENA) sector report. National Gas and Britain's gas transmission system remain inherently resilient to physical risk, but we recognise the need to continually reappraise our climate risks and engage with regulators on financing adaptation measures to ensure this remains the case. More information can be found in our Climate Adaptation Report.

Being a responsible business continued

Climate-related financial disclosures continued

Risk identification

The potential risks of climate change to the business are taken extremely seriously. National Gas is committed to assessing these risks on an ongoing basis and taking appropriate mitigation and adaptation action, where necessary. These risks and associated mitigations are managed through our risk-management framework, with appropriate executive oversight via the Executive Risk Committee (ERC) and line of sight to the National Gas Board via the Safety, Security and Sustainability Committee (SSSC).

To further support the development of our risk capability and improve transparency, we have implemented operational risk taxonomies. The environmental and climate change taxonomies have been rolled out to the business in line with ongoing improvements to the risk-management process. As part of the rollout, business areas have been asked to review their risks and raise any additional risks, including climate-related risks, where appropriate.

Through a new system, we are implementing process markers to support the identification of environmental, social and governance (ESG) risks as part of ongoing refinements to our risk-management process.

In accordance with the Enterprise Risk Management (ERM) system and the three-lines approach to risk management, each business area is responsible for identifying relevant risks. For climate-related risks, these are primarily identified by the Environment and ESG teams, using the ESG Steering Committee to discuss emerging issues with members of the Executive Committee. The risks are managed at a local level using the ERM, with oversight from the Executive function owner. Regular review occurs through the Executive Risk Committee (ERC), with relevant issues raised to the SSSC for assessment as deemed necessary. In turn, these will be escalated to the Board as required. A third line of defence is provided by internal and external audit functions.

Furthermore, at the January 2025 ERC meeting, the decision was taken to incorporate climate-related risk as a factor within each individual principal risk, to ensure robust assessment across key strategic business areas. This remains the focus of the strategic risk review for FY27.

Risk management

Climate change risks are considered as part of our ERM process. This process is the framework through which National Gas identifies, assesses, manages, monitors and reports risks. More details on our ERM can be found on page 53. It is refreshed annually, and climate-related risks undergo the same process as all other risk categories in the ERM system. This process includes identifying a series of company-wide controls and actions to mitigate the climate-related risks.

The environmental risks are owned by the Engineering and Asset Management Director. These risks form the foundation of our climate risk adaptation and mitigation, which we are continually assessing and updating. Emerging risks are managed under our risk-management framework, with results reviewed by senior leadership through the Horizon Scanning and Emerging Risk Forum, which reports into the ERC and SSSC as required.

Climate-related risks are an integrated part of the operational risk framework and are allocated against the climate change taxonomy.

The risk assessment process has been designed to be clear and practical, giving the business readily measurable principles aligned with our purpose and values. It enables us to assess what we are, and are not, willing to do to deliver on our strategy, so that we can provide robust assessments of the risk – including environmental and climate risks. These processes are refreshed annually.

Metric	Target FY26	Achieved FY26	Target FY27	Related risk/ opportunity
NO_x from compressor unit combustion*	6 kg/hour	4.50 kg/hour	6 kg/hour	All transition risks
Scope 1 and Scope 2 carbon emissions	443 $ktCO_2e$	358.1 $ktCO_2e$	430.1 $ktCO_2e$	All transition risks
Percentage of top-50 suppliers with carbon-reduction targets in place	75%	82%	N/A, metric for RIIO-T2 only	Transition reputational and policy risk
Percentage of employees who have completed environmental training	95%	99%	95%	All

Risk integration

We operate an integrated risk-management framework, which manages all categories of risk across the business, i.e. strategic, financial, operational and emerging. Business taxonomies integrate climate considerations into the overall risk-management framework.

Metrics and targets

Risk metrics and targets

National Gas has 21 environmental, social and governance (ESG) metrics used in the business across all three pillars of environment, social and governance. Each metric has a business process owner and an accountable lead on the Executive team. Four out of 21 metrics are deemed to be related to climate-related risks and opportunities. These are detailed in the table below:

GHG emissions

National Gas measures and reports on its Scope 1, 2 and 3 emissions on an annual basis, these can be found in our SECR report.

