----------------------------------------------------------------------------------------------------------------------- Centrica 2004

\*{second corporate responsibility report, covering}

\*{progress, understanding, managing, key corporate responsibility impacts}

\*{corporate responsibility strategy, address, challenges, sustainable development, stakeholders, working, partnership, respond, views}

\*{corporate responsibility}

\*{customers, compelling experience}

\*{employees, chance, maximize, contribution, recognized, rewarded}

\*{minimizing, negative impact, operations, environment, positive contribution, future sustainability}

\*{ﬁnding, innovative ways, contribute, communities}

\*{competitive marketplace, tough decisions, interests, customers, shareholders}

\*{rising wholesale energy prices, rises, retail prices, charge, customers, group, restructuring, resulted, redundancies}

\*{times, commitment, corporate responsibility, vital}

\*{decisions, open, transparent manner, determination, vulnerable customers, suffer, unnecessary hardship, employees, restructuring, supported}

\*{creation, British Gas Energy Trust Fund, way, aim, customers, struggle, pay, bills}

\*{change management process, support, necessary organisational changes, characterized, employee involvement, consultation, trade unions, use of services, career counseling, outplacement support}

\*{activities, corporate responsibility, decision making, manage, direct impact, operations, stakeholders}

\*{business climate, operating, changing, changing}

\*{decision, sell, long, acquisition, new upstream assets, investment, renewable energy generation, supports, strategic imperative, creating, international, integrated energy company}

\*{determination, secure, future energy supplies, customers, changes, way}

\*{procure, gas supplies, international markets, upstream investments, conventional modes, generation, increase, carbon emissions}

\*{changes, necessary, business growth, new challenges}

\*{core values, principles, thrive, challenges, fulﬁl, expectations, stakeholders}

\*{grow, business, Britain, internationally, strive, corporate responsibility, underpins, new activities, extend, coverage, reporting, new business areas}

\*{interesting, visit, detailed online report}

\*{developing, improving, approach, views, report}

\*{Contact details}

\*{approach, corporate responsibility, long way, short time, distance, travelled}

----------------------------------------------------------------------------------------------------------------------- Centrica 2005

\*{Corporate Responsibility Summary Report, performance, areas, activities, impact}

\*{structured, approach, focus, climate change, environmental impact, supporting, vulnerable customers, robust health, safety standards}

\*{record, demonstrates, good progress}

\*{energy market, not be distracted, goal, delivering, world-class performance, field}

----------------------------------------------------------------------------------------------------------------------- Centrica 2006

\*{Corporate Responsibility Report}

\*{describes, approach, managing, social, ethical, environmental impact, business activities, performance, outlines, future plans}

\*{impact, operations, engagement, stakeholders, success}

\*{joined, company, impressed, commitment, creativity, apply, challenges, opportunities, created, corporate responsibility (CR)}

\*{progress, direction, chair, Corporate Responsibility Committee}

\*{outline, detailed thoughts, statement, interview, describe, CR, critical, Centrica, comment, performance, outline}

\*{access, video, read, report, feedback}

\*{comments, positive, negative, valuable, develop, shape, future approach}

----------------------------------------------------------------------------------------------------------------------- Centrica 2007

\*{Corporate Responsibility Report}

\*{describes, responding, social and environmental challenges, opportunities, deliver, sustainable commercial solutions, performance, future plans}

\*{leading, integrated energy company Centrica, driving, move towards, low-carbon economy, fuel poverty, securing, energy supplies, customers}

\*{complex, interconnected issues, central, sustainable development, sustainability, business}

\*{alignment, financial, non-financial goals, essential feature, strategy}

\*{reflect, member, Corporate Responsibility Committee}

\*{strong leadership, Committee, progress, corporate responsibility issues, affecting, business}

\*{introduction, Director, Chairman, Corporate Responsibility Committee, discuss, review, progress}

----------------------------------------------------------------------------------------------------------------------- Centrica 2008

\*{corporate responsibility report}

\*{challenging year, changing economic circumstances, extraordinary turbulence, commodity markets}

\*{focus, corporate responsibility (CR) issues, companies, manage, issues, everyday business performance, times of recession, cost efficiencies, global priority}

