

Responsible Business – Performance Measures

Non-financial key performance indicators (KPIs)

We engaged PricewaterhouseCoopers LLP ('PwC') to undertake a limited assurance engagement using the International Standard on Assurance Engagements ('ISAE') 3000 (Revised): 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' and ISAE 3410: 'Assurance Engagements on Greenhouse Gas Statements'. PwC have provided an unqualified opinion in relation to 19 KPIs that are identified with the symbol '†' and feature on pages 8, 19, 59, 61, 63, 85, 97, 103 and below. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in terms of the risk assessment procedures which include an understanding of internal control, as well the procedures performed in response to the assessed risks. Non-financial performance and in particular, greenhouse gas quantification, is subject to more inherent limitations than financial information. It is important to read the responsible business information in the Annual Report and Accounts 2018 in the context of PwC's full limited assurance opinion and Centrica's Basis of Reporting, which are available at centrica.com/assurance.

 **Read more on Delivering our Responsible Business Ambitions on**
Pages 56 to 65

 **Explore our wider non-financial performance at**
centrica.com/datacentre

Customers

Metric	Unit	2018	2017	What's next
Brand Net Promoter Score ⁽ⁱ⁾	Number	+10.0 ^{† (ii)}	+9.4 ⁽ⁱⁱⁱ⁾	Continue to deliver new products and services that satisfy the changing needs of our customers
Complaints ⁽ⁱ⁾	Per 100,000 customers	3,453 ^(iv)	3,739 ^(v)	Maintain focus on driving down complaints by improving customer service
Vulnerable households helped by UK Home initiatives	Number	765,176	741,721	Continue to ensure customers in vulnerable circumstances receive the help they need to stay warm, safe and debt-free
Customer safety incidents	Number	26	27	Deliver strong customer safety performance through our focus on training, tools and work practices

† Included in PwC's limited assurance scope referred to above.

(i) Measure linked to Executive Director remuneration arrangements. See pages 97, 101 and 103 for more information.

(ii) Aggregated scores across UK Home +1[†], North America Home +32[†], Ireland +33[†], Connected Home +38[†], UK Business -12[†] and North America Business +28[†] and weighted by customer numbers.

(iii) Aggregated scores across UK Home +1, North America Home +33, Ireland +17, Connected Home +39, UK Business -11 and North America Business +33.

Assured by PwC for the 2017 Annual Report. See centrica.com/responsibilitydownloads to view PwC's assurance statement and Centrica's Basis of Reporting.

(iv) Aggregated scores across UK Home Energy Supply 5,097 as reported to Ofgem, UK Home Services 2,827 as reported to the FCA, Ireland 6 as reported to CER, North America Home 83 as reported by various regulatory bodies, UK Business 4,149 as reported to Ofgem and North America Business 28 as reported by various regulatory bodies and weighted by customer accounts.

(v) Aggregated scores across UK Home Energy Supply 5,167, UK Home Services 2,170, Ireland 9, North America Home 85, UK Business 15,022 and North America Business 21.

Climate change

Metric	Unit	2018	2017	What's next
Total carbon emissions ⁽ⁱ⁾	tCO ₂ e	1,737,122 †	4,103,348 ⁽ⁱⁱ⁾	Continue to measure, report and reduce our own emissions through our 2030 Responsible Business Ambitions – in particular, to demonstrate we are on track with Paris goals and develop a path to net zero by 2050
Scope 1 emissions	tCO ₂ e	1,698,388 †	4,044,754 ⁽ⁱⁱ⁾	
Scope 2 emissions	tCO ₂ e	38,734 †	58,594 ⁽ⁱⁱ⁾	
Total carbon intensity by revenue	tCO ₂ e/£	58	146	Continue to analyse the impact of our strategy on decoupling carbon emissions from value creation
Internal carbon footprint (core property, fleet and travel)	tCO ₂ e	67,726 (26% reduction against target)	75,706 ⁽ⁱⁱ⁾ (18% reduction against target)	Our target to reduce our core internal carbon footprint by 20% by 2025 has been met early (baseline: 2015) We have extended our target to reduce emissions by 35% by 2025 (baseline: 2015)
Total customer carbon savings from measures installed	tCO ₂ e (cumulative since 2008)	34,828,503 ⁽ⁱⁱⁱ⁾	30,853,738 ⁽ⁱⁱⁱ⁾	Shift our focus towards delivering and reporting against our commitment to help our customers reduce emissions by 25%, by direct (3%) and indirect action as part of our 2030 Responsible Business Ambitions
Carbon intensity of Central Power Generation	gCO ₂ /kWh	53 (88% reduction against target)	125 (71% reduction against target)	Our target to reduce Central Power Generation carbon intensity by 55% by 2020 has been met early (baseline: 2008) The materiality of this KPI has reduced significantly following the strategic decision to move away from being a large-scale operator of generation assets and as a result, we will no longer report the metric as a lead indicator

† Included in PwC's limited assurance scope referred to on page 238.

(i) Comprises Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol.

(ii) Assured by PwC for the 2017 Annual Report. See centrica.com/responsibilitydownloads to view PwC's assurance statement and Centrica's Basis of Reporting.

(iii) Comprises 93% mandatory and 7% voluntary initiatives. A growing share of carbon savings are generated by voluntary initiatives in recent years, reflected by over a third of savings arising from voluntary products and services in 2017 and 2018.