Nitrogen oxide (NO_x) emissions dropped from 4.74 kg/hour in the previous financial year, the percentage of our top-50 suppliers with a carbon-reduction target fell slightly from 84% to 82%, and the percentage of employees who have completed environmental training increased from 97% to 99%. More details on the trends in Scope 1 and 2 emissions can be seen in our SECR report.

*The NO_x emissions are calculated for each unit by the Predictive Emissions Monitoring System (PEMS) which is installed at each site. An extractive emissions measurement test is completed on each unit by our UKAS certified lab, which covers the full operating range of the compressor unit. These emissions are then used with a number of gas turbine and compressor train parameters (such as exhaust temperature, unit speed and fuel flow) to produce an emissions model of the unit. This model is then loaded in to the PEMS and, when the unit runs at the specific run parameters, the model calculates the relative NO_x emissions.

National Gas set out 30 targets in our RIIO-T2 Environmental Action Plan (EAP) across the pillars of climate, leadership, air quality, resources and nature. Updates on these targets can be read in our Annual Environmental Report. Additionally, we are currently investigating the possibility of creating and publishing a climate transition plan.

Being a responsible business continued

Powering our people

Encouraging employees to be the energy behind the change

We believe that our future success is predicated on our ability to attract, recruit, develop and engage a capable, diverse, safe and healthy workforce who will deliver our business strategy and maximise the opportunities ahead of us.

During the year, we continued to focus on the four pillars of our employee value proposition (EVP): flexibility, growth, inclusivity and caring – empowering colleagues to excel and build rewarding careers. With these pillars in mind, and guided by our ambition to be known as an employer of choice, we delivered a range of initiatives to lead us forward.

READ MORE: about activities for value from page 46.

Key achievements

- Advanced workforce capability through expanded development programmes, leadership acceleration and early careers pathways, strengthening succession and internal progression
- Maintained high employee engagement during organisational change, with a favourable eNPS score of +26, while also achieving strong cultural inclusion
- Strengthened our employee offering, introducing more flexible and competitive benefits aligned to colleague needs
- Deepened employee voice and collaboration, supporting responsive action and stronger alignment with business priorities

+26

EMPLOYEE NET PROMOTER SCORE (2024/25: +29)

2.7%

MEAN GENDER PAY GAP (2024/25: 1.6%)

Five-year People Strategy

Over the next five years, our people will remain a critical lever for organisational resilience, growth and delivery against the RIIO-GT3 business plan. Aligned with our purpose to 'Secure Britain's Energy' our People Strategy builds on existing strengths whilst addressing ongoing challenges.

Our People Strategy, developed and launched in FY26, is shaped around four priorities which will be critical to the success of the RIIO-GT3 period. These priorities are designed to ensure that we have a skilled and flexible workforce who are inspired to contribute fully to our business.

People Strategy priorities

1. **A skill-based approach to capability**: We will build a future-ready, agile workforce equipped with the skills to deliver the business strategy.
2. **Leaders who inspire performance at all levels**: Inspirational leaders who role model our values and drive performance through coaching and accountability.
3. **A purpose-led and inclusive culture**: People who feel connected and committed to the work we do and feel valued for their contribution.
4. **Maximising human impact through digital**: Simple and effective HR systems, that drive operational efficiency and real-time decision making.

To ensure the successful delivery of our five-year People Strategy, we have established a clear framework for tracking progress and measuring impact. Strategic milestones are aligned to each priority area and supported by a focused set of KPIs that reflect both operational effectiveness and cultural outcomes.

Progress will be monitored through a mix of quantitative and qualitative data, including engagement scores, retention rates, leadership effectiveness and employee feedback. This will be presented through a strategic dashboard to support informed decision-making and transparent reporting.

This disciplined approach will ensure our People Strategy remains dynamic, relevant and impactful, driving measurable improvements in workforce capability, culture and business performance. This is about creating clarity and connecting our people at an individual level to our purpose to 'Secure Britain's Energy'.

Being a responsible business continued

Powering our people continued

Flexibility: balancing work and life

Having some flexibility around when, where and how we work helps us all manage the demands of our lives at home and work, whether that's hybrid working, varying shift patterns or more formal adjustments to our working hours.

Key outcomes

- Enhanced flexibility and autonomy through hybrid and flexible options
- More locally connected workforce through new regional operating hubs
- Full review of family provisions policies to go beyond statutory requirements

Flexible working

We recognise that everyone has different responsibilities, priorities and ways of working, so we aim to provide the freedom for colleagues to shape how they work day to day. This includes options such as hybrid and flexible working to enable colleagues to balance personal and professional commitments, while ensuring business needs are met.