\*{rising, fuel prices, areas, highest impact, support programmes, vulnerable customers, long term efforts, security, energy supply}

\*{lead role, generating power, low emission technologies, minimizing, climate change, low-carbon future}

\*{member, Corporate Responsibility Committee}

\*{Committee challenged, current performance, debated areas, future activity, critical business issues}

\*{process, improvement, progress, developing, necessary structures, processes, allied, management commitment, build, sustainable, environmentally aware business, future}

\*{report, read, initiatives, performance, forward-looking plans}

\*{CR programmes mature, available information, present, internal, external audiences}

\*{use, online environment, report}

\*{disclose, information, use, format, leaving users, choose, detail, appropriate, interests}

\*{report, useful, encourage, feedback, improve, performance, communicate}

----------------------------------------------------------------------------------------------------------------------- Centrica 2009

\*{transformational changes, business, steps, vision, leading integrated, energy company}

\*{acquisition, Venture Production, stake, British Energy, robust business model, capable, greater proportion, customer’s energy needs, sources}

\*{restructuring, British Gas, single business, future energy, energy services, requirements, customers}

\*{transform, business, needs, low carbon future}

\*{Society, whole, adjust, reduce, impact, environment, mitigate, adapt, climate change}

\*{UK, environmental initiatives, leading, reductions, energy consumption}

\*{aim, lead, transition, energy, low carbon future}

\*{strong inroads, low carbon nuclear energy, leader, offshore wind generation}

\*{prosper, low carbon world, need, transform, Centrica, energy supplier, energy, energy services provider}

\*{restructured, British Gas, building, skills, capabilities, energy efficiency, smart metering, microgeneration}

\*{low carbon services provider, opportunities, new risks, increased energy services, offset, lower energy consumption}

\*{address, issues, reviewed, CR strategy, aiming, coordinate, activities, company, deliver, goal of energy, low carbon future}

\*{actions described, report, set, right path}

\*{smart metering, microgeneration, new insulation business, leading, transition, Britain, low carbon, low energy housing, improving, people’s homes, reduce, energy bills, process}

\*{Investment, Lincs wind farm, expand, Centrica, existing offshore wind capacity}

\*{achieved, industry, refinancing, Lynn, Inner Dowsing, Glens of Foudland wind farms, unlocking capital, fund, new projects}

\*{good progress, areas, health, safety, reporting, reduction, injuries, building trust, customers, reflected, improved customer satisfaction scores}

\*{integrated health, safety, environment metrics, annual performance reviews, linked, employee bonus scheme}

\*{changes, business, needed, strengthen, foundations, sustainable business practice, company}

\*{activity, report, UK, achieve, similar progress, North America}

\*{new management team, Direct Energy, create, integrated energy model, North America, fact, market conditions, present, sustainability challenges}

\*{follow, agenda, build, trust, stakeholders, empower, drive, change, lead, debates, future of energy}

\*{earn, trust, treat, people, fairly, open, transparent, demonstrating, commitment, highest ethical standards}

\*{few months, feedback, engaging, stakeholders, steps, achieve, low carbon future}

\*{follow, progress, share, views, performance, plans}

\*{not underestimate, scale, challenge, companies, Centrica, society, achieving, low carbon future}

\*{Leadership, needed, determined, leadership, responsible business strategy}

----------------------------------------------------------------------------------------------------------------------- Centrica 2010

\*{new CR strategy, framework, activities, emphasis, identifying, ways, reduce, carbon emissions}

\*{role, placed, customer relationships, skills, service engineers, expertise, sourcing energy, generating power}

\*{new market opportunities, deliver, low carbon society, building trust, area, grow, business, delivering, environmental, social benefits, society}

\*{flagship programme, focuses, delivering, energy, low carbon world, decarbonising power generation, customers, cut, carbon emissions, reducing, internal footprint}

\*{achieve, need, build trust, stakeholders, role, supporting focus areas, prioritizing, safety, supplying, energy needs, building, customer trust, developing, people}

\*{turn, underpinned, responsible business practices, behaviours}

\*{track, progress, key performance indicators, stakeholder dialogue, feedback}

\*{good progress, CR strategy, reducing, UK carbon intensity, wind farm developments, receiving, nuclear power, investment, British Energy}

