

# 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 six KPIs that are identified with the symbol '†' and feature on pages 2, 46, 50 to 51 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 as 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 2019 in the context of PwC's full limited assurance opinion and Centrica's Basis of Reporting, which are available at [centrica.com/assurance](http://centrica.com/assurance).

[Read more on Delivering our Responsible Business Ambitions on Pages 48 to 54](#)

[Read more about our wider non-financial performance at \[centrica.com/datacentre\]\(http://centrica.com/datacentre\)](http://centrica.com/datacentre)

## Progress against our 2030 Responsible Business Ambitions

Key: Progress against Ambitions ▲ On track ▼ Behind

### Our Ambition for Customers: Delivering for our customers

2030 Ambition	2022 Milestone	2019 (Year 1 Progress)	Status
Help customers understand and manage their energy better	Deliver two innovations	10 innovations	▲
Give customers peace of mind through tailored propositions and connected technologies	Deliver two innovations	6 innovations	▲
Develop solutions to help our customers run their world	Deliver two innovations	6 innovations	▲
Make it simpler for people to deal with us in ways that work for them	Support more customers via digital channels	49% of customers using online account management	▲

### Our Ambition for Climate Change: Enabling the transition to a lower carbon future

2030 Ambition	2022 Milestone	2019 (Year 1 Progress)	Status
Help our customers reduce emissions by 25%, by direct (3%) and indirect action (baseline: 2015)	Help our customers reduce emissions by 15%, by direct (2%) and indirect action (baseline: 2015)	3.9% <sup>(i)</sup>	▲
Deliver 7GW of flexible, distributed and low carbon technologies as well as provide system access and optimisation services	Deliver 4GW of flexible, distributed and low carbon technologies as well as provide system access and optimisation services	2.7GW <sup>†</sup>	▲
Be net zero by 2050 and communicate our pathway to it by 2030	Reduce our internal carbon footprint by 35% by 2025 (baseline: 2015)	55,145tCO <sub>2</sub> e <sup>†</sup> (39% reduction against baseline)	▲

(i) Direct savings only. We intend to enhance our understanding and disclosure of indirect customer carbon savings relating to decarbonising the energy system and advocating for cleaner energy policies. Read how we are advocating for cleaner energy policies on page 17.

† Included in PwC's limited assurance engagement referenced above.

### Our Ambition for Colleagues: Building the workforce of the future

2030 Ambition	2022 Milestone	2019 (Year 1 Progress)	Status
Inspire and develop 100,000 people with essential STEM (Science, Technology, Engineering and Maths) skills	Inspire and develop 35,000 people with essential STEM skills	11,409 people <sup>(i)</sup>	▲
Attract and develop more women into STEM with 40% of STEM recruits to be female	Attract and develop more women into STEM with 25% of STEM recruits to be female	17%	▼
Aspire for senior leadership to reflect the full diversity of our labour markets	Aspire for 33% female and 10% ethnic minority representation in senior leadership	29% female 10% ethnic minority <sup>(ii)</sup>	▼ ▲
Help one million carers stay in or return to work via active promotion of carer-positive policies	Actively promote carer-positive policies to help carers stay in or return to work	1,000 carers	▲

(i) May involve double counting if someone has undertaken more than one STEM activity.

(ii) Based on 63% of employees who voluntarily disclosed that they are from a Black, Asian, Mixed/Multiple or other ethnic group across the UK and North America, which constitutes the majority of our workforce.

### Our Ambition for Communities: Creating stronger communities

2030 Ambition	2022 Milestone	2019 (Year 1 Progress)	Status
Deliver £5 billion of value for communities through new and distributed energy technologies	Deliver £0.5 billion of value for communities through new and distributed energy technologies	£27.6 million	▲
Deliver £300 million in energy efficiency savings to public and essential services	Deliver £30 million in energy efficiency savings to public and essential services	£2.5 million	▲
Encourage our people to share their skills by volunteering over 100,000 days	Encourage our people to share their skills by volunteering over 20,000 days	2,452 days	▼
Deliver 2,500 skills development opportunities for young people not in education or employment	Deliver 700 skills development opportunities for young people not in education or employment	362 young people	▲

### Progress across our Responsible Business Foundations

#### Customers

Metric	2019	2018	What's next
Brand NPS <sup>(i)</sup>	<b>+15.1</b> <sup>(ii)</sup>	+10.0 <sup>(iii)</sup>	Continue to deliver new services and solutions that satisfy the changing needs of our customers
Complaints per 100,000 customers <sup>(i)</sup>	<b>3,429</b> <sup>(iv)</sup>	3,453 <sup>(v)</sup>	Maintain focus on driving down complaints by improving customer service
Vulnerable customers helped through the UK Warm Home Discount scheme	<b>618,881</b>	629,500	Continue to ensure customers in vulnerable circumstances receive the help they need to stay warm, safe and debt-free
Customer safety incidents	<b>28</b>	26	Deliver strong customer safety performance through our focus on training, tools and work practices

(i) Measure linked to Executive Director remuneration arrangements. See pages 88, 91 and 93 for more information.