Regionalised operating model

We are evolving how we organise our workforce through our regional operating model, which brings people closer to where they live and work, reducing commuting time and strengthening connections to local communities. This helps create a more supportive and inclusive environment, where individuals feel trusted, valued and able to bring their whole selves to work.

Family provisions policy

To support health and wellbeing, we undertook a full review of our family provisions policy to ensure it continues to meet the needs of colleagues and their families. Our ambition is to go beyond statutory requirements by providing greater security, flexibility and reassurance at important moments in our colleagues' lives, reinforcing our commitment to being a supportive employer.

Growth: developing our people

We want everyone to have the opportunity to develop, both personally and professionally. That means providing room for growth through clear pathways, development programmes and opportunities for our people to build their careers on their terms.

Key outcomes

- Increased access to career pathways through new entry routes
- Strengthened future capability through cross-industry collaboration
- Increased internal progression and succession readiness
- Enhanced diversity within development pipelines

Learning and development

Employee development is critical to delivering our ambition, as well as to enriching our employee experience. Our established programmes develop talent at all levels, from graduates and apprentices through to leaders and executive successors.

LinkedIn Learning provides opportunities to learn for every employee. This year, the addition of curated learning around building commercial awareness and capability, as well as enhancing project management, have been a priority in preparation for RIIO-GT3. We also focused on inclusive development through initiatives like Ascend (women's development) and Elevate (for ethnically diverse colleagues), enabling individuals to maximise their potential while supporting a more diverse leadership pipeline.

To further accelerate capability, we introduced a Talent Accelerator programme and Leadership Excellence masterclasses, enhancing leadership effectiveness, supporting internal progression and increasing succession readiness across critical roles. Recognising the impact of leadership on engagement and performance, we are prioritising building coaching capability across our leadership population. This will support improved performance, unlock innovation and create a more empowering employee experience in the year ahead.

Early careers

Our early careers programmes remain a vital source of future talent and capability. Established graduate, and operational and functional apprenticeship programmes were expanded this year to include internships, broadening access and entry routes into the organisation. We also introduced a new collaboration with the National Energy System Operator (NESO), enabling System Operator graduates to undertake exchange placements and build broader industry insight and capability.

Being a responsible business continued

Powering our people continued

Caring: looking out for each other

We work towards our important goals together, while looking out for each other. Caring deeply about the reward and recognition of our employees, we make sure we have a diverse range of benefits that support our colleagues inside and outside of work.

Key outcomes

- Progress towards a more balanced and inclusive workforce
- Improved inclusion practices embedded into processes and leadership expectations
- External recognition of our commitment to inclusion
- Improved workforce insights enabling effective interventions

Employee engagement and voice

Creating meaningful two-way dialogue remains central to how we support our people. Our senior leadership team regularly engages directly with colleagues through local sessions, as well as in larger forums such as our leadership summit and quarterly town halls, ensuring open and transparent communication across the organisation.

We continue to maintain constructive relationships with our Trade Union representatives, working collaboratively on key areas such as terms and conditions, as well as future-focused topics including hydrogen, skills development and the transition to green jobs.

Employee insight is gathered through a combination of agile quarterly eNPS surveys and our enhanced annual culture and engagement survey, enabling both rapid response and deeper analysis of the employee experience. During the year, we achieved an eNPS score of +26, maintaining a favourable rating despite a year of significant organisational change, including the transition to a regional operating model. Feedback insights have been used to drive targeted improvements.

In response to colleague feedback on leadership consistency and decision-making, we introduced a manager toolkit and training to strengthen one-to-one conversations, alongside embedding more localised decision-making within our new operating model to improve pace and accountability.

Reward and benefits

We continue to evolve our reward and benefits offering to meet the changing needs of our workforce and remain competitive in attracting and retaining talent. This year, enhancements included the introduction of new benefits such as technology schemes, ISA savings options and bonus sacrifice arrangements, providing greater flexibility and choice for colleagues.

Inclusivity: a supportive culture

We have a supportive and inclusive culture where everyone is heard, valued and supported to reach their full potential. The introduction of our 'Belonging' survey in 2024 helps us develop an environment where we can connect, collaborate and be the best we can be.