\*{customers, cut, carbon footprint, energy efficiency, new technologies, microgeneration, smart meters}

\*{secure, sufficient gas, electricity, residential, business customers, energy, affordable, challenges}

\*{securing, UK supplies, new LNG deals, invest, wind, nuclear, CCGT generation assets}

\*{consensus, needs, invested, UK energy infrastructure}

\*{challenges, energy affordable, environment, rising, international commodity costs}

\*{focus, customers, reduce, bills, energy efficiency, behaviour change, additional support, vulnerable customers}

\*{cannot achieve, low carbon goals, isolation}

\*{industry, government, consumers, achieve, low carbon economy}

\*{investment, lower carbon generation, come, price}

\*{offset, increase, increased consumption savings, higher household bills}

\*{need, honest, industry, nation, steps, protect, vulnerable, society}

\*{business model, balanced, placed, thrive, majority, energy, sourced, low carbon sources}

\*{opportunity, customers, growing, services businesses, reduce, fuel bills, today, emissions}

\*{changes, business, dramatic, employees, flexibility, commitment}

\*{vigilance, instrumental, achieving, improvement, safety record, reduction, injury rate}

\*{CR programme}

\*{progress, invite, explore, online report, feedback}

----------------------------------------------------------------------------------------------------------------------- Centrica 2011

\*{UK, wholesale gas commodity prices, rose, driven, global factors, instability, Middle East, North Africa, Fukushima nuclear disaster}

\*{North America, Direct Energy, difficult market conditions, retail, energy supply business, low gas, power prices, core markets}

\*{challenges, good progress, implementing, strategy}

\*{programme, investment, diverse energy supplies, low carbon generation, producing, first power, Lincs offshore wind farm}

\*{vulnerable households benefited, British Gas initiatives, discounted tariff, interest free loans, payment assistance, household grants, free energy efficiency advice}

\*{expanded, new markets, North America, doubling, customer base, US North East}

\*{Public perceptions, energy sector, different, North America, UK}

\*{North America, wholesale gas prices, low, Direct Energy, healthy improvement, customer satisfaction, measured, net promoter scores}

\*{UK, British Gas, improving, customer satisfaction scores, decreases, customer complaints}

\*{operational improvements, brand, trusted}

\*{Research, indicates, factors, impacting, wider energy sector, British Gas}

\*{Retail price, increases, driven, wholesale market, coincided, pressure, household income, customers, economic downturn}

\*{UK, lower, scale of unit price, increases, driven, factors, outside, direct control, energy suppliers, resulted, public frustration, consequent erosion of trust, energy sector}

\*{poor economic climate, UK, impacting, household budgets, increase, energy prices, cause, hardship, poorly received}

\*{provide, affordable energy}

\*{ways, customers, manage, energy costs, homes, energy efficient}

\*{insulate, customer homes, UK}

\*{promote, energy efficiency measures, reduce, bills, cut, carbon emissions}

\*{Carbon Emissions Reduction Target obligation, delivered, lifetime carbon savings}

\*{British Gas, first energy company, free insulation, customer base, extended, customers, partner organizations}

\*{embarked, programme, internal efficiency savings, minimize, operating costs, competitive prices, products}

\*{required, loss, jobs, grateful, co-operation, professionalism, employees, process}

\*{people, achieving, goals, quality of service, aspire}

\*{invest, careers, develop, skills, need}

\*{invested, academies, apprenticeships}

\*{cannot shield, customers, long-term trend, energy prices, fair pricing, strive explain, energy prices}

\*{British Gas, launched, Honest Conversation, factors, energy prices, UK consumers, raise, quality, debate}

\*{commodity costs, increasing, worldwide growth, demand, oil, gas, locally, third party costs, obliged, transportation, distribution, environmental levies, support, renewable, encourage, carbon reduction, increasing component, bill}

\*{Government, Regulator, foster, realistic discussion, British people, energy prices, need, investment, future energy security, lower carbon emissions}

\*{level, investment, required, UK energy industry, estimated, energy security, lower carbon emissions}

\*{factors, critical, viable, profitable energy sector, operating, stable tax, regulatory frameworks, improvement, public understanding, economics, energy prices, leading, restoration, trust, industry}

