

Our key performance indicators (KPIs)

Operational

At 31 March

Link to strategy

Each of our KPIs measures how we're doing against our strategic pillars. We continuously monitor and evolve them to make sure they're the best measures. You can read more about our progress against our strategic pillars and priorities from page 20.

Strategic pillars	Page
Build	20
Connect	24
Accelerate	28
Link to directors' remuneration	98

Our directors' annual bonus and long-term incentive plans are linked to certain KPIs. You can see the report on directors' remuneration on pages 98 to 112.

Changes to our KPIs

This year we made the following changes to our reported operational KPIs to reflect the first full year reporting against our new strategy.

For Build we introduced:

- 'Number of Openreach FTTP premises passed'. This measures our progress rolling out full-fibre across the UK, in line with our ambition to reach up to 30 million premises.
- '5G+ population coverage'. This measures our progress delivering 5G+ connectivity across the UK, in line with our aim to cover 99% of the country in 2030.

For Connect we introduced:

- 'Customer time on service issues' for Business and Consumer units. This measures our progress in improving customer experience.
- 'Retail connections market share' for mobile and broadband. This measures our market position connecting UK customers.
- 'Converged broadband households'. This measures our progress meeting our broadband customers' broader connectivity needs.

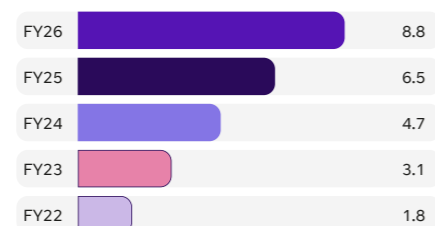
And we removed:

- 'Total 5G connections'. 5G connectivity is now the standard for new devices, so our KPI moves to report 5G+.

For Accelerate, we introduced:

- 'Colleague engagement'. This measures our progress in becoming a more empowered and engaged organisation. We'll continue to check progress as we embed our new behaviours – you can read more on page 34.
- 'TLR'. This measures our progress towards becoming a simpler and more agile BT.

Total Openreach FTTP connections (m)



[LINK TO STRATEGY](#)

Definition

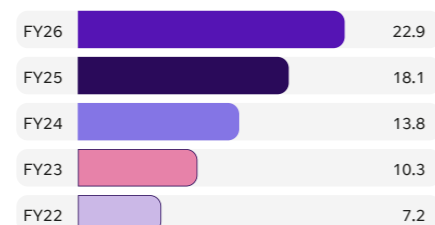
The number of UK premises connected to Openreach's full fibre network.

Performance

Demand for full fibre is high, with 8.8m (FY25: 6.5m) premises now connected.

You can read more on page 22.

Number of Openreach FTTP premises passed (m)



[LINK TO STRATEGY](#)

Definition

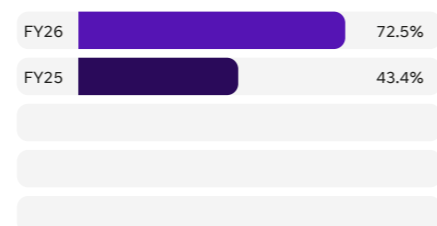
The number of UK premises with access to our FTTP broadband network.

Performance

Rollout has continued at pace. 22.9m premises now have access (FY25: 18.1m). We're on track to get to 25 million by the end of 2026.

You can read more on page 22.

5G+ population coverage



[LINK TO STRATEGY](#)

Definition

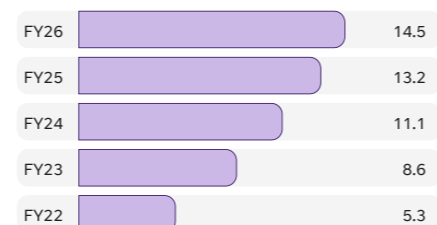
The proportion of the UK population with access to our 5G+ mobile network. We aim to reach 99% of the UK population in 2030.

Performance

We continued boosting performance and resilience across our mobile network and expanded our 5G+ network to reach 72.5% of the population (FY25: 43.4%).

You can read more on page 22.

FORMERLY REPORTED KPI Total 5G connections (m)



[LINK TO STRATEGY](#)

Definition

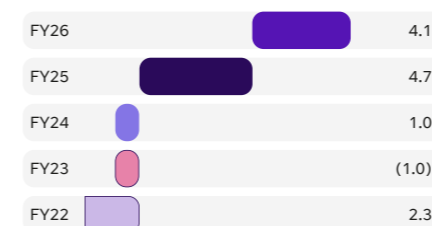
The number of BT retail connections to the 5G network.

