

Our Service Commitment Plan

November 2024

Delivering improved performance
for our customers, the environment
and colleagues



from
**Southern
Water** 



Introduction

Our Turnaround Plan, our service commitment to customers, the environment and colleagues, focuses on 13 specific performance commitments which fall under four key priorities for us: a reliable supply of water for our customers; healthy rivers and seas; trusted and easy customer service and empowered and supported colleagues.

This plan, and £1.6 billion of equity investment from our shareholders, has allowed us to focus on critical areas of concern for our customers and regulators, notably in customer service, pollutions, treatment works compliance and water quality, which I'm pleased to say has delivered improvement over the past 12 months.

With the installation of smart monitors across our water and wastewater network, feeding data 24/7, 365 days a year into our Control Centre, we're now able to take a data-led approach to reactive maintenance but, more importantly, we can proactively predict problems and fix them before they become an issue for our customers. This means preventing flooding and pollutions, as well as bursts and major leaks.

We're now in the final year of delivery of this five-year investment period, and we're focused on achieving the stretching targets we set ourselves as part of our turnaround. The following pages will provide you with a detailed explanation of our service commitment, how and why our performance has improved in some areas and continues to lag in others. We'll also outline the specific actions we're taking to improve our performance, and where we hope to be by the end of this financial year in April 2025.

We're committed to maintaining transparency, publishing regular updates in our Annual Report and Financial Statements and Annual Performance Report, as well as our Pollution Incident Reduction Plan, Bathing Water Report and a wealth of environmental performance data on our website each year. We also release a bi-annual Clean Rivers and Seas Task Force update.

Our independent Customer Challenge Group and Independent Environment and Climate Change Group also provide feedback on our plans.

Lawrence Gosden, Chief Executive Officer.



“We're now in the final year of delivery of this five-year investment period, and we're focused on achieving the stretching targets we set ourselves as part of our turnaround.”

Our performance commitments explained

Like all other UK water companies, we operate in five-year ‘asset management periods’ or AMPs with performance assessed and charges to customers set by our regulator, Ofwat. We propose the levels we can achieve for each Performance Commitment (PC) alongside the costs required to achieve those in a business plan, which we submit to Ofwat every five years.

We ask customers and stakeholders for their input on this plan, and how much they’re willing to pay for services and improvements. Ofwat then approves a final set of performance targets called ‘Outcome Delivery Incentives’ or ODIs. If we outperform our ODIs we recover the costs of having delivered a high level of service. However, if we fail to meet them, customers are compensated through reductions to their bills. Performance Commitments are there to provide us with an economic incentive to improve performance.



Board governance and oversight

The Southern Water Board and its committees provided challenge and input in the development of this plan. It also approved the targets within it, and it fully supports the actions that have been included to improve performance. The Board has highlighted the importance of sustainable performance improvement over time. Along with colleagues and members of our supply chain, Board members attended a full-day interactive programme designed to understand and develop a collaborative commitment to this plan.

How to read this report

This plan responds to Ofwat’s recent assessment of water company performance published in October 2024. This assessment is based on our performance during each year of a five-year investment period. During the current period from 2020–25 Southern Water was assessed against 47 different performance measures, 31 of which were subject to a reward or penalty. Some measures outlined in the following pages are based on calendar year (January to December) such as treatment works compliance, pollutions, internal sewer flooding and water quality compliance (CRI), and the remainder are financial year (April to March). We’ve included visual guides that demonstrate our historic performance, highlighting areas where the reporting methodology may have changed, for example, on leakage.

A quick look at our performance over the past six months (since April 2024)

The table below provides an overview of how we've performed against the 13 performance commitments included in our Service Commitment Plan. Each of these is measured against a wider set of metrics, shared by all water companies.

Performance commitment	What it's measuring	Performance against our AMP target				Forecast 24–25**	Trajectory	Turnaround pillar
		2020-21	2021-22	2022-23	2023–24*			
Customer experience	Customer satisfaction.	74.64	72.00	69.77	66.87	68.37		Trusted and easy customer service
Developer experience	Developer satisfaction.	73.77	77.78	80.56	83.59	87.87		
Water usage	Average volume of water used per individual customer, per day.	139	133.6	128.4	126.7	125.6		
Supply interruptions	Average time customers have no water during the year.	12 min 43 sec	9 min 22 sec	1 hour 28 min	1 hour 21 min	1 hour 14 min		A reliable supply of water for our customers
Water quality (CRI)	Measure of our compliance with standards for drinking water quality.	4.53	6.69	6.38	3.07	3.23		
Leakage***	Volume of water lost on our pipe network between our water treatment works and a customer's tap.	93.8	96.8	108.5	107.5	99.0		
Unplanned outage	The percentage of water production capacity lost due to unplanned maintenance work.	9.21	7.19	6.44	5.68	3.13		Healthy rivers and seas
Mains repairs	Repairs per 1,000 kilometres of our wastewater network.	150	101.5	152.8	121.4	124.4		
External flooding	Number of times customers' external properties were flooded with wastewater.	4,409	3,944	3,748	3,245	3,171		
Internal flooding	Number of times customers' internal properties were flooded with wastewater.	393	644	496	527	335		Healthy rivers and seas
Pollution incidents	Number of times polluting material has escaped/spilled from our pipes, treatment works or pumping stations.	402	372	358	234	224		
Treatment works compliance****	Number of our water treatment works which failed to comply with their environmental permits.	97.06	97.94	98.22	99.41	98.51		
Sewer collapses	Number of sewer collapses, including mains bursts.	315	314	247	240	220		

Final Determination target met or exceeded. Final Determination target missed but performance improved in relation to prior year outcome.

