



## Case Study - Centrica

### Internal Communications Audit

Centrica, a leading integrated energy provider, has strong brands and distinctive assets in the UK (British Gas), North America (Direct Energy) and Western Europe. The company employs over 34,000 people around the world. Centrica has an ethos of delivering outstanding customer service: securing energy supplies to meet customer needs, giving value for money and providing efficient and effective products and services.

The Group Internal Communication team delivers key corporate messages to all Centrica people through a variety of channels, including a group-wide intranet, a quarterly magazine, dial-in announcements, Head Office briefings and email updates.

HarknessKennett works with the team to conduct annual reviews of communication channels and message effectiveness across Centrica, in particular to understand the level of penetration of the company's key business priorities and the level of support from Business Unit internal communication teams. This annual audit has helped the team to track progress against performance objectives and also to identify priority areas for improvement each year.

Through interviews with the leadership internationally, highly interactive employee focus groups and an intranet survey, HarknessKennett provides insight into the needs and issues of individuals across the organisation. Findings are presented using a 'traffic-light' approach to show at a glance which activities will provide the most significant impact in improving internal communication across Centrica.

Centrica recognises that to deliver its business strategy successfully, it must identify and respond to the many social and environmental challenges of its operations. Effective employee engagement in its corporate responsibility approach is therefore key. The most recent audit included an investigation into current levels of awareness, understanding and support for Centrica's corporate responsibility activities and commitments.

*"The research provides a really useful insight into the current state of play regarding the way we communicate across the Group. HarknessKennett has given us clear signposts for improving both Group and Corporate Responsibility communications."*

Sam Hodlin  
Head of Group Internal Communications  
Centrica