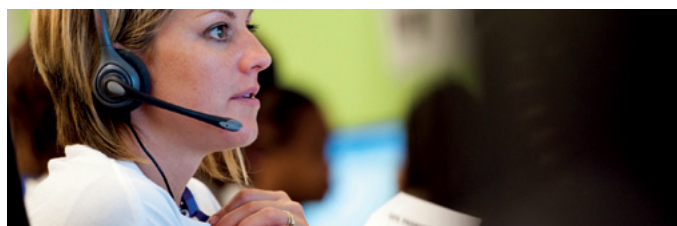


Corporate Responsibility

Performance Summary 2013



Chief Executive's introduction



At the end of 2013, the UK was witness to the most heated political debate about energy since privatisation. Customers are struggling with their energy costs as household incomes remain under pressure and the UK recovers from the worst recession in decades. At the same time, higher wholesale commodity prices, transportation charges and environmental and social obligations are increasing the cost of energy. The debate has further eroded trust in the energy sector.

Energy prices are understandably a key concern, and we are working hard to keep energy affordable. Affordability, though, must be addressed alongside other pressing matters. Energy security is essential because the UK is no longer energy independent and needs to secure its energy supplies by competing on the global market. Climate change is a real threat and must be mitigated by staying on course to meet the

UK's carbon targets. The intense scrutiny faced by the energy sector hinges on the interaction of these issues. Balancing these priorities is at the heart of what we do and can impact our ability to earn the trust of our stakeholders.

Working to make energy affordable

We took steps in 2013 to limit the impact of rising costs on our customers. Higher consumption as a result of a cold winter in late 2012 and early 2013 allowed us to shield our customers from increases in wholesale energy costs but by October 2013, we unfortunately had to raise residential energy prices by an average of 9.2% to remain profitable. However, with changes the UK Government proposed to the Energy Company Obligation (ECO), we were able to be the first supplier to reduce prices for all customers by an average of 3.2%, effective from 1 January 2014. Including the £12 rebate relating to the Government's Warm Home Discount, the average customer bill reduced by £53, or 4.1%.

The need to increase prices was driven by factors largely external to the company.



£60bn

We have entered into long-term contracts worth £60bn in commitments to supply gas and power to our customers



Our post-tax profit margin for British Gas Residential made up less than 5% of the bill last year – a level we feel is fair considering the commodity and weather risks we take. It is essential Centrica makes a reasonable profit enabling us to secure the gas and electricity supplies our customers need.

Installing insulation and other energy efficiency measures is an important part of our efforts to help customers manage energy costs. We installed more than 236,000 energy efficiency measures in 2013 to our customers' homes in the UK. A third of these installations were for the elderly, disabled or those on low incomes, and will help them save more than £950m in heating costs over the lifetime of those measures. Overall, we supported more than 1.8m* vulnerable households in the UK as well as helping customers in Texas through the bill assistance programme, Neighbor-to-Neighbor.

Helping to reduce carbon emissions

We are committed to supporting UK carbon reduction targets and believe energy efficiency is vital to cut emissions. Reducing our customers' energy consumption decreases carbon produced in homes and means burning fewer fossil fuels to generate electricity. Since 2010, the measures we have installed in UK homes and businesses have saved a total of over 9.8m tonnes of CO₂e, equivalent to taking more than 668,000 cars off the road.

However, only a fraction of savings available through greater energy efficiency has yet been realised. The UK needs to pursue cost-effective energy efficiency measures with greater urgency and zeal.

Putting people in control of their energy use can also help them manage consumption, leading to lower costs and carbon emissions. We are leading the rollout of smart meters, having installed nearly 1.3m in UK homes and business by the end of 2013. In a survey

of our customers with smart meters, nine out of 10 are now taking simple steps to reduce energy use in the home. We have also introduced new products and services such as remote heating control and time-of-use plans. For example, customers using our 'Free Power Saturdays' offering in North America can save approximately 16% on their energy bills on average, while easing strain on the grid and reducing emissions from peaking power plants.

With our focus on gas, nuclear and renewables, we have one of the lowest carbon intensities of the major UK energy generators. We completed our Lincs offshore windfarm in 2013 which is capable of producing enough energy for more than 200,000 homes. However, to enable us to make further long-term investments in large scale offshore wind and renewables, the UK needs political consensus and legal and regulatory certainty concerning the investment and return framework.