\*{Centrica, central role, steering, UK, future, affordable, secure, environmentally responsible energy}

\*{North America, precise, challenges, different, aims, opportunities, grow, business, sustainable manner}

\*{work, determination, achieve, operate}

\*{reporting, progress, feedback, efforts, date}

-----------------------------------------------------------------------------------------------------------------------Centrica 2012

\*{delivered, performance, progress, strategic goals, operating, challenging economic environment}

\*{UK, higher commodity, non-commodity costs, colder weather, higher bills, customers}

\*{challenges, environment, disposable income, customers}

\*{increase, bills, result, higher input prices, increase, suppliers}

\*{gas prices, fallen, bills, reduced, North America, customer satisfaction, rise, Direct Energy}

\*{efforts, focused, expanding, new markets, integrating, newly acquired businesses, operations}

\*{invested, secure, new sources, energy, UK, gas, power}

\*{Sustained, investment, energy projects, contribution, communities, operate, study, economic forecasting consultancy, Oxford Economics, calculated, UK activities, supported, UK jobs, contribution, UK, economy, Manchester}

\*{activity, focus, safety}

\*{process safety events, oil, gas and power generation operations, lost time, injury frequency rate, declined, falling}

\*{support, vulnerable customers, providing, assistance, free debt, payment assistance, discounted, tariffs, energy, household grants, households}

\*{North America, support, bill payment assistance programmes, customers, Texas, contributed, programme, assisting, customers}

\*{Customer trust, top priority}

\*{changes, improve, customers’ experience, achieve, increases, customer satisfaction, Net Promoter Scores, UK, North America}

\*{British Gas, lead, simplifying, energy tariffs, awarded, five stars, consumer campaign group, clarity, new energy bills, customers, right tariff}

\*{improved, complaints processes, customers}

\*{improvements, tough economic climate, concerns, rising, fuel bills, damaged, public trust, energy industry, UK, British Gas, nation’s largest energy supplier}

\*{work, area}

\*{energy costs, increasing, UK, energy, affordable, deliver, value, customers}

\*{Rising, wholesale energy costs, levies, fund, investment, low carbon programmes, price increases, focus, cost management, businesses, British Gas, lowest tariff, increase, six major UK energy providers}

\*{US, proliferation, natural gas, shale, reduced, wholesale energy prices, focused, customers, manage, energy costs, initiatives, time-of-use tariffs}

\*{tough time, stretched, household budgets}

\*{focus, customers, cut, energy consumption, limit, impact, rising, prices, measures, loft, cavity, wall insulation}

\*{British Gas, first UK energy company, free insulation, customers, insulated, same impact, CO2 emissions, replacing, coal-fired power station, low carbon generation}

\*{introduced, innovations, customers, manage, energy use}

\*{UK, British Gas, launched, Remote Heating ControlTM, customers, control, central heating, smartphone, broadband connection}

\*{Smart meters, opportunities, innovation, British Gas, lead, deployment, UK, installed, customers’ homes, businesses}

\*{North America, smart meters, rolled out, markets, Direct Energy, provide, customers, flexible electricity plans}

\*{customers, cut, energy costs, reduce, carbon, lowering, demand, grid, peak times}

\*{**Energy challenge}**

\*{Consumers, energy, power, heat, homes, businesses}

\*{energy, affordable, struggle, pay, need, support}

\*{society, low carbon future}

\*{responsible energy company, balancing, conflicting, demands, energy trilemma}

\*{Increasing, supplies, gas, affordable energy}

\*{exploration, production, trading capabilities, securing, gas, customers need, achieve, energy security}

\*{low carbon, future, applying, expertise, energy efficiency, smart energy management, customers reduce, energy consumption, minimize, impact, upstream generation activities}

\*{**future landscape}**

\*{energy challenge, changes, energy landscape, shifts}

\*{UK, imports, majority, gas, residential gas consumption, declining, energy efficiency programmes, dependence, form, energy}

\*{Gas, heats, UK homes, cost, electricity, energy, fuels, combined, industrial processes}

\*{supply, natural gas, shale, creates, potential, region, export gas, UK}

\*{Renewable energy, offshore wind, good alternatives, low carbon targets}

\*{costs, not decreased, projects, larger, more complex}

\*{regulatory uncertainty, financial constraints, reality, renewable generation, different}