Performance

There are 14.5m active BT retail connections, with our 5G network covering 90.5% of the UK population. 5G connectivity is now the standard for new devices, so our KPI moves to report 5G+.

We use thirteen operational and six financial KPIs to measure our success. We reconcile the financial measures to the closest IFRS measure on pages 224 to 227.

BT Group Net Promoter Score (NPS) (point increase/(decrease))



[LINK TO STRATEGY](#)

Definition

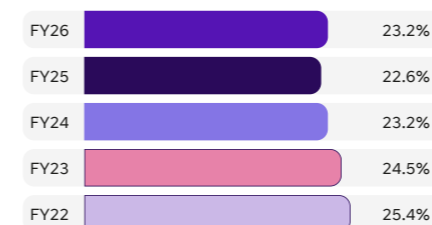
Changes in our customers' perceptions of BT Group since we launched the score in April 2016. It measures 'promoters' minus 'detractors' across our business units. BT Group NPS applies to our retail business^a and net satisfaction in our wholesale business.

Performance

We're still focused on creating standout customer experiences, with our score up 4.1 points in FY26.

You can read more on page 26.

Mobile retail connections market share^a



[LINK TO STRATEGY](#)

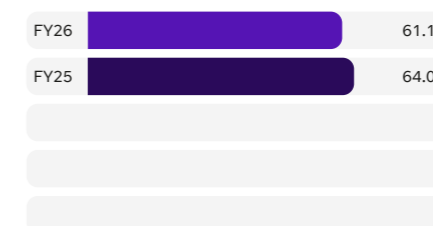
Definition

BT, EE and Plusnet's share (excluding wholesale) of the mobile market. We define that as total active SIMs, excluding machine-to-machine. This includes consumer and business voice (contract and prepaid) and mobile broadband plans (including tablets, dongles, watches and FWA).

Performance

The UK mobile market had 87m active^b SIMs at the end of 2025. Since FY22, we've lost 2pp of base market share to an increasingly competitive value segment, driven by MVNOs and sub-brands. But in the last 12 months we've had base growth for BT. This has bounced our market share back to 23.2%.

Business customer time on service issues (minutes)



[LINK TO STRATEGY](#)

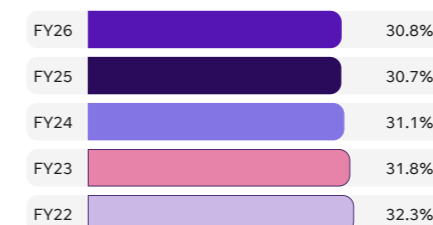
Definition

The total average time spent dealing with Business customer service issues. It includes inbound and outbound calls, chats and offline work.

Performance

We've spent less time dealing with Business customer service issues. Average time fell to 61.1 minutes (FY25: 64.0) as part of our continued focus on creating standout customer experiences.

Broadband retail connections market share^a



[LINK TO STRATEGY](#)

Definition

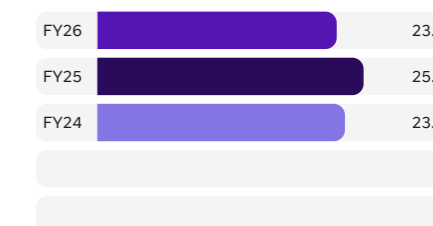
BT, EE and Plusnet's share (excluding wholesale) of the broadband market, defined as homes and businesses on a fixed, wired network. This includes copper and fibre (FTTC/FTTP) but excludes fixed wireless access and satellite.

Performance

The UK broadband market has been flat for the last four years with 28.6m active lines in FY26. There's been relatively slow new build growth and more businesses have closed than opened.

BT Group's base market share increased 0.1pp this year, offset by more retail competition and recent easier switching.

Consumer customer time on service issues (minutes)



[LINK TO STRATEGY](#)

Definition

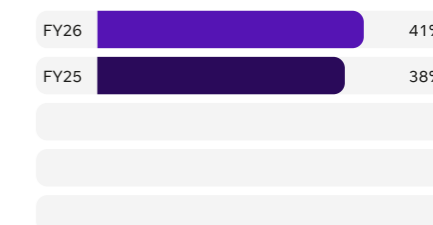
The total average time spent dealing with Consumer customer service issues. It includes inbound and outbound calls, chats and offline work.

Performance

We've spent less time dealing with customer service issues by proactively fixing problems and improving self-serve capabilities as part of our continued focus on creating standout customer experiences. Average time spent fell to 23.0 minutes (FY25: 25.6 minutes).