Securing energy supplies

Alongside affordability and decarbonisation, we continue our work to secure energy supplies. We focus on gas because we believe it delivers on all three priorities. Gas is transportable and remains widely available, enabling us to secure future supplies and bring them to the UK at affordable prices. Gas also has the lowest carbon intensity of fossil fuels, and because of its flexibility, plays an important backup role to renewable power in a low carbon future.

Centrica has continued to make good progress in accessing new markets and securing new sources of gas in 2013. Our total commitments to purchase gas and power for our customers is now more than £60bn. We have also taken a 25% non-operating stake in the Bowland shale exploration licence in Lancashire in the UK, which could be a valuable addition to the UK's future supply mix. We are confident that natural gas from shale can be extracted safely. We place a high

*Assured by Deloitte LLP for 2013 reporting.

priority on sensitively managing the potential local community and environmental impact whilst we explore such opportunities.

Earning trust

As the UK's largest energy supplier we recognise the responsibility we have to help keep people's homes and businesses warm and well lit. We must do this in a way that earns the trust of our customers and the wider stakeholder community. Despite our efforts, we, and the industry as a whole, have not been successful in doing this. Trust in the energy sector is at a low level, amplified by political positioning which has led the important debate about balancing affordability, climate change and energy security to be side-lined.

We want to earn the trust of our customers and other stakeholders and we know we must work even harder to achieve this through action, not words. That is why we introduced Tariff Check to help all our customers determine whether they are on the best deal, announced our plans to stop auto-renewal of contracts for business customers, and are committed to delivering best in class service levels. It is also why I welcome the competition assessment of the UK energy sector being conducted by Ofgem, the Office of Fair Trading and the Competition and

Markets Authority, and why British Gas has embraced Ofgem's Standards of Conduct and is making fundamental reforms such as setting up our independent Customer Fairness Committee.

Our approach to corporate responsibility

I am convinced that the way we do business is critical to earning the trust we have lost. Our approach to corporate responsibility reinforces our focus on how we do business through four core themes which shape our organisational behaviour (see graphic). It supports our strategic priorities and gives our businesses as well as our people a clear framework for how to operate responsibly.

The four themes of our approach are treating customers fairly, safeguarding the environment, caring for our people and communities, and working with our partners.

In practice, this approach means providing products and services that customers think are fair and striving to treat them in a way that will gain their respect and trust. It ensures we work to extract gas or build energy infrastructure in a way that protects the local environment. It reinforces our drive to develop our people while treating their safety as paramount. It compels us to engage with communities around our operations to manage our impacts and

optimise our positive contribution. And finally, it emphasises our belief that while we have an important role to play, we need to work together with partners in industry, NGOs and other stakeholders to deliver effective solutions to energy challenges.

Centrica has performed strongly in taking a responsible approach during 2013, despite a challenging environment. We have more to do to gain the respect of our stakeholders and achieve the right balance between affordability, reducing carbon emissions and securing energy supplies. I am confident that by focusing on how we do business and through the continued hard work and dedication of our people, we can earn the trust we need to deliver our strategy and achieve our purpose to help people today and to secure energy for tomorrow.



Sam Laidlaw
Chief Executive



Treating customers fairly - At a glance

Overview

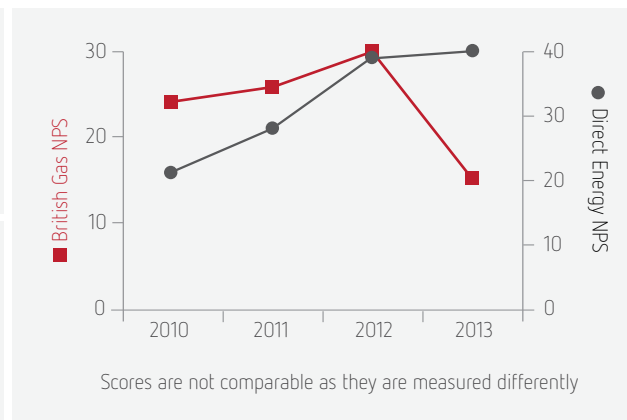
Putting customers first so they feel valued whenever they interact with Centrica is essential to growing our business.