Key outcomes

- Sustained employee advocacy, reflecting positive engagement during a period of change
- Improved leadership effectiveness through capability building
- Collaborative employee relations supporting business priorities and workforce transition

Diversity, equity and inclusion

We continue to strengthen our inclusive culture through targeted actions, robust governance and clear accountability. Oversight is provided by the Remuneration and Nominations Committee, which monitors progress against our diversity, equity and inclusion (DEI) commitments, including transparency through our gender pay gap reporting.

We enhanced our understanding of colleague experience by integrating our Belonging survey into our annual Culture and Engagement survey. This delivered an 86% response rate (2,422 responses) and a Belonging Index of 75%, exceeding the Gartner inclusive benchmark of 70%.

To further strengthen inclusion across National Gas, we launched a five-year DEI strategy aligned to our broader People Strategy and the RIIO-GT3 period. This focuses on:

- Embedding inclusion to prepare for future workforce challenges.
- Strengthening visible leadership accountability for DEI.
- Integrating inclusive practices into everyday business processes.
- Expanding collaboration across our sector, supply chain and communities.

We also made tangible progress through key initiatives, including targeted engagement campaigns, continued investment in inclusive leadership capabilities, our second Women in Leadership Conference, and increased focus on LGBTQ+ inclusion and allyship, including participation in Birmingham Pride. External recognition included achieving Silver status in the Armed Forces Employer Recognition Scheme and attaining Disability Confident Employer (Level 2) status.

Representation and gender pay

This year our gender pay gap has remained broadly stable and we are pleased that our pay gap remains lower than the UK average. Our mean gender pay gap increased to 2.7% (from 1.6%), whilst our median pay gap improved to 0.1% (from -3.33%). While our workforce remains 72.7% male and 27.3% female, we remain focused on improving gender balance and are encouraged by the direction of travel, particularly in leadership where 31% of our leadership population are female.

MORE INFO: read about our 'Gender Pay Gap Report'.

Being a responsible business continued

Partnering with our communities

Supporting communities and tackling loneliness

As a national business, we're well positioned to offer support to our local communities across Britain. Our range of social impact activities ensure we're giving back to our neighbours and tackling inequalities for vulnerable consumers.

Our four areas of social impact activity

Community Grant Fund (CGF)
Business plan commitment to fund grants of up to £100,000 per year for causes located close to our operational and construction sites, which deliver positive social, economic and environmental impact in line with our ESG strategy.

Education and skills
Engaging the next generation in net zero and the energy transition, and inspiring those from diverse and under-represented backgrounds to consider careers in the energy sector.

Charitable giving and employee volunteering
Our approach to corporate citizenship, including charitable partnerships, employee fundraising and donations, and volunteering activities to support a range of good causes across the UK.

The Tackling Loneliness initiative
Our initiative aimed at proactively tackling loneliness in the communities where National Gas operates, with the aim of reaching isolated members of the community, engaging our employees and fostering a sense of belonging across the National Gas operational footprint.

£98,730

DONATIONS VIA OUR COMMUNITY GRANT FUND (2024/25: £93,072)

Community Grant Fund

Our Community Grant Fund allows us to support and invest in the local communities in which we operate, mitigating impacts caused by our presence, and establishing ourselves as a good neighbour. Causes and charities based near to our operational and construction sites can apply for funding of up to £20,000 to support projects that deliver positive social, environmental and economic impact in the area. We use a scaled approach to funding to ensure that any disruption caused by our activities is fairly mitigated:

- Up to £20,000 for projects based near to our construction sites.
- Up to £10,000 for projects based near to our operational sites.

In FY26 we provided almost £100,000 of grant funding to causes across the UK.

Social impact in action

Farm Urban

Farm Urban, located in Liverpool, is an environmental education charity empowering young people to engage with sustainable food, health and climate action through hands-on learning.

With £10,000 from the Community Grant Fund, Farm Urban delivered its Future Food Heroes programme to two primary schools in Kirkby, supporting pupils in areas of high deprivation through a six-session STEM-focused programme. Classrooms received zero-waste aquaponics produce pods, mushroom-growing kits and interactive workshops, enabling pupils to grow food while learning about circular economies and healthy choices. The project concluded with a celebration at Farm Urban's headquarters, where pupils shared their learning, received certificates and toured Liverpool's only vertical farm.

Peakirk Church Estate

The Peakirk Church Estate manages Foxcovert Newt Field, a 1.6-hectare area of informal open space on the edge of Werrington, Peterborough, with the aim of protecting and restoring biodiversity.