You can read more on page 26.

Converged broadband households



[LINK TO STRATEGY](#)

Definition

Converged customers as a share of the broadband customer base.

Performance

Converged broadband households grew to 41% (FY25: 38%) as part of our priority to bring customers the best connectivity products.

You can read more on page 26.

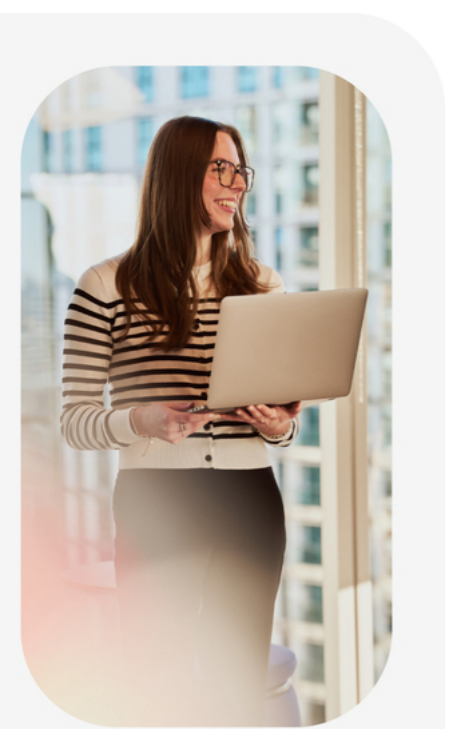
^a Includes our Consumer brands as well as our Business unit (excluding Wholesale).

^b An active customer is one that's generated revenue from an outgoing or incoming call, or from data or content services, in the past three months.

Our key performance indicators (KPIs) (continued)

Operational

At 31 March



Link to strategy

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Strategic Pillars

	Page
Build	20
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Link to directors' remuneration	98

The annual bonus and long-term incentive plans that comprise our directors' remuneration are each linked to certain KPIs. See the Report on directors' remuneration on pages 98 to 112.

Colleague engagement R



[LINK TO STRATEGY](#)

Definition

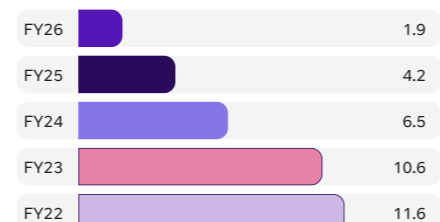
How well our people are aligned. It indicates how likely it is that they'll behave in ways that support our success (like discretionary effort). We measure it for BT overall and at Unit/Team levels.

Performance

We're continuing to reshape ourselves to be more collaborative and have introduced new behaviours for our people. Engagement stayed constant at 76% (FY25: 76%).

You can read more on page 30.

Number of units on legacy networks (m) R



[LINK TO STRATEGY](#)

Definition

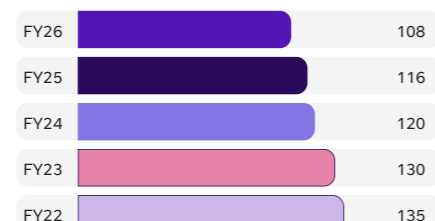
Customers switched from legacy to new strategic network platforms, helping us switch off our old platforms. A 'unit' is a circuit within, or a connection to, our network.

Performance

We've cut the number of legacy connections in our network to 1.9m (FY25: 4.2m) by switching customers to Digital Voice, 4/5G and fibre broadband.

You can read more on page 30.

TLR ('000)



[LINK TO STRATEGY](#)

Definition

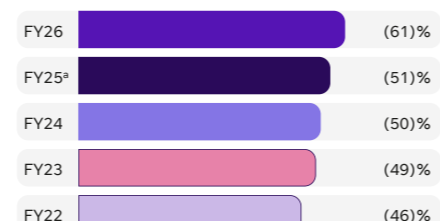
The total number of people who work here, including sub-contractors.

Performance

We've cut our TLR to 108k (FY25: 116k) as part of our ongoing drive for cost transformation and efficiency.

You can read more about on page 30.

Percentage reduction in operational carbon emissions



[LINK TO STRATEGY](#)

Definition

Performance on our ambition to cut carbon emissions by 90% by the end of March 2031 compared to FY17 levels. It's based on an absolute cut in tonnes of CO₂e (carbon dioxide equivalent) in operational emissions (Scopes 1 and 2 greenhouse gas emissions).

Performance

We've achieved a 61% reduction from our baseline year, FY17 (FY25^a: 51%).

You can find out more on page 31 and in our Responsible Business Addendum 2026 (bt.com/addendum).