We are evolving how we work to ensure we treat customers fairly and so we can earn their trust. We are making our communications and pricing more transparent and helping customers get the best deal with Tariff Check. We are improving how we engage with customers and continue to lead the industry for the number of vulnerable households supported.

* Assured by Deloitte LLP for 2013 reporting.

Performance highlights

British Gas Net Promoter Score	+15* Performance declined from +30; a similar drop in satisfaction was experienced by other energy companies following the price rise.
Direct Energy Net Promoter Score	+40* Satisfaction increased from +39 due to a continued focus on improving call centre customer service and residential pricing renewals.
UK vulnerable households helped	1.8m* Spent over £380m helping vulnerable customers through initiatives such as the Warm Home Discount.



Fuel poverty affects around 1 in 6 British Gas customers. Low incomes and poor energy efficiency mean too many are rationing energy whilst others run into debt. Centrica can help alleviate fuel poverty through insulation and heating schemes, while helping address the symptoms through debt and payment assistance.

Jenny Saunders OBE

Chief Executive, National Energy Action



Goals	Target date
Return to a NPS high performance range at British Gas	2014
Maintain Direct Energy's NPS high performance range	2014
Continue to support our vulnerable customers in the UK and North America	2014

Safeguarding the environment - At a glance

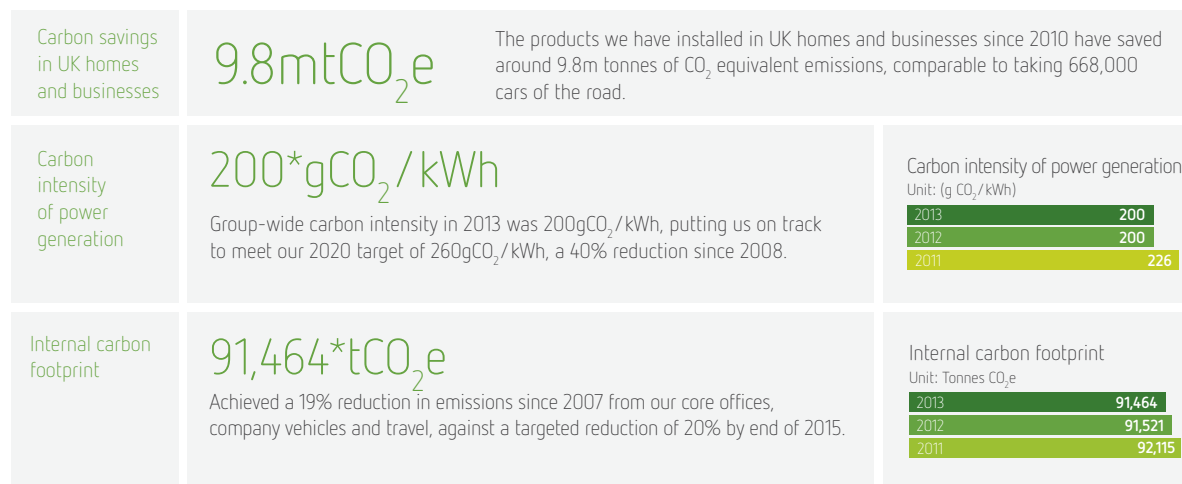
Overview

Managing environmental impacts associated with our business is integral to the way we operate.

The most significant contribution we can make is to help reduce customer energy use and carbon emissions from energy production. Helping customers use energy more efficiently not only cuts carbon, but saves them money, building loyalty and trust.

We are also working with communities to manage local environmental impacts from our operations.

Performance highlights



Goals	Target date
Sell more than 100,000 'Hive Active Heating' smart thermostats	2014
Reduce carbon footprint of our core offices, company vehicles and travel by 20% from 2007 baseline	2015
Reduce Group power generation carbon intensity to 260gCO ₂ /kWh	2020



The innovative external wall insulation project with British Gas is helping to transform high rise living across Solihull. British Gas have made a significant investment in our area which is delivering warmer homes to more than 2,000 of our customers. This energy efficient scheme reduces the impact on climate change, while the external wall cladding enhances the appearance of the whole area.

Steve Boyd

Chief Executive, Solihull Community Housing



* Assured by Deloitte LLP for 2013 reporting.