\*{renewable power, fill, gaps, closure, coal-fired power stations, UK, gas-fired power generation, fuel mix}

\*{evolve, changing, energy landscape, sustainable company, address, challenges, energy trilemma}

\*{corporate strategy, key aims}

\*{Innovating, drive, growth, service excellence}

\*{Integrating, natural gas business, core markets}

\*{Increasing, returns, efficiency, capital discipline}

\*{strategy}

\*{corporate responsibility approach, strengthen, new strategic framework’s ability, balance, demands, energy trilemma}

-----------------------------------------------------------------------------------------------------------------------Centrica 2013

\*{**UK, witness, political debate, energy, privatization}**

\*{**Customers, struggling, energy costs, household incomes, pressure, UK, recovers, recession}**

\*{**wholesale commodity prices, transportation, charges, environmental and social obligations, increasing , cost, energy}**

\*{**debate, trust, energy sector}**

\*{Energy prices, energy, affordable}

\*{Affordability, addressed, pressing matters}

\*{Energy security, UK, energy independent, secure, energy supplies, competing, global market}

\*{Climate change, threat, mitigated, course, UK’s carbon targets}

\*{intense scrutiny, energy sector, interaction, issues}

\*{Balancing, priorities, impact, ability, earn, trust, stakeholders}

\*{**energy, affordable}**

\*{limit, impact, rising, costs, customers}

\*{consumption, result, cold winter, shield, customers, increases, wholesale energy costs, raise, residential energy prices, profitable}

\*{changes, UK Government, proposed, Energy Company Obligation (ECO), supplier, reduce, prices, customers}

\*{rebate, Government’s Warm Home Discount, customer bill, reduced}

\*{increase, prices, factors, external, company}

\*{post-tax profit margin, British Gas Residential, commodity, weather risks}

\*{reasonable profit, secure, gas, electricity supplies, customers}

\*{Installing, insulation, energy efficiency measures, efforts, customers, manage, energy costs}

\*{installed, energy efficiency measures, customers’ homes, UK}

\*{installations, elderly, disabled, low incomes, save, heating costs, lifetime, measures}

\*{supported, vulnerable households, UK, customers, Texas, bill assistance programme, Neighbor-to-Neighbor}

\*{**reduce, carbon emissions}**

\*{supporting, UK carbon reduction targets, energy efficiency, cut, emissions}

\*{Reducing, customers’ energy consumption, decreases, carbon, produced, homes, means, burning, fossil fuels, generate, electricity}

\*{installed, UK homes and businesses, saved, CO2, cars, road}

\*{savings, available, energy efficiency}

\*{UK, cost-effective energy efficiency measures, urgency, zeal}

\*{people, control, energy use, manage, consumption, lower, costs, carbon emissions}

\*{rollout, smart meters, installed, UK homes and business}

\*{survey, customers, smart meters, reduce, energy use, home}

\*{introduced, new products, services, remote heating control, time-of-use plans}

\*{customers, ‘Free Power Saturdays’, North America, save, energy bills, easing, strain, grid, reducing, emissions, peaking, power plants}

\*{focus, gas, nuclear, renewables, lowest carbon intensities, UK energy generators}

\*{completed, Lincs offshore windfarm, producing, energy, homes}

\*{long-term investments, large scale offshore wind, renewables, UK, needs, political consensus, legal and regulatory certainty, investment, return framework}

\*{**Securing, energy supplies}**

\*{affordability, decarbonisation, secure, energy supplies}

\*{focus, gas, delivers, three priorities}

\*{Gas, transportable, available, secure, future supplies, UK, affordable prices}

\*{lowest carbon, intensity, fossil fuels, flexibility, renewable power, low carbon future}

\*{progress, accessing, new markets, securing, new sources, gas}

\*{total commitments, purchase, gas, power, customers}

\*{non-operating stake, Bowland shale exploration licence, Lancashire, UK, valuable addition, UK’s future supply mix}

\*{natural gas, shale, extracted, safely}

\*{place, high priority, sensitively, managing, potential local community, environmental impact, explore, opportunities}