(ii) Aggregated scores across UK Home +8, North America Home +29, Ireland +23, Centrica Home Solutions +39, UK Business +1 and North America Business +32 and weighted by customer numbers. UK Home NPS differs from +12 communicated elsewhere in the Annual Report due to a change in methodology to focus on a British Gas only score.

(iii) Aggregated scores across UK Home +1, North America Home +32, Ireland +33, Centrica Home Solutions +38, UK Business -12 and North America Business +28 and weighted by customer numbers. Assured by PwC for the 2018 Annual Report. See [centrica.com/responsibilitydownloads](http://centrica.com/responsibilitydownloads) to view PwC's assurance statement and Centrica's Basis of Reporting. Elsewhere in the Annual Report, UK Home has been restated to +9 to show the British Gas only score.

(iv) Aggregated scores across UK Home Energy Supply 5,182 as reported to Ofgem, UK Home Services 2,388 as reported to the FCA, Ireland 4 as reported to the Commission for Regulation of Utilities, Water and Energy (CRU), North America Home Energy 65 as reported by various regulatory bodies, UK Business 3,825 as reported to Ofgem and North America Business 27 as reported by various regulatory bodies and weighted by customer accounts.

(v) Aggregated scores across UK Home Energy Supply 5,097, UK Home Services 2,827, Ireland 6, North America Home 83, UK Business 4,149 and North America Business 28.

## Environment

Metric	2019	2018	What's next
Total carbon emissions <sup>(i)</sup>	<b>2,283,514tCO<sub>2</sub>e</b> †	1,737,122tCO <sub>2</sub> e <sup>(ii)</sup>	Continue to measure, report and reduce our emissions and those of our customers through our 2030 Responsible Business Ambitions – in particular, to be net zero by 2050 and communicate our pathway to it by 2030
Scope 1 emissions	<b>2,246,167tCO<sub>2</sub>e</b> †	1,698,388tCO <sub>2</sub> e <sup>(ii)</sup>	
Scope 2 emissions	<b>37,347tCO<sub>2</sub>e</b> †	38,734tCO <sub>2</sub> e <sup>(ii)</sup>	
Scope 3 emissions	<b>127,209,632tCO<sub>2</sub>e</b>	126,137,878tCO <sub>2</sub> e <sup>(ii)</sup>	
Total carbon intensity by revenue	<b>101tCO<sub>2</sub>e/£m</b>	74tCO <sub>2</sub> e/£m <sup>(iii)</sup>	Continue to analyse the impact of our strategy on decoupling carbon emissions from value creation
Annual customer carbon savings from measures installed	<b>2,629,198tCO<sub>2</sub>e</b>	906,801tCO <sub>2</sub> e	Help reduce customer emissions by 25%, by direct (3%) and indirect action as part of our 2030 Responsible Business Ambitions
Total energy use	<b>10,095,173,370kWh</b> † <sup>(iv)</sup>	7,278,127,491kWh <sup>(v)</sup>	Reduce our internal carbon footprint by 35% by 2025 (baseline: 2015) and work to continuously improve our disclosure against the Streamlined Energy and Carbon Reporting (SECR) requirement
Total water use	<b>516,836m<sup>3</sup></b> <sup>(vi)</sup>	463,955m <sup>3</sup> <sup>(vii)</sup>	Effectively monitor, manage and reduce our water and waste consumption as well as our incidence of environmental non-compliance
Total waste generated	<b>27,596 tonnes</b> <sup>(viii)</sup>	30,212 tonnes <sup>(ix)</sup>	
Environmental non-compliance <sup>(x)</sup>	<b>42</b>	60	

† Included in PwC's limited assurance scope referenced on page 225.

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

(ii) Assured by PwC for the 2018 Annual Report. See [centrica.com/responsibilitydownloads](http://centrica.com/responsibilitydownloads) to view PwC's assurance statement and Centrica's Basis of Reporting.

(iii) Restated due to a change in accounting methodology.

(iv) Comprises UK & Offshore 3,130,631,079kWh and Non-UK energy use 6,964,542,291kWh.

(v) Comprises UK & Offshore 1,642,646,626kWh and Non-UK energy use 5,635,480,865kWh.

(vi) Comprises office water 132,791m<sup>3</sup> and process water 384,045m<sup>3</sup>.

(vii) Comprises office water 129,908m<sup>3</sup> and process water 334,047m<sup>3</sup>.

(viii) Comprises office waste 1,878 tonnes and operational waste 25,718 tonnes.

(ix) Comprises office waste 1,973 tonnes and operational waste 28,239 tonnes.