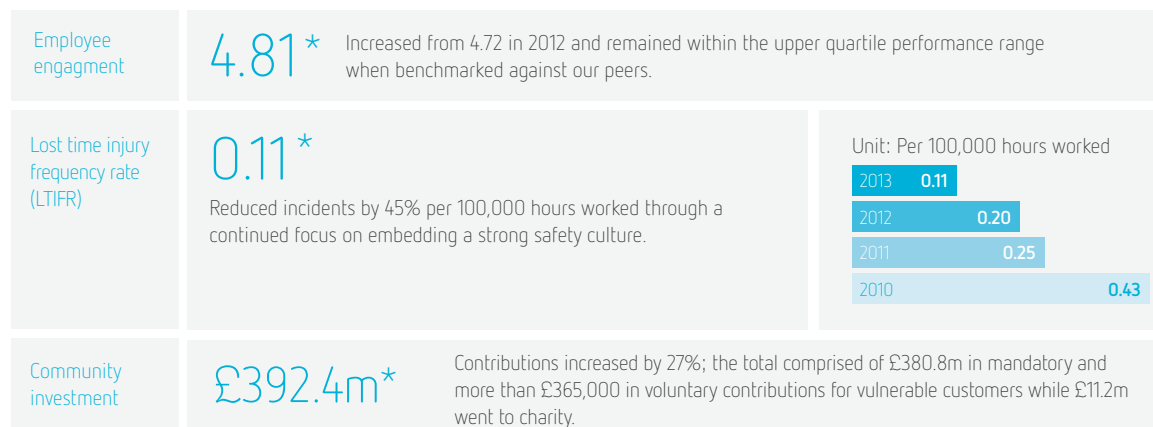
People & Communities - At a glance

Overview

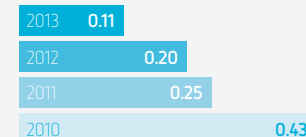
The relationships we establish with our employees and the communities in which we operate are central to our ability to perform effectively.

Creating a great place to work with a continued focus on safety enables us to attract and retain people who are committed to caring for our customers and making our business a success. Engaging and earning the trust of local communities can help us have a positive impact and enables Centrica to become the operator of choice.

Performance highlights



Unit: Per 100,000 hours worked



Goals	Target date
Strive towards top quartile employee engagement performance	2014
Grow a best practice safety culture and at least maintain and if possible further improve our LTIFR performance	2014
Increase annual volunteering in Direct Energy to 14,000 hours	2014
Expand volunteering in British Gas to one in three employees	2018



Centrica has worked hard in the local community to help ensure the Lincolnshire coast remains a vibrant place. The District Council and Centrica have worked together to extend East Lindsey's culture programme. Often, multinational organisations are distant from affected communities, but this isn't the case with Centrica. We look forward to continuing our work - and strong relationship - with Centrica in respect of their offshore operations around our coastline.

Cllr. Doreen Stephenson

Leader, East Lindsey District Council



*Assured by Deloitte LLP for 2013 reporting.

Working with our partners - At a glance

Overview

Collaborating with partners - suppliers, joint venture partners and other stakeholders - can help us tackle social and environmental issues more effectively.

By working together, we can pool our skills and expertise to better manage risks, improve energy security, and positively contribute to communities.

Dialogue with our stakeholders helps us build trust and their feedback enables us to learn and informs the way we do business.

Performance highlights

Supply chain risk	<h3>Low risk rating (score of 49)</h3> <p>Average risk rating of more than 70 of our strategic suppliers for social, ethical and environmental issues was low risk (score of 49), compared to a multi-industry average of medium risk (score of 41), where 100 equates to lowest risk.</p>	<p>Centrica's average</p> <p>low risk 49/100</p> <p>Multi-industry average</p> <p>medium risk 41/100</p>
Smart grids	<h3>10%</h3> <p>Customer Led Network Revolution (CLNR) time-of-use trial is seeing customers using 3% less energy overall and energy demand at peak times being cut by 10%.</p>	
Shelter partnership	<h3>£200,000</h3> <p>Delivered advice to landlords, funded debt and energy advisors at Shelter's advice centres and raised nearly £200,000 towards 2017 employee fundraising target.</p>	

Goals	Target date
Expand EcoVadis assessment programme to cover more suppliers from across the business	2014
Ensure corrective action plans for low scoring suppliers are implemented	2014
Help 1m UK households in the private rented sector through partnership with Shelter	2017
Raise £1m through employee fundraising through partnership with Shelter	2017



Durham and Newcastle universities are working in a unique partnership with British Gas and other partners to investigate how smart meters, low carbon technologies and time-of-use tariffs can improve the resilience of our electricity network. We find that customers can be really engaged with these 'smart' solutions and the benefits they can offer.