Colleagues

Metric	Unit	2018	2017	What's next
Total recordable injury frequency rate (TRIFR) ⁽ⁱ⁾	Per 200,000 hours worked	1.02 †	0.98 ⁽ⁱⁱ⁾	Drive down our TRIFR and LTIFR by growing our safety culture to deliver an incident-free workplace, enabled through targeted safety interventions in key performance areas as well as full implementation of our improved management system
Lost time injury frequency rate (LTIFR)	Per 200,000 hours worked	0.49 †	0.36 ⁽ⁱⁱ⁾	
Process safety incident frequency rate (Tier 1 and 2) ⁽ⁱ⁾	Per 200,000 hours worked	0.06 †	0.14 ⁽ⁱⁱ⁾	Strengthen our understanding, monitoring and controls related to process safety
Significant process safety events (Tier 1)	Number	1 †	0 ⁽ⁱⁱ⁾	
Fatalities	Number	0 †	0 ⁽ⁱⁱ⁾	Maintain zero fatalities
Female and male employees	Percentage	29 female 71 male	29 female ⁽ⁱⁱ⁾ 71 male ⁽ⁱⁱ⁾	Empower people with future skills and build a more inclusive workforce, including through our 2030 Responsible Business Ambitions:
Female senior managers	Percentage	28	28 ⁽ⁱⁱ⁾	<ul style="list-style-type: none"> Inspire and develop 100,000 people with essential STEM skills Attract and develop more women into STEM with 40% of STEM recruits to be female Aspire for senior leadership to reflect the full diversity of our labour markets Help 1 million carers stay in or return to work via active promotion of carer-positive policies
Employees from ethnic minorities	Percentage	12 ⁽ⁱⁱⁱ⁾	12 ^(iv)	
Ethnic minority senior management	Percentage	9 ⁽ⁱⁱⁱ⁾	9 ^{(iv) (v)}	
Gender pay gap ^(vi)	Percentage	15 mean 31 median	12 mean 30 median	
Gender bonus gap ^(vi)	Percentage	15 mean 9 median	22 mean ^(v) 8 median	
Employee engagement ⁽ⁱ⁾	Percentage favourable	55 †	52 ⁽ⁱⁱ⁾	Our goal is to meet or exceed the external global benchmark which is currently 72%
Retention	Percentage	85	86 ⁽ⁱⁱ⁾	Improve retention levels following the restructuring of our business through talent and capability enhancement as well as effective management and monitoring
Absence	Days per full-time employee	13	15 ⁽ⁱⁱ⁾	Focus on reducing absence through good management practices, including proactive wellbeing intervention and preventative action

† Included in PwC's limited assurance scope referred to on page 238.

(i) Measure linked to Executive Director remuneration arrangements. See pages 97, 101 and 103 for more information.

(ii) Assured by PwC for the 2017 Annual Report. See centrica.com/responsibilitydownloads to view PwC's assurance statement and Centrica's Basis of Reporting.

(iii) Of this, 65% of employees disclosed their ethnicity.

(iv) Of this, 62% of employees disclosed their ethnicity.

(v) Restated following improvements in calculation.

(vi) Based on hourly rates of pay for all employees at full pay (including bonus and allowances) at the snapshot date of 5 April 2018. Read our Gender Pay Statement to find out more at centrica.com/genderpay.

(vii) Includes anyone receiving a bonus during the 12-month period leading up to the gender pay gap snapshot date.

Communities

Metric	Unit	2018	2017	What's next
Total community contributions	£ million	149.2 ⁽ⁱ⁾	155.5 ⁽ⁱⁱ⁾	Make a meaningful difference in the communities where we live and work
Total employee volunteering hours ⁽ⁱⁱⁱ⁾	Number	39,145	57,340	Encourage our people to share their skills by volunteering over 100,000 days as part of our 2030 Responsible Business Ambitions
Average sustainability risk rating of assessed suppliers	Risk score out of 100 ^(iv)	54 (low risk)	56 (low risk)	Continue to assess sustainability risks among our strategic and higher-risk suppliers
Ethical site inspections undertaken for higher risk suppliers	Number	14	18	
Employees committed to uphold Our Code	Percentage	96	– ^(v)	Ensure all of our people uphold Our Code as part of our commitment to doing the right thing and acting with integrity

(i) Comprises £139.8 million in mandatory and £6.2 million in voluntary contributions which largely support vulnerable customers, £2.7 million in charitable donations calculated using the London Benchmarking Group methodology (LBG) alongside £0.5 million in leverage which encompasses employee fundraising.

(ii) Comprises £141.9 million in mandatory and £9.3 million in voluntary contributions, £3.6 million in charitable donations alongside £0.7 million in leverage.

(iii) Includes volunteering during and outside business hours when enabled by Centrica.

(iv) A score near 100 is low risk. High-risk companies have limited or no tangible actions on sustainability, medium-risk companies take partial tangible action on selected sustainability issues, low-risk companies have a structured sustainability approach with policies and action to manage major sustainability issues while lowest-risk companies have strong sustainability credentials and reporting embedded across their business.

(v) Our Code was launched in January 2018, replacing our Business Principles. A directly comparable score for 2017 is not available.