The space offers free access for walking, cycling and nature observation, and is also an important wildlife habitat, supporting grassland, hedgerows, ponds and great crested newts. Funding from the Community Grant Fund supported the Pathways and Ponds project, restoring overgrown paths, improving accessibility for wheelchairs, pushchairs and mobility scooters, and protecting sensitive habitats from invasive species. £17,000 was awarded to deliver initial restoration work with local conservation partners and to train volunteers to support ongoing maintenance, community action days and nature monitoring.

Being a responsible business continued

Partnering with our communities continued

Education and skills

We have been building national and local education and skills development partnerships and initiatives to engage the next generation in net zero, the energy transition and future career pathways.

Over the past year, we've continued to strengthen our educational outreach to inspire young people from diverse backgrounds into science, technology, engineering and maths (STEM), the energy sector and careers supporting the transition to net zero. By the end of RIIO-T2, we exceeded our Business Plan Commitment target, engaging more than 1,350 young people through school visits, careers events, work experience, panels and conferences.

Work experience

We welcomed 90 students from across the UK to our Warwick headquarters for a week-long work experience programme, developed with the support of the UK's leading responsible business network, Business in the Community, and underpinned by the modern work experience standards outlined by the Careers and Enterprise Company (CEC). We use the CEC's Universal Skills Builder Framework as the basis of our programme, and to assess our cohorts on their progress during their time with us. The Skills Builder Framework is a set of eight key employability skills that provide practical and personal development for students, applicable across all careers. The programme runs across two cohorts:

- **General business**: Providing a comprehensive, holistic view of the teams responsible for day-to-day business operations, and the variety of roles and opportunities available. The programme offers insight into core business functions including Finance, HR, Legal, Innovation and Corporate Affairs.
- **Physical and cyber security**: Built specifically to address one of our most material business areas, this programme takes a deep dive into physical and digital security. Students joined sessions on data defence, business and personal security, and created their own phishing emails. This year, students from the Sutton Trust accounted for 50% of the cohort. The Sutton Trust is a charity that champions social mobility, ensuring young people from diverse and disadvantaged backgrounds have equal access to opportunities. At least 50% of our FY26 work experience participants were from ethnically diverse backgrounds, supporting and promoting greater inclusion within engineering and business careers.

School engagement

As part of their early careers development, our graduates and apprentices developed curriculum-aligned education outreach resources through the Raising the Bar project, supporting employee-led school engagement across the UK. These resources provide relevant, 'off-the-shelf' activities that can be taken to schools and careers fairs, and used in-house for student visits. Colleagues also contributed to wider education outreach across the year, including joining Physics Partners for their annual Girls in STEM conference, visiting schools near our operational sites and hosting student visits at our national control centre – providing young people with real-world insights into careers leading the energy transition.

Charitable giving, employee volunteering and community partnerships

We are committed to adding value to the communities where we operate, and to wider society. We enable our employees to do good work through ongoing fundraising – including up to £400 per individual per year in matched giving – dedicated community partnerships and the opportunity to take up to two days of paid annual leave for volunteering activity. Together these initiatives help ensure the impact we have on society is sustainable, meaningful and focused on tackling pressing social issues.

Barnardo's partnership

FY26 marked the conclusion of our partnership with Barnardo's, one of the UK's leading children's charities. The fundraising target of £100,000 was exceeded, with colleagues raising over £132,000 through coordinated fundraising, awareness-raising and donation campaigns delivered across National Gas. This outcome reflects strong levels of engagement and a shared commitment to social responsibility across the business. Colleagues delivered a wide range of activities throughout the year, including sponsored challenges, team-led fundraising and seasonal donation campaigns. In addition to financial contributions, colleagues provided in-kind support and helped raise awareness of key issues affecting vulnerable children and families. Initiatives included the Christmas 'Tree of Joy' appeal, Mother's Day hamper creation, the 'Safe in the Sun' and 'Back to School' campaigns, and an Easter egg donation programme, collectively supporting children's wellbeing, safety and access to essential items. The partnership concluded with a celebration event recognising the collective contribution and impact achieved. Overall, the collaboration demonstrates how colleague-led engagement can deliver meaningful, measurable social value and positive outcomes for communities across the UK.