\*{**Earning, trust}**

\*{UK’s largest energy supplier, responsibility, people’s homes and businesses}

\*{earns, trust, customers, stakeholder community}

\*{efforts, industry, not successful}

\*{Trust, energy sector, low level, amplified, political positioning, led, debate, balancing, affordability, climate change, energy security, side-lined}

\*{earn, trust, customers, stakeholders, work, harder, achieve, action, not words}

\*{introduced, Tariff Check, customers, determine, best deal, announced, plans, stop, auto-renewal, contracts, business customers, delivering, best, class service levels}

\*{competition assessment, UK energy sector, conducted, Ofgem, Office of Fair Trading and the Competition and Markets Authority, British Gas, embraced, Ofgem’s Standards of Conduct, reforms, independent Customer Fairness Committee}

\*{**approach, corporate responsibility}**

\*{business, earning, trust, lost}

\*{approach, corporate responsibility, reinforces, focus, business, four core themes, shape, organisational behavior}

\*{supports, strategic priorities, businesses, people, framework, operate, responsibly}

\*{four themes, approach, treating, customers, fairly, safeguarding, environment, caring, people, communities, working, partners}

\*{approach, providing, products, services, customers, fair, treat, gain, respect, trust}

\*{extract, gas, build, energy infrastructure, protects, local environment}

\*{reinforces, drive, develop, people, treating, safety}

\*{engage, communities, operations, manage, impacts, optimize, positive contribution}

\*{emphasizes, partners, industry, NGOs, stakeholders, deliver, effective solutions, energy challenges}

\*{performed, responsible approach, challenging environment}

\*{gain, respect, stakeholders, achieve, balance, affordability, reducing, carbon emissions, securing, energy supplies}

\*{focusing, business, hard work, dedication, people, earn, trust, deliver, strategy, achieve, purpose, people, secure, energy}

-----------------------------------------------------------------------------------------------------------------------Centrica 2014

\*{challenging year, energy industry}

\*{Public trust, sector, low}

\*{customer-facing company, serve, customers, competitively, integrity}

\*{Safety, compliance, conduct, way, business, everyone, company}

\*{Concerns, pricing, competition, spotlight}

\*{Competition and Markets Authority, launched, investigation, energy market, UK}

\*{energy market, competitive, beneficial, analysis, restore, consumer trust}

\*{company, rebuild, trust, people, securing, energy}

\*{customers, supporting, people, communities, delivering, reliable and competitive future energy supplies and services, safe and responsible way}

\*{**Helping, people}**

\*{safety, people, customers, communities, highest priority}

\*{company, safety systems, place, equipping, people, skills, tools, customers, safe}

\*{rate, total recordable injuries, improved, hours, worked}

\*{lost time, injury frequency rate, increased, hours}

\*{listening, customers, focusing, delivering, service, competitive prices}

\*{improve, customer service, capabilities, systems}

\*{invested, upgrade, customer service systems, UK}

\*{developing, new ways, customers, interact, energy, innovative technologies, Hive Active HeatingTM, households, control, heating, energy bills}

\*{customers, pay, energy, provide, energy assistance, financial support}

\*{vulnerable customers, UK}

\*{bring, benefits, local communities, UK, North America, Republic of Ireland}

\*{five-year construction, Cygnus North Sea gas project, skilled jobs, created, contribute, UK economy}

\*{**Securing, energy}**

\*{serving, customers, communities, securing, energy}

\*{strengths, diverse energy portfolio}

\*{cover, oil and gas exploration and production, power generation, gas storage, energy trading}

\*{manage, weather, commodity, market risk, customers, secure, reliable energy supplies}

\*{secure, energy, efficient, competitive, minimizes, adverse social and environmental impacts}

\*{fulfilling, positioned, future}

\*{focus, gas, energy mix}

\*{cheaper, energy source, coal, reliable, wind, lowest carbon fossil fuel}

\*{focus, investments, energy efficiency, low carbon nuclear, renewables, leadership, installation, smart meters, longer term trends, global energy market, transition, lower carbon economy}

\*{supplying, serving, needs, customers, stakeholders}

\*{society, people’s energy needs}

\*{priorities, safety, compliance, conduct, serving, customers, competitively, integrity, developing, new offers, services, providing, secure and reliable energy supplies}

\*{undertaking, strategic review}