Final Determination target missed and performance worse than prior year outcome. Performance improving. Performance deteriorating.

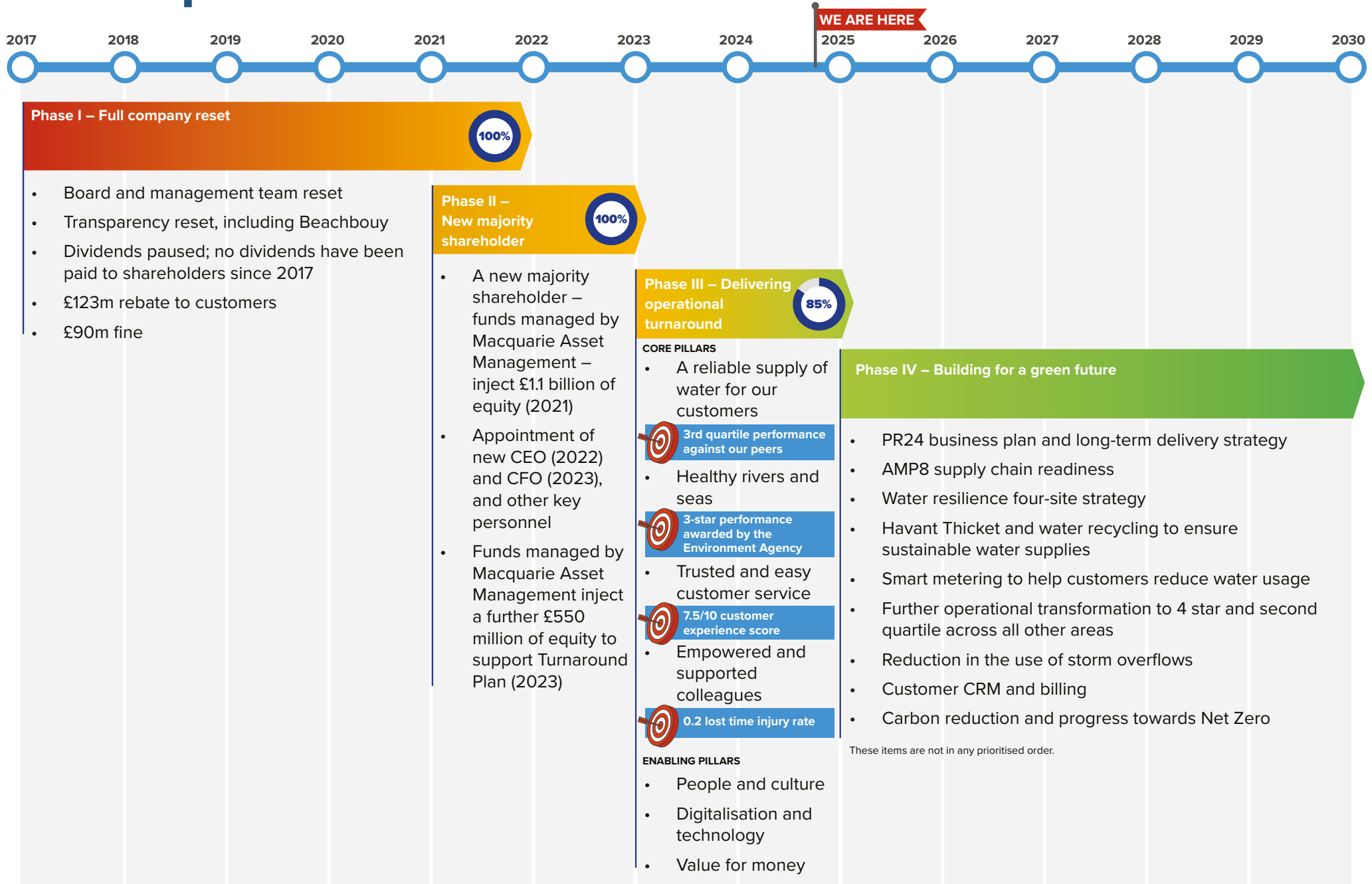
* This is our position comparing our year end 2022–23 outcome with the forecast outcome for 2023–24, based on YTD performance to the end of March 2024. Our final position is subject to our year end auditing process and will be reported in the Annual Report.