(x) Includes breaches of environmental authorisation including permit, licence and consent coupled with wider environmental legislation where we are either required to notify the regulator or where an authority or regulator is involved. The majority of incidents relate to offshore activities.

## Colleagues

Metric	2019	2018	What's next
Total recordable injury frequency rate (TRIFR) per 200,000 hours worked <sup>(i)</sup>	<b>1.06</b>	1.02 <sup>(ii)</sup>	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 <sup>(i)</sup>	<b>0.58</b>	0.49 <sup>(ii)</sup>	
Process safety incident frequency rate (Tier 1 and 2) per 200,000 hours worked <sup>(i)</sup>	<b>0.08</b>	0.06 <sup>(ii)</sup>	Ensure operational controls and operator competences across our assets are robust, with effective performance management in place
Significant process safety events (Tier 1)	<b>0</b>	1 <sup>(ii)</sup>	
Fatalities	<b>0</b>	0 <sup>(ii)</sup>	Maintain zero fatalities
Female and male employees	<b>29% female 71% male</b>	29% female 71% male	Empower people with future skills and build a more inclusive workforce, including through our 2030 Responsible Business Ambitions:
Employees from ethnic minorities	<b>12% <sup>(iii)</sup></b>	12% <sup>(iv)</sup>	
Gender pay gap <sup>(v)</sup>	<b>14% mean 30% median</b>	15% mean 31% median	<ul style="list-style-type: none"> <li>inspire and develop 100,000 people with essential STEM skills;</li> <li>attract and develop more women into STEM with 40% of STEM recruits to be female;</li> <li>aspire for senior leadership to reflect the full diversity of our labour markets; and</li> <li>help one million carers stay in or return to work via active promotion of carer-positive policies.</li> </ul>
Gender bonus gap <sup>(vi)</sup>	<b>29% mean 23% median</b>	15% mean 9% median	
Employee engagement <sup>(i)</sup>	<b>43% favourable</b>	55% favourable <sup>(ii)</sup>	Work towards our long-term engagement target to meet or exceed the external global benchmark of 72% by focusing on improving employee experience, which includes connecting colleagues with our purpose and enabling them to perform at their best
Retention	<b>80%</b>	85%	Support employees through restructuring and improve retention by focusing on enhancing employee experience and talent development
Absence per full time employee <sup>(vii)</sup>	<b>14 days</b>	13 days	Strive to drive down absence by continuing to embed good management practices and ensure our people have access to the right support, with a particular focus on proactive mental health provision

(i) Measure linked to Executive Director remuneration arrangements. See pages 89, 91 and 93 for more information.

(ii) Assured by PwC for the 2018 Annual Report. See [centrica.com/responsibilitydownloads](http://centrica.com/responsibilitydownloads) to view PwC's assurance statement and Centrica's Basis of Reporting.

(iii) Based on 63% of employees who voluntarily disclosed that they are from a Black, Asian, Mixed/Multiple or other ethnic group across the UK and North America, which constitutes the majority of our workforce.

(iv) Based on 65% of employees who voluntarily disclosed their ethnicity.

(v) Based on hourly rates of pay for all employees at full pay (including bonus and allowances) at the snapshot dates of 5 April 2018 and 2019. Read our Gender Pay Statement to find out more at [centrica.com/genderpay](http://centrica.com/genderpay).

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

(vii) Relates to absence from sickness rather than wider forms of absence such as bereavement.

## Communities

Metric	2019	2018	What's next
Total community contributions	<b>£166.7 million <sup>(i)</sup></b>	£148.1 million <sup>(ii)</sup>	Help create stronger communities and tackle pressing social issues, including through our flagship charity partnerships with Carers UK, Focus Ireland and the Children's Miracle Network Hospitals in North America
Average sustainability risk rating of assessed suppliers (score out of 100) <sup>(iii)</sup>	<b>59 (low risk)</b>	54 (low risk)	Continue to assess sustainability risks among our strategic and higher-risk suppliers
Ethical site inspections undertaken for higher risk suppliers	<b>9</b>	14	
Employees committed to uphold Our Code	<b>82%</b>	96%	Ensure all of our people uphold Our Code as part of our commitment to doing the right thing and acting with integrity

(i) Comprises £164.0 million in mandatory and £0.3 million in voluntary contributions which largely support vulnerable customers, £1.4 million in contributions to our flagship charity partners alongside £1.1 million contributed to other charitable causes. Unlike mandatory and voluntary contributions which are solely funded by the business, charitable donations additionally include contributions from third parties such as employee fundraising. Aggregated component values differ to total due to rounding.

(ii) Restated following a re-alignment of methodology to focus on our strategic donation areas. Comprises £139.8 million in mandatory and £6.2 million in voluntary contributions, £1.0 million in contributions to our flagship charity partners alongside £1.1 million contributed to other charitable causes.

(iii) 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.