Prof. Harriet Bulkeley
Durham University



How we engage with key stakeholders

Stakeholder group	How we engage	Stakeholder priority issues	Our response
Customers	<ul style="list-style-type: none"> - Direct feedback through daily interactions with customers via call centres, websites and social media - Formal customer panels through our Customer Board and Business Engagement Panel - Focus groups, workshops and interviews - Surveys and online forums 	<ul style="list-style-type: none"> - Energy prices and affordability - Profitability - Improve customer service - Transparency of tariffs and bills 	<p>While we had to increase UK residential energy prices to ensure profitability and Centrica's ability to continue to secure energy supplies, we were the first energy company to reduce prices following changes proposed to ECO in December 2013.</p> <p>British Gas invested in IT systems that will give customers a better service in the long-term and enhanced our mobile apps to give customers better access to their accounts (see CR update).</p> <p>In the UK, we now offer four distinct tariffs all with a fixed standing charge and single unit rate that are clearly shown on customers' bills.</p>
Government	<ul style="list-style-type: none"> - Consultation responses - Direct engagements with government and regulator representatives - Engagement with politicians 	<ul style="list-style-type: none"> - Electricity Market Reform - Securing gas supplies for the UK - Competitive retail markets - Affordability - Energy efficiency in homes and businesses 	<p>We engaged closely with Government and parliamentarians in the UK on key policies relating to our upstream business such as boosting the UK power sector, onshore and offshore gas production and securing gas supplies from overseas. Downstream, we highlighted the benefits of competitive markets, demonstrated the makeup of customers' bills and how best to deliver energy efficiency to consumers in the UK.</p> <p>Across our North American markets, we encouraged regulators and legislators to expand competitive markets and support smart meter deployment. In Texas, we continued to advocate for the benefits of demand response and time-of-use products as a solution to resource adequacy challenges in the state.</p>
Investors including SRIs	<ul style="list-style-type: none"> - Direct engagements - Investor seminars - Multi-stakeholder workshops - Performance and strategy briefings 	<ul style="list-style-type: none"> - Financial performance - Risk of price controls and political intervention in the UK energy market - Public concern around energy prices - Environmental risks and community relations for upstream operations 	<p>As part of our ongoing shareholder engagement and financial reporting, we brief investors about our engagement with government and regulators on key issues. In the UK these include price control, which we believe is not the answer in a competitive market, changes to environmental and social policies together with their impact on bills, market reform and competition.</p> <p>We also held a round table for investors on natural gas from shale including how we and our partners manage any potential social and environmental impacts.</p> <p>See our 2013 Annual Report and Accounts.</p>
Employees	<ul style="list-style-type: none"> - One-on-one discussions with line managers - Training, focus groups and workshops - In house social media platforms - 2013 Group-wide employee survey 	<ul style="list-style-type: none"> - Development and career progression - Taking action from the employee survey - Reward and recognition 	<p>Our overall engagement score improved to 4.81 out of 6. We are putting in place plans that respond to employee feedback and will further help us improve our performance.</p> <p>British Gas invested £17.7m to deliver around 69,000 training days to engineers and in Direct Energy 389 employees took part in programmes to develop current and emerging leaders.</p>