Looking ahead: moving to a regional charity approach

From April 2026, National Gas will move from a single national charity partnership to a regionally led model, enabling deeper, more locally relevant social impact aligned to our operating structure. Building on the success of our Barnardo's partnership, regions and central functions will each partner with a dedicated charity selected through a colleague-led nomination and voting process. Supported by fundraising, volunteering and awareness-raising activity within our established charitable-giving framework, this approach strengthens employee voice, enhances governance and helps deliver lasting impact in the communities where our people live and work.

£132,784

DONATIONS TO OUR CORPORATE CHARITY BARNADO'S SINCE 2022

3,385

EMPLOYEE VOLUNTEERING HOURS (2024/25: 3,401)

£29,556

MATCHED GIVING VIA BENEVITY (2024/25: £16,831)

£12,200

COMPANY GIFTING VIA BENEVITY (2024/25: £5,575)

Being a responsible business continued

Partnering with our communities continued

The Tackling Loneliness initiative

The National Gas Tackling Loneliness initiative addresses a significant social challenge by strengthening connection, reducing isolation and supporting community resilience in the areas where we operate.

Launched in 2024, the initiative is delivered through locally led community hubs, strategic charity partnerships and colleague volunteering, which enables activities to respond directly to local needs and contribute to national social impact. The initiative focused on supporting people at different life stages, including young people, older individuals and those experiencing digital exclusion, with colleagues providing time, skills and local insight. The initiative was shortlisted for the edie Awards 2026 in the Social Sustainability: Funding and Livelihoods category, which reflects its robust delivery model and measurable social value.

Working with charities

Working with UK Youth, National Gas supported 237 young people to participate in Adventure Away Days, providing day and residential outdoor learning experiences that help build confidence, resilience and social connections. In partnership with Age UK, colleagues supported the Telephone Friendship programme, helping older people experiencing loneliness to build regular, meaningful connections. Through WaveLength, National Gas donated technological goods, such as tablets and televisions, to help people who are digitally excluded or socially isolated stay connected to the wider world.

Working with communities

Across the UK, colleagues delivered a diverse programme of locally led Tackling Loneliness initiatives, creating welcoming spaces and strengthening community connections. Activities ranged from community lunches, bingo events and seasonal celebrations, to creative workshops and hands-on volunteering. Together, these initiatives brought people of all ages and backgrounds together, particularly those who were living alone, new to an area or facing mental health challenges – demonstrating the scale, reach and human impact of the programme nationwide.

50

LOCALLY LED COMMUNITY EVENTS

2,101

ENGAGED COMMUNITY MEMBERS

1,300

EMPLOYEE VOLUNTEERING HOURS FOR THIS INITIATIVE

Tackling Loneliness: social value

The Tackling Loneliness initiative delivers social value by aligning colleague inputs with targeted activity and measurable community outcomes.

- Financial and in-kind support for delivery partners, including funding, facilities, refreshments and donated technology.
- Partnerships with specialist organisations, including UK Youth, Age UK and WaveLength, providing expertise and delivery capability.
- Technological equipment donated to support digital inclusion and sustained connection.
- Strong external engagement, with 39,967 views and impressions across social media during the year.
- Reduced social isolation and increased opportunities for meaningful connection across different life stages.
- Improved confidence, resilience and social skills among young people.
- Regular, trusted social contact for older people experiencing loneliness.
- Increased digital access for people who are socially or digitally isolated.
- Stronger community relationships and enhanced colleague engagement in social impact delivery.

Social impact in action

Helping Hands

We held multiple soup kitchen takeovers and community support events with Helping Hands, located in Leamington Spa, Warwickshire.

Colleagues partnered with Helping Hands to support people experiencing homelessness, isolation and hardship. Volunteers contributed more than 100 hours to soup kitchen takeovers, meal preparation and cleaning. The activity supported service users, providing food and conversation. Feedback from Helping Hands highlighted the tangible positive impact on both the space and the experience of those supported.

Tackling Loneliness at St Fergus

St Fergus in Aberdeenshire has become a flagship example of grassroots community engagement through Tackling Loneliness.

Colleagues have partnered with local organisations, including the Mission Café, to host monthly 'Claik and Mait' community meals, bingo nights and a range of seasonal activities. During the festive period, volunteers wrapped 120 gifts and hosted Christmas parties for older community members. Collectively, the site hosted 12 events, welcomed 711 attendees and contributed 123 volunteering hours.