^a Restated from 52% as presented in the FY25 Annual Report following review of our carbon emissions.

Financial

Year ended 31 March

Reported revenue (£m)



[LINK TO STRATEGY](#)

Definition

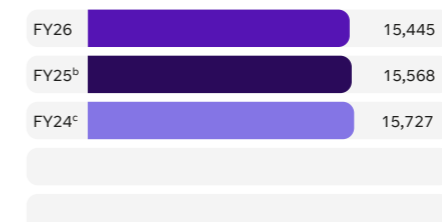
Our revenue, as reported in our income statement.

Performance

Our reported revenue was £19,654m (FY25: £20,358m) – down 3%. This was driven by lower International revenue including divestments, declines in handset trading and declines in adjusted UK service revenue.

You can read more on page 48.

Adjusted UK service revenue^a (£m) R



[LINK TO STRATEGY](#)

Definition

Adjusted UK revenue, less UK equipment revenue. We've included some revenue from equipment in adjusted UK service revenue where we've sold it as part of a managed services contract, or where the equipment can't be practicably separated from the underlying service. You can find a full definition on page 225.

Performance

All UK revenue, less UK equipment revenue. We've included some revenue from equipment in adjusted UK service revenue where we've sold it as part of a managed services contract, or where the equipment can't be practicably separated from the underlying service. You can find a full definition on page 225.

You can read more on page 48.

Adjusted EBITDA^a (£m) R



[LINK TO STRATEGY](#)

Definition

Our earnings before specific items, net finance expense, taxation, depreciation and amortisation and share of post-tax profits or losses of associates and joint ventures.

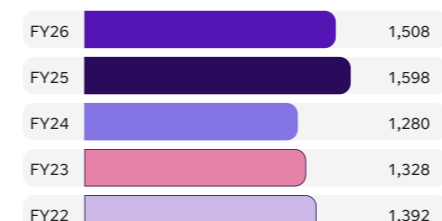
You can find a full definition on page 227.

Performance

Adjusted EBITDA was £8,230m (FY25: £8,209m) – flat year-on-year with lower revenue offset by strong cost transformation and cost control; excluding divestments, like-for-like adjusted EBITDA was up 1%.

You can read more on page 48.

Normalised free cash flow^a (£m) R



[LINK TO STRATEGY](#)

Definition

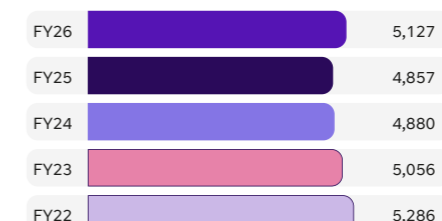
Net cash inflow from operating activities, after capital expenditure. We adjust this for a number of measures – the largest being net interest paid, payments of lease liabilities, pension deficit payments, specific items, net cash flows related to the sale of contracts assets and cash flows related to the prepayment for forward sale of copper. You can find a full definition on page 226.

Performance

Normalised free cash flow was £1,508m (FY25: £1,598m) – down 6%. This was due to higher cash capital expenditure, interest costs, the absence of a prior year tax refund and working capital movements, partly offset by working capital programmes.

You can read more on page 49.

Reported capital expenditure^d (£m)



[LINK TO STRATEGY](#)

Definition

Additions to property, plant and equipment and intangible assets this year. See note 4 to the consolidated financial statements for a reconciliation to the measures reported in the group accounts.

Performance

Reported capital expenditure was £5,127m (FY25: £4,857m). This was up 6% year-on-year reflecting higher FTTP provisioning and build activity.

You can read more on page 49.

Return on capital employed^a (ROCE)



[LINK TO STRATEGY](#)

Definition

Adjusted earnings before interest and tax as a percentage of equity, debt and debt-like liabilities – excluding balances associated with tax and managing of financial risk. You can find a full definition on page 225.

Performance

ROCE for the year was 8.9% (FY25: 8.7%), with higher capital employed more than offset by returns in the period.

^a We base financial metrics on adjusted measures, which exclude specific items, as defined in the 'Additional Information' section on pages 224 to 227.
^b FY25 comparative information has been re-presented for the adjustments set out in note 34 to the consolidated financial statements. The impact of these re-presentations on the Adjusted UK service revenue are included in the 'Additional Information' section on page 224.
^c The FY24 comparative information has not been re-presented for the adjustments set out in note 34 to the consolidated financial statements.
^d Additions to property, plant and equipment and intangible assets in the period. See note 4 to the consolidated financial statements for a reconciliation.