Stakeholder group	How we engage	Stakeholder priority issues	Our response
NGOs	<ul style="list-style-type: none"> - Direct engagements including during planning consultations - Strategic partnerships - Stakeholder workshops - External panel, CR Advisory Group, set up in 2011 	<ul style="list-style-type: none"> - Transition to low carbon and renewable energy - Support customers to reduce energy consumption - Fuel poverty and vulnerability - Fair and transparent pricing 	<p>Our Lincs offshore wind farm became fully operational. Because wind power is intermittent, gas-fired power stations - which can be turned on and off quickly - will remain an important part of the fuel mix.</p> <p>The products we installed in UK homes since 2010 equates to taking 668,000 cars off the road. We have installed 1.3m smart meters in the UK since 2009, which give customers greater awareness and control over their energy usage.</p> <p>We continued to support more vulnerable customers than any other energy supplier in the UK. In North America we donated US\$600,000 (£365,510) through the Neighbor-to-Neighbor bill assistance programme.</p>
Suppliers	<ul style="list-style-type: none"> - One-on-one discussions, account reviews and site visits - CR supplier assessments - Supplier forums and collaborative initiatives - 'Voice of the Supplier' survey 	<ul style="list-style-type: none"> - Supplier relationship management - Increased collaboration and innovation with suppliers - Supplier incentives for high CR performance 	<p>We sought the views of our strategic suppliers through our 'Voice of the Supplier' survey. We are responding to their feedback directly and agreeing action plans on key improvement areas.</p> <p>We held two supplier forums to share our vision and challenges as well as best practices on responsible procurement.</p>
Communities	<ul style="list-style-type: none"> - Regular and ad hoc meetings with charities and local community partners - Public consultations - Employee volunteering 	<ul style="list-style-type: none"> - Minimising local impact of our operations - Community investment - Skills and employment 	<p>Group Operating Principles have been developed for onshore gas exploration and extraction, which provide a framework for protecting local communities and the environment where we or our partners operate.</p> <p>In 2013, we contributed £392.4m to local communities, charities and customers to tackle social and environmental issues. Of this, over £380m went to supporting 1.8m vulnerable households in the UK through mandatory programmes. We also provided over 1,200 apprenticeships across the business.</p>
Trade unions	<p>Formal consultation, national quarterly meetings and regular local meetings</p> <p>Informal regular and ad-hoc meetings</p> <p>Informing local representatives about matters that affect their members</p>	<p>Annual pay negotiations and collective bargaining</p> <p>Call centre working conditions</p>	<p>We have engaged with trade unions on collective pay agreements: In North America we filed for conciliation with UNIFOR following reluctance from the union to enter dialogue; a strong partnership approach with trade unions in the UK enabled both pay negotiations and a number of restructures to be delivered successfully.</p> <p>British Gas became the first employer to sign up to the UNISON Contact Centre Charter which establishes a set of standards for the working environment for contact centre employees.</p>

Managing corporate responsibility

Understanding and managing our social and environmental impacts is integral to our long-term business success. Engaging with stakeholders and assessing risks and opportunities helps us identify our most important corporate responsibility (CR) issues across the business. Our management and governance structures support effective implementation and oversight of our CR commitments across the company, and we use independent, external assurance to review our key metrics.

Governance

The Corporate Responsibility Committee – a sub-committee of the Board – reviews strategic and long-term issues, oversees our CR Approach and monitors progress against key performance indicators and targets. For information on the Committee’s membership and a summary of topics covered, see page 61 of the Corporate Governance Report in the [2013 Annual Report](#).

Management

CR is managed at different levels across Centrica. The Group CR team sets and coordinates the CR Approach, company policies and procedures as well as reporting

performance. Each business unit CR team manages their respective operational programmes while ensuring alignment to the Group. Heads of CR from across the business coordinate their activities through a CR Working Group.

We engage with many stakeholders in a range of ways and manage our relationships with them at a Group and business unit level. For more information on our stakeholder engagement during 2013, see previous pages.

Assurance

Third party assurance of our data strengthens its credibility and builds trust among our stakeholders. It also helps improve our data collection processes so that we can be confident we are effectively addressing our key impacts. Deloitte LLP used the International Standard on Assurance Engagements (ISAE) 3000 to provide limited assurance on 18 non-financial key performance indicators in 2013. Assured metrics are indicated with an asterisk (*) throughout this report. Deloitte’s assurance statement is available at www.centrica.com/CRassurance.

