

## Thames Water's performance measures and targets 2008/09

The performance measures and targets below relate to the objectives of our Corporate Responsibility Policy [www.thameswater.co.uk/crpolicy](http://www.thameswater.co.uk/crpolicy)

### KEY

Progress	Time period
✓ = target achieved	For 2005 columns, 'r' denotes regulatory year 1st April - 31st March (9 months in arrears). Otherwise, data is for the calendar year stated.
on track = target on track	For 2005/06, 2006/07, 2007/08 and 2008/09 columns, 'c' denotes calendar year. Otherwise, data is for the regulatory year stated.
x = target not achieved	
PM = Performance measure	
N/A = not applicable	
- = not available	
<i>italics</i> = unpublished targets	

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
<b>Corporate Responsibility</b>									
We will work to integrate corporate responsibility measures into every area of the business	Business in the Community Corporate Responsibility Index	Achieve Gold (90-94.5%)	Gold (93%)	✓	Silver 89.5%	N/A	N/A	N/A	Achieve Platinum (>95%)
<b>Environment</b>									
Comply with all relevant environmental laws, regulations and standards	Environmental convictions	0 <sup>c</sup>	2 <sup>c</sup>	x	1 <sup>c</sup>	8 <sup>c</sup>	-	4	0 <sup>c</sup>
	Category one (serious) and two (significant) pollution incidents to water, land and air due to management error (number)	0 <sup>c</sup>	2 <sup>c</sup>	x	14 <sup>c</sup>	14 <sup>c</sup>	-	31 <sup>c</sup>	0 <sup>c</sup>
	Daily abstraction licence limits compliance for public supply (%)	100 <sup>c</sup>	100 <sup>c</sup>	✓	99.99 <sup>c</sup>	99.99 <sup>c</sup>	-	99.95	100 <sup>c</sup>
	Compliance with effluent discharge consents at sewage treatment works (%) Water Resource Act - Look Up Table	100 <sup>c</sup>	100 <sup>c</sup>	✓	100 <sup>c</sup>	96.69 <sup>c</sup>	-	99.27	100 <sup>c</sup>
	Sludge (Use in Agriculture) Regulations 1989 compliance (%)	100 <sup>c</sup>	100 <sup>c</sup>	✓	100 <sup>c</sup>	99.74 <sup>c</sup>	-	100	100 <sup>c</sup>
	Sludge pathogen kill level compliance (%)	100	100	✓	100	100 <sup>c</sup>	-	100	100
	Improve 29 overflows from our combined sewer systems and sewage treatment works to acceptable standards between 2005 and 2010 (cumulative)	16 (cumulative)	19	✓	12	5	2	N/A as different AMP period	29 (cumulative)
	Total investigations and asset upgrades planned for 43 sewage treatment works discharging to inland waters between 2005 and 2010 (cumulative)	40 (cumulative)	40	✓	38	28	11	N/A as different AMP period	43 (cumulative)
	Reduce the total annual phosphorus load discharged from 29 sewage treatment works by a population equivalent of 1.2 million compared with 1999 levels between 2005 and 2010 (cumulative)	29 (cumulative)	29	✓	28	20	11	N/A as different AMP period	29 (cumulative)
Air emission limits at sludge powered generators, Integrated Pollution Prevention Control compliance (%)	100 <sup>c</sup>	100 <sup>c</sup>	✓	99.9 <sup>c</sup> There was one exceedence of a half-hourly emission of carbon monoxide on 28 October 2007.	100 <sup>c</sup>	-	100	100 <sup>c</sup>	

## Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Environmental Management Systems	Continue with ISO14001 certification across parts of the Chief Operating Officer business units (Beckton and Crossness sewage sludge incinerators; BioRecycling; Deephams Sewage Treatment Works; Farmoor, Ashford Common and Kempton Park Water Treatment Works; Waste Maintenance; Capital Delivery) and implementation at Mogden Catchment Sewage Treatment Works	Target successfully met including incorporating Mogden Catchment Sewage Treatment Works	✓	N/A	N/A	N/A	N/A	Continue with ISO14001 certification across parts of the Chief Operating Officer business units (Beckton and Crossness sewage sludge incinerators; BioRecycling; Deephams and Mogden Sewage Treatment Works; Farmoor, Ashford Common and Kempton Park Water Treatment Works; Waste Maintenance; Capital Delivery) extending certification to a further site
	Integrated Management System	Implement an Integrated Management System across the Chief Operating Officer business units by end of 2011. Milestone 2008/09 = Carry out stakeholder engagement and revise policies	2008/09 milestone was not met in full - carry out stakeholder engagement was, but policies have not been revised.	N/A	N/A	N/A	N/A	N/A	Implement an Integrated Management System across the Chief Operating Officer business units by end of 2011.
Protect the environment and prevent pollution through the effective management of our activities and those of our suppliers, contractors, partners and trade effluent customers	Percentage of river lengths of good or fair quality (chemical / biological) (Environment Agency data)	PM <sup>c</sup>	98.0 / 94.4 <sup>c</sup> (Thames Region)	N/A	95.9 / 94.6 <sup>c</sup> (Thames Region)	92.6 / 95.7 <sup>c</sup> (Thames Region)	N/A	93.9 / 96.0 (Thames Region)	PM <sup>c</sup>
	% of sewage treatment works closures and diversions assessed for environmental impact	100	N/A as no closures or diversions arose in 2008/09	N/A	N/A as no closures or diversions arose in 2007/08	N/A as no closures or diversions arose in 2006/07	-	N/A as no closures or diversions arose in 2005	100
Apply sustainable integrated water resource management practices, balancing demand management activities with responsible water resource development	Length of rivers suffering from low flows due to abstraction (km). (Total length of rivers in Thames Region = 3,796)  Complete low flow alleviation schemes	Target = Complete alleviation schemes for the Wye and Bulbourne by the end of 2008. Completion of the Darent scheme is dependent on funding.	99 Cherwell scheme completed in 2008	x	102 Wye and Bulbourne schemes incomplete (unresolved technical issues). Darent scheme close to completion and new WTW commissioned but compensation payment issue unresolved so unlikely to make the reduction in licences. Ampney Brook scheme complete and the Latton and Baunton licences have been reduced. Churn scheme complete and licence variation complete. Commissioning of Cherwell scheme started, but operating agreement is not finalised yet.	123 Ampney Brook scheme has been completed and licence varied down in February 2007. Churn scheme completed but licence variation not yet complete. Commissioning of Cherwell scheme has started, but operating agreement is being developed.	-	136 Target not complete	Target = Complete alleviation schemes for the Wye (Mill End) by March 2010 and Bulbourne (New Ground) by December 2009. Completion of the Darent scheme is dependent on funding.
	Maintaining security of supply - Security of Supply Index	11 (new methodology)	56 (new methodology)	✓	89 (old methodology)	60 (old methodology)	22 (old methodology)	-	85 (new methodology)
	Leakage (Ml/day)	715	698	✓	713	790	862 (revised figure from Ofwat)	915 <sup>f</sup>	685

### Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Leakage (l/property/day)	PM	195	N/A	200	223	244	260 <sup>1</sup> (revised figure from Ofwat)	N/A
	Metering (Total number of properties including domestic and commercial)	PM	1,106,388	N/A	1,047,405	988,782	925,541	912,123	PM
	London Headroom should be at least 150 MI/day  Headroom is the difference between water available for supply and the amount demanded by our customers. We need to have a certain level of headroom to act as a safety margin, for example, in dry summers.	120 days with <150 MI/day (based on the number of outages expected through the year)	125 days with <150 MI/d headroom (based on PRO5 Day figures)	x	133 (days with <150MI/day)	175 <sup>2</sup> (days with <150MI/day) Headroom was low due to the continued outage of the Southern section of the Thames Water Ring Main. The outage was extended due to slippage of the Thames Lee Tunnel outage.	-	122 (days with <150 MI/day)	120 days with <150 MI/day (based on the number of outages expected through the year)
Understand and plan for the impacts of climate change and manage our contribution to climate change	Climate Change and Carbon Management Strategy	Implement the Climate Change and Carbon Management Strategy. Review the Climate Change policy	Implemented the Climate Change and Carbon Management Strategy. Climate Change reviewed.	✓	Climate Change and Carbon Management Strategy adopted.	We have begun work on a Climate Change and Carbon Management Strategy which we plan to adopt in 2007.	-	Climate Change policy was produced	Review the strategy and publish a new climate change policy
	Emissions of greenhouse gases (million tonnes CO <sub>2</sub> equivalent). (% change from 1990/91 baseline of 0.84 million tonnes CO <sub>2</sub> equivalent)  Note: new sector-wide methodology introduced in 2007/08	Reduce our carbon emissions by 20% by 2015 compared to 1990 levels	0.85 (+1.1)	N/A	0.88 (+4)	0.84 (0)	-	N/A as new methodology used to calculate 2006/07 and 2007/08	Reduce our carbon emissions by 20% by 2015 compared to 1990 levels
	Energy consumption (GWh) (includes electricity purchased, natural gas, renewable energy generation from electricity and heat (this does not include a relatively small proportion of energy consumed from diesel, kerosene and gasoil))  * Kempton Granular Activated Carbon (GAC) Regeneration Plant gas is not included. Kempton gas has been included in 2007/08 as it is now run by Thames Water. Also, in previous years, energy generated as heat was not included.	PM	1,284	N/A	1,591	1,344*	-	1,342*	PM
	Renewable electricity generation (GWh) - Generate 220 GWh of renewable electricity by 2010	Generate 220 GWh of renewable electricity by 2010. Milestone 2008/09 = 191 GWh	182	x	169	157 (162 <sup>2</sup> )	-	154	Generate 220 GWh of renewable electricity by 2010. Milestone 2009/10 = 204 GWh
Make effective and efficient use of all natural resources, including first and foremost water but also energy and raw materials	% of sewage sludge put to beneficial use (Total tonnes dry solids of sewage sludge produced)	100	100	✓	99.9 (248,737)	100 (248,418)	-	100 ( 263,941)	100
	Transport - fleet fuel consumption (litres).	PM	2,174,640	N/A	2,228,857	1,624,509*  *This figure is lower than expected as was based on fuel costs, converted to consumption (litres) based on an average fuel cost, as this was best available data at the time. Next year, we will revert back to actual consumption figures to improve accuracy.	-	2,485,559	PM

### Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Transport - emissions.	N/A	N/A	N/A	-	-	-	-	Transport - emissions. 100% of company cars will be at or under 130gCO2/km by March 2011
	Transport - business mileage (miles)	PM	9,770,662	N/A	11,247,546	13,680,570	-	13,375,472* (*based on 7 months of data, pro rata for 12 months)	PM
Reduce the volume of waste produced and maximise reuse and recycling through proactive waste management	Quantity of operational waste disposed of to landfill (tonnes) *not including operational street works spoil #excluding office waste	PM	129,489#	N/A	37,357*	59,649	-	138,764	PM
	We will increase our recycling rate for operational wastes to 60% by 2008 (from 43% in 2004). Operational wastes recycled (total tonnes produced) * Not including amount of water treatment sludge to sewer or operational streetworks spoil # excluding office waste	We will increase our recycling rate for operational wastes to 60% by 2008/09 (from 43% in 2004).	77% (424,907)#	✓	23% (48,592)*	64% (163,573)	-	48% (264,950)	N/A PM
	Waste - Reduce proportion of capital waste to landfill to <20% by 2010  *excludes waste via transfer station (which makes up 28% of total waste) where percentage of waste to landfill is unknown	<20%	19.1% (120,705 tonnes)	✓	22% landfill*	-	-	-	15%
	Capital investment wastes recycled (total tonnes produced)  Note: The basis of the calculation of the proportion of capital waste data recycled has been revised so no comparable data is available pre-2006/07	PM	74.7% (630,951 tonnes)	N/A	56% (994,336)	28% (770,840)	-	-	PM
Protect and where possible enhance biodiversity and conserve our cultural heritage both on our land holdings and where our activities may have an impact	Sites of Special Scientific Interest (SSSI) in favourable and unfavourable recovering condition (%)	95% (Defra PSA Target)	99.4% - We achieved significant progress in restoring two SSSIs from unfavourable to favourable recovering condition.	✓	99.4  In the reporting year, two of our large reservoirs, Chingford and Walthamstow in the Lee Valley were assessed as "unfavourable recovering" due to a reduction in overwintering wildfowl. The reason for the reduction are unknown and Natural England does not consider that it is a reflection on our site management.	99.4	-	98	95% (Defra PSA Target)

## Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Biodiversity awareness and implementation of Biodiversity Action Plan across Thames Water sites	Continue to improve biodiversity awareness and implement Biodiversity Action Plan across Thames Water sites	During the reporting year, 14 resurveys were carried out for sites previously surveyed some years ago. A further 10 site baseline surveys were undertaken for other sites. Biodiversity condition assessments were carried out for 15 sites. We now have a total of 261 site biodiversity schedules written for 256 sites. A further 36 Site Management Statements were written during the year to bring the total to 121. We continued to implement and plan further biodiversity protection measures in grounds maintenance.	✓	We now have 252 biodiversity schedules and 90 Site Management Statements (56 written in 2007/08). We have also integrated biodiversity into the Grounds Maintenance procurement specification when renewing the company-wide contract. All tenderers had to provide information on biodiversity with respect to grounds maintenance.	In 2006 we continued to raise awareness in our 250 operations biodiversity schedules and 30 site management statements. Also, 16 sites were placed under a biodiversity grass cutting regime.	-	In 2005 we made good progress towards the target in developing site management statements, condition assessments and a biodiversity strategy for our land holding.	Continue to improve biodiversity awareness and implement Biodiversity Action Plan across Thames Water sites
	Area of wetland SSSIs and designated sites identified as possibly suffering from the impact of abstraction (ha)	PM	1,007	N/A	1,007	1,007 The Environment Agency has investigated Habitats Directive sites and confirmed that some are not suffering from the impact of abstraction.	-	2,324	PM
<b>Community</b>									
Seek and build trust among the communities we serve and act as a good neighbour	Alleviate 5,561 properties from internal and external flooding due to hydraulic incapacity between 2005 - 2010 (cumulative)  (Figures in brackets indicate what has previously been reported. However, figures have now changed as some properties/areas that were claimed did not meet the required criteria and some properties that were alleviated in previous years have unfortunately reflooded since the scheme was completed. In both cases these properties are no longer counted as outputs. We have also found properties that should have been claimed as relieved in previous years).	4,367 (cumulative)	4,385	✓	3,525	2,025 (2,077)	651 (702)	N/A as different AMP period.	5,561 (cumulative)
	Number of odour complaints. Note: Complaints received are not necessarily proven or related to our assets.	PM	386	N/A	601	762	-	983	PM
Conserve and where possible provide access to our cultural heritage	Number of locations where ecological and archaeological impacts of capital projects have been assessed	PM	860	N/A	1,792	1,652	-	601	PM
Make a positive contribution to the social and economic development of the communities we serve, focusing particularly on the theme of water and sanitation, linked to education, environment and healthy living	Total Thames Water community investment (£ million) (leverage through customers, employees and external partners, £ million)	PM	1.1 (0.9)	N/A	1.0 (1.1)	1.6	-	1.7	PM
	Total funds raised through employee volunteering and other schemes (including matched funding) (£)	PM	198,262.00	N/A	338,119	231,972 <sup>c</sup>	-	187,289	PM
	Funds raised through 'Give As You Earn' scheme by employees (including payroll giving matched funding) (£)	PM	55,130	N/A	41,122	46,870	-	53,049	PM
	Proportion of employees using company 'Give as you Earn' payroll giving scheme (%)	4	5	✓	3	-	-	-	7.5

## Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Employee volunteering - employees volunteering in schools, the community or charities (%)	10	13.8	✓	9.1	-	-	-	15
<b>Customers</b>									
Provide our customers with safe and reliable and affordable water supply and sanitation services	Drinking water quality compliance at customers' taps (%)	99.95 <sup>c</sup>	99.99 <sup>c</sup>	✓	99.98 <sup>c</sup>	99.97 <sup>c</sup>	-	99.95	99.95 <sup>c</sup>
	Properties at risk of low water pressure	2,455	34	✓	349	1,189	1,338	2,215	2,455
	Response to potential sewer blockages within four hours of notification (which were not deferred by customers) (%)	95.0 <sup>f</sup>	95.0	✓	92.93	88.6 <sup>c</sup>	-	87.2	95 <sup>f</sup>
Treat all customers fairly	Billing Contacts answered within five working days (%)	99.2	99.9	✓	99.8	99.8	99.6	98.8 <sup>f</sup>	99.2
	Written complaints answered within ten working days (%)	99.6	99.7	✓	99.6	99.7	99.0	98.9 <sup>f</sup>	99.6
	Metered accounts billed on actual meter reading (%)	99.73	99.79	✓	99.6	99.2	98.7	99.5 <sup>f</sup>	99.73
	Lines not receiving engaged tone (%)	100	99.8	x	99.9	100	100	Measure not in existence prior to 2005/06	100
	Calls satisfactorily complete (%)	96	92.3	x	92.7	92.5	91.7	Measure not in existence prior to 2005/06	96
	Customer satisfaction survey (out of 5)	4.5	4.41	x	4.4	4.3	4.2	Measure not in existence prior to 2005/06	4.42
Encourage our customers to use our services wisely	Water efficiency (Ml/d estimated savings). Communicate with our customers on water efficiency	PM	4.73	N/A	2.02	4.77 (baseline) 88.87 (baseline plus savings from enhanced water efficiency campaign and hosepipe and sprinkler ban)	1.76	1.49 <sup>f</sup>	PM
Provide our services in a way that is accessible and affordable to all of our customers, including the disabled and disadvantaged	Number of customers utilising the WaterSure scheme (formerly the Vulnerable Tariff)	PM	2,747	N/A	2,333	2,053	-	1,323	PM
	Customer Assistance Fund - amount donated (£)	PM	307,366	N/A	260,000	188,000	-	115,000	PM
	Number of extra care accounts registered	PM	27,464	N/A	22,000	12,195	-	7,652	PM
	Donations to the Thames Water Trust Fund	PM	417,000	N/A	-	-	-	-	PM
Restore our service quickly and efficiently in the event of an interruption	Number of unplanned interruptions to supply lasting more than six hours	PM	12,765	N/A	7,218	30,636	32,171	19,065 <sup>f</sup>	PM
<b>Employees</b>									
Ensure that equal opportunities are given to all employees and potential employees regardless of their gender race disability	Women in management and non-management roles respectively (%)	PM	25/31	N/A	23/28	24/31	-	22/30	PM
	Employees that have declared themselves as from an ethnic minority group (%)	PM	8.0	N/A	7.3	6.6	-	6.4	PM
Invest in the development of our employees' skills, abilities and potential	Employee engagement - Gallup Q12 methodology Grand Mean	3.40	3.41	✓	3.07	N/A	N/A	N/A	3.51
	Spend on training and development per employee (£) (Average number of days spent on training per employee)	Spend over £550 per employee	712.36 (1.1)	✓	167 (1.7)	378 <sup>c</sup> (2) <sup>c</sup>	-	430 (2.1)	Spend £680 per employee (based on £3.4m budget and 5,000 employees)
Ensure the health, safety and welfare of our employees									
Thames Water employees (excluding contractors)	Health and Safety - Number of accidents per 1,000 employees	8.3	6.71	✓	8.3	8.1	13.32	15.04	6.55
	Health and Safety - Total lost working days for reportable accidents (reportable accidents) *2008/09 - Note that this was not the figure reported to Ofwat which included general sickness absence. 668 is the figure for lost days solely relating to RIDDORs.	1,243 (47)	746* (34)	✓	1,009 (43)	1,598 (40)	-	1508 (70)	966 (35)

## Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	RIDDOR accidents	47	34	✓	-	-	-	-	35
	Major Injury Accidents	7	6	✓	-	-	-	-	6
	Occupational Illnesses & Diseases	0	0	✓	-	-	-	-	0
	Accident Injury Rate	0.70	0.57	✓	-	-	-	-	1
	Lost-time accidents	90	71	✓	-	-	-	-	74
	Dangerous occurrences	7	0	✓	-	-	-	-	4
Thames Water employees + opex contractors	RIDDOR accidents	52	41	✓	-	-	-	-	41
	Major Injury Accidents	9	8	✓	-	-	-	-	8
	Occupational Illnesses & Diseases	0	0	✓	-	-	-	-	0
	Accident Injury Rate	0.53	0.49	✓	-	-	-	-	0.45
	Lost-time accidents	102	83	✓	-	-	-	-	87
	Dangerous occurrences	7	0	✓	-	-	-	-	4
Thames Water Capex contractors	RIDDOR accidents	26	28	x	-	-	-	-	25
	Major Injury Accidents	17	12	✓	-	-	-	-	14
	Occupational Illnesses & Diseases	0	0	✓	-	-	-	-	0
	Accident Injury Rate	0.39	0.45	x	-	-	-	-	0.39
	Dangerous occurrences	1	5	x	-	-	-	-	3
<b>Contractors and supply chain</b>									
Pay all our suppliers, contractors and service providers according to mutually agreed terms and conditions	Total spend on bought in goods and services (£m)	PM	1,270	N/A	1,244	1,044	-	915	PM
	Invoices paid according to agreed terms and conditions	Invoices paid according to agreed terms and conditions (+3 day tolerance) (%) - 80%	Based on top 300 suppliers representing 88% of our spend with all suppliers, 80% of invoices were paid to TW's agreed terms and conditions.	✓	76	86	-	81	85% of invoices paid according to agreed terms and conditions (+3 day tolerance) (%)
Improve the environmental and ethical performance of our supply chain	Environmental Procurement Programme. Expenditure with suppliers and contractors where: a.) contracts include sustainability criteria b.) sustainability criteria have been used to evaluate suppliers/contractors during selection c.) total resources (water utility man days/year) committed to developing responsible supplier/contractor relationships	PM	Total value of all supply contracts = £809m a) £780m b) At least £780m c) 8,800	N/A	Total value of all supply contracts = £905m a.) £861m b.) at least £861m c.) 8,360	Total value of all supply contracts = £836m a.) £755m b.) at least £755m c.) 7,820	-	Where possible, all Strategy Documents over £250k include a section on environmental considerations. For high risk products and services, the environmental questionnaire is given a greater weighting.	PM
	Sustainable procurement	Continue to implement our Sustainable Procurement strategy	We continue to implement our sustainable procurement strategy with a focus on carbon emissions in line with the June return requirement for reporting supplier emissions	on track	We have begun work to incorporate social/ethical issues into our Procurement Policy and into the environmental questionnaire in Framework Agreements.	We have begun work to incorporate social/ethical issues into our Procurement Policy and into the environmental questionnaire in Framework Agreements.	-	An approach has been developed.	Seek improvements and innovations in our procurement processes
<b>Shareholders</b>									
Improve our operating efficiency through continuous innovation	Investment in Research and Development (£m)	PM	3.5	N/A	4.1	4.6	-	5.3	PM
Provide a reasonable return on investment to our shareholders	Total operating costs (£ million)	689.3	728.5	N/A	701.3	N/A	N/A	N/A	Not published
	Final dividend (£million)	PM	215.1	N/A	97.4	535.3	-	180.6	PM
	Customer gross debt (£ million)	207.4	248.1	x	208.6	193.5	-	239	304.7

### Thames Water's performance measures and targets 2008/09

Policy Objective	Target area	Target 2008/09	Actuals 2008/09	Target achieved?	Performance				Target 2009/10
					2007/08	2006/07	2005/06	2005	
	Regulatory cash interest cover - ratio. (Net cashflow (£million), Net interest paid (£million))	PM	4.03 (£910m) (£-158)	N/A	4.09 (£924m) (£-189m)	5.31 (£753m) (£-141.8m)	5.76 (£757m) (£-131.3m)	5.13 <sup>f</sup> (£687m) <sup>f</sup> (£-133.8m) <sup>f</sup>	PM
Meet the corporate governance expectations of our shareholders	Health, Safety, Environment and Process audits' corrective actions (critical) complete	PM	36	N/A	45	75	-	-	PM
	Overdue corrective action (critical)	0	0	✓	4	22	-	-	0