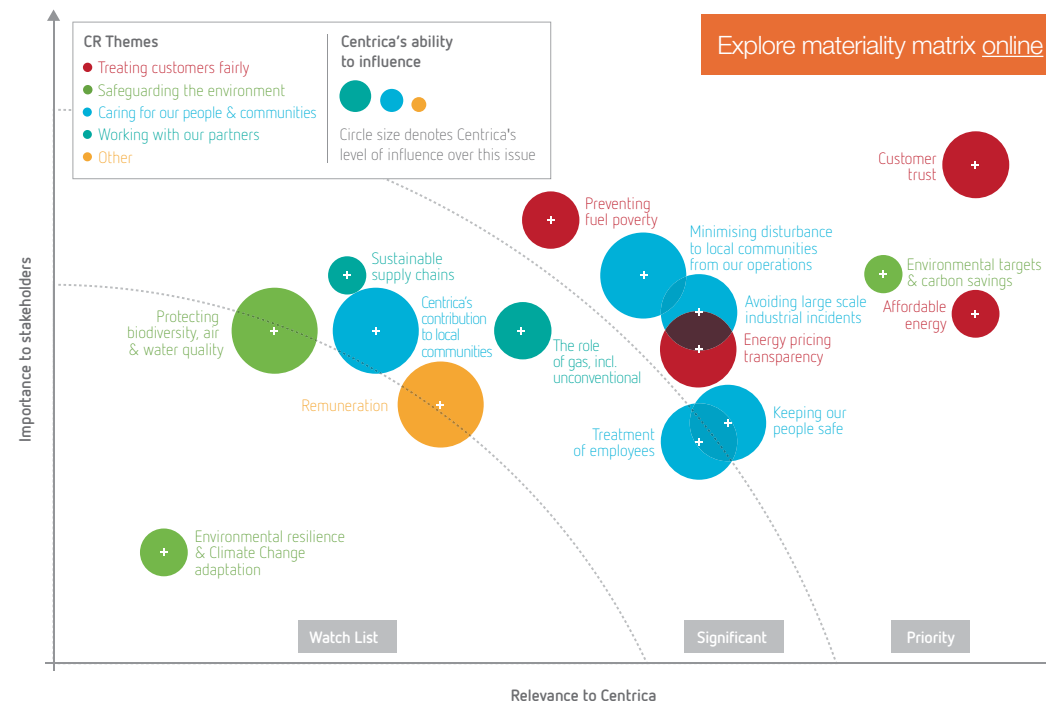
Materiality

A materiality process helps us identify issues we should prioritise by assessing the relevance to Centrica, our ability to

influence that issue, alongside the level of stakeholder concern. In 2013, this process highlighted 15 issues categorised as either watch list, significant or priority as described in the graph below. The size of the circle denotes Centrica’s level of influence. This report provides an overview of our approach and performance on our priority and most significant issues. Additional information is provided on our [website](#).

Risk management

Identifying and understanding our most significant risks and developing strategies to mitigate them, is essential to managing our business responsibly. We ensure that social and environmental risks are effectively controlled by including them within our business risk management procedures. Details of key risks are included in the [Risks and Uncertainties summary](#) in our 2013 Annual Report and Accounts.



Key performance indicators

See our [data centre](#) for our full set of metrics across our key issues

Treating customers fairly

Metric	Unit	2013 target	2013 performance	2012 performance	What's next
British Gas Net Promoter Score (NPS)	Number	Achieve high performance range	+15* (low performance range)	+30** (high performance range)	Return to the high performance range
Direct Energy Net Promoter Score (NPS)	Number	Achieve high performance range	+40* (high performance range)	+39** (high performance range)	Remain within the high performance range
Vulnerable households helped by British Gas initiatives	Number	Measure only	1.8 million*	2.1 million**	Continue to support our most vulnerable customers through the British Gas Energy Trust and obligations such as the Warm Home Discount

Safeguarding the environment

Metric	Unit	2013 target	2013 performance	2012 performance	What's next
Total carbon emissions ⁽ⁱ⁾	Tonnes CO ₂ equivalent	Measure only	7,146,412*	7,128,491 ⁽ⁱⁱ⁾	Continue to adopt best practice in monitoring and reporting our global carbon emissions and analyse the impacts of our strategic plans
Scope 1 emissions	Tonnes CO ₂ equivalent	Measure only	7,031,658*	7,008,906	Continue to take proactive steps to reduce our carbon emissions through innovation, technology and cultural change
Scope 2 emissions	Tonnes CO ₂ equivalent	Measure only	114,753*	119,585	Continue to reduce emissions associated with our use of electricity, particularly as part of our internal carbon footprint target
Total carbon intensity by revenue	Tonnes CO ₂ equivalent/£m	Measure only	269	298	Embed the reporting of this new metric and start to analyse developing trends as we deliver on our strategic priorities
Internal carbon footprint (property, fleet and travel)	Tonnes CO ₂ equivalent	Reduce the carbon footprint of our core offices, company vehicles and travel by 20% by end of 2015	91,464*	91,521 ⁽ⁱⁱⁱ⁾	Continue to work to our 2015 target By the end of 2013 we had achieved a 19% reduction from 2007 base year
Carbon intensity of power generation	gCO ₂ /kWh	Reduce our power generation carbon intensity to 260 by end of 2020	200*	200 ^(iv)	Reduce our Group power generation carbon intensity to 260 by end of 2020
Smart meter installations (residential and business customers)	Number of meters installed (cumulative since 2009)	Measure only	1,297,656 ^(v)	882,983 ^(vi)	Continue to be the UK leader in smart meter installations

* Assured by Deloitte LLP for 2013 reporting. See [centrica.com/CRassurance](#) to view Deloitte's 2013 assurance statement and the 2013 Basis of Reporting. ** Assured by Deloitte LLP for 2012 reporting. **(i)** Comprises Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol. **(ii)** Re-stated following subsequent validation carried out on the data. **(iii)** Re-stated due to change in emission factors and improved data. **(iv)** Re-stated due to new scope (equity only) for carbon intensity target. **(v)** Only data representing 930,344 smart meter installations was assured by Deloitte due to the historical nature of the data. **(vi)** Re-stated following subsequent accounting for manually inputted data.

Key performance indicators

Caring for our people and communities

Metric	Unit	2013 target	2013 performance	2012 performance	What's next
Employees					
Employee engagement	Mean score out of 6	Implement action plans driven out of the 2012 engagement survey	4.81* (upper performance range) ^(vii)	4.72** (upper performance range) ^(vii)	To continue to strive towards top quartile performance, measured against an independent high performance benchmark range
Diversity – female and male	Percentage	Continue to promote diversity in leadership roles and recruitment	29 female 71 male	28 female 72 male	Continue to promote diversity in leadership roles and recruitment
Retention	Percentage	Measure only	90.9*	88.3 ^(viii)	Encourage and maintain healthy retention levels
Absence	Days per full time employee	Measure only	7.5*	7.0 ^(ix)	Focus on driving down absence in British Gas
Safety					
Lost time injury frequency rate (LTIFR)	Per 100,000 hours worked	Achieve a high performance range	0.11*	0.20**	Continue to grow a best practice safety culture and at least maintain and if possible further improve our LTIFR performance.
Total recordable injury rate (TRIR)	Per 100,000 hours worked	Measure only	0.76*	1.42	
Significant process safety event	Number	0	0*	0**	Continue to improve process safety awareness and performance metrics
Road safety incidents rate – low severity	Per 1 million km driven	Measure only	4.9*	5.0	We aim to continue the reduction in road safety incidents through proactive driver safety programmes
Road safety – number of high severity incidents	Number	Measure only	1*	6	
Fatalities	Number	Measure only	0*	0	
Community					
Total community contributions ^(x)	£ million	Measure only	392.4 ^{*(xi)}	309.2 ^(ix)	Continue to seek ways we can make a positive contribution to the communities in which we work
Total employee volunteering hours ^(xii)	Number of hours	Measure only	48,697*	43,488 ^(ix)	

Working with our partners

Metric	Unit	2013 target	2013 performance	2012 performance	What's next
Average CR risk rating of assessed suppliers	Risk score	Measure only	49	49	Continue to assess the CR risks among our strategic and high risk suppliers

* Assured by Deloitte LLP for 2013 reporting. See centrica.com/CRassurance to view Deloitte's 2013 assurance statement and the 2013 Basis of Reporting. ** Assured by Deloitte LLP for 2012 reporting. **(vii)** Based on an independent benchmark range. This differs from the rating used in the Annual Report where performance corresponds to the Long Term Incentive Scheme for Executives. **(viii)** Re-stated due to a change in calculation methodology. **(ix)** Re-stated due to subsequent review of historical data. **(x)** Includes charitable donations calculated through the London Benchmarking Group methodology, combined with the cost of voluntary and mandatory programmes to support vulnerable customers in the UK. **(xi)** Comprising £380.8 million in mandatory and more than £365,000 in voluntary contributions for vulnerable customers, and £11.2 million in charitable contributions. **(xii)** Includes volunteering time during business working hours as well as outside of working hours when enabled by the business.



Find out more about our reporting and performance
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Tell us what you think about our CR Approach and reporting
responsibility@centrica.com #CentricaCR