**This is our forecast position comparing our unaudited year end 2023–24 outcome with projections for 2024–25.

*** In-year leakage

**** Our treatment works compliance figure is calculated based on the number of compliant works as a percentage of the total permitted works. The shift from 99.40 in 2023–24 to the forecast of 99.04 for 2024–25 is maintaining no more than 3 failed works, and the change in compliance percentage is due to a change in the number of permitted works.

The four phases of our transformation



What is influencing our performance?

Below is an ‘at-a-glance’ view of the external trends and challenges we face as a business and how we’re responding.

Trends:

Growing population and changing communities

Population growth will place more pressure on limited resources. Communities are adapting due to demographic and societal changes.



Climate change

Climate change is impacting our environment and the way we operate.



Rising environmental concern

Environmental concerns are driving rapid changes in government priorities.



Advanced technology and changing customer expectations

Customer expectations are evolving with technology and greater access to information. Big data, artificial intelligence (AI) and machine learning are becoming business-as-usual.



Challenges and how we are responding:

Water scarcity

Further reductions in leakage; water-saving campaigns and tools; development of new water sources; reduced abstraction; water transfers and regional planning initiatives and transfers.



Increased flooding

Relining and relocation of sewers; slow-the-flow sustainable drainage solutions; larger infrastructure (storm tanks and networks) and river-basin catchment planning.



Meeting customer expectations

New video triage service; redesigned website; faster resolution of queries; improved incident response and increased focus on Priority Services.



Affordability

A minimum of 45% reduction in bill payments for those struggling to afford their bills; increased access to customer Hardship Fund and community grants.



Decarbonisation

Carbon sequestration through nature-based solutions. Alignment with the government’s 2050 net zero target and Ofwat’s focus on location-based Scope 1, 2 and 3 emissions.



Engagement

Regular customer newsletters – targeted by region; regional Your Water Matters customer drop-in sessions; increased stakeholder engagement and proactive approach to local news updates.



A reliable supply of water for our customers

Objective: Provide reliability and quality reaching 3rd quartile for quality by 2025.



Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Improving the reliability of our water supply works by putting in place new assets and improving maintenance. This includes the complete overhaul of four main sites, benefiting 62% of our customers.	Further investment required in failing assets or ineffective maintenance.	1	Water supply interruptions	High	90%
Deliver 103 projects at four largest water supply works through the investment of £150m.	Late delivery of Drinking Water Inspectorate (DWI) notices.	1	Water quality compliance (CRI)	High	75%
Tactical investment at 20 sites to improve reliability and output by 50ML/d.	Lack of plan to reduce the outage of our asset base (SDBI and PWPC).	1	Unplanned outage	Medium	100%
Complete reservoir inspection programme.	Cleaning of service reservoir tanks (every 10 years) not fully completed.	1	Water quality compliance (CRI)	High	55%
Reset all notices to improve delivery confidence with regulator.	Overcommitment on delivery to DWI. As a result, most assets for SRN water are under notice.	1	Water quality compliance (CRI)	Medium	98%
Using digital technology to build next-level smart networks with new technology, including sensors and smart meters to reduce leakage and enable our teams to respond more quickly.	Lack of access to data and ability to act on network events.	7	Leakage	High	81%
Deliver smart water meter improvements.*	Poor measurement of SDBI and identification of areas of excessive usage and leakage.	1	Leakage and Water usage	High	65%
Complete the pressure management and programme to support leakage and network resilience.	Poor management of pressure across the network leading to customer contact, fatigue on the network and bursts/leaks.	2	Leakage and Mains repairs	High	67%
Roll out of our new GIS location and asset register system, enabling improved systems across our water networks.	Multiple tools to identify issues on network leading to increased customer contact and impact.	1	Leakage and Mains repairs	Medium	100%
Improve process for finding and fixing leaks.	Exceeding industry standard for leakage.	9	Leakage and Mains repairs	High	67%
Upgrading logistics capability to move people and materials around faster, 24/7. This includes a new tanker fleet, storage of critical spares and an overhaul of our work management processes.	Poor management of operations and control of critical spares and reliance on inefficient and costly outsourced services.	2	Water supply interruptions	Medium	60%
Continually improving the use of six in-house 24/7 water tankers.	Lack of tankering management knowledge.	2	Water supply interruptions	Medium	100%

* Scoping and preparation for Smart Metering upgrade

Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Increase logistic stores to eight to enable improved response in and out of hours.	Critical spares spread across multiple sites, poor visibility of stock and availability.	2	Water supply interruptions	Medium	60%
Deliver tactical improvements to end-to-end work management processes.	Ageing planning and scheduling systems and processes.	1	Water supply interruptions	Low	100%
Improving the management and control of sites and networks through a constant review of our core systems and processes.	Poor management controls on larger assets.	1	Water supply interruptions and Mains repairs	Medium	78%
Roll-out of a new risk assessment approach to enable safe control of work on assets.	Our safe control of operations (Risk assessment process) not enabling works on our high-risk sites.	1	Water supply interruptions	High	78%
Investing in key improvements.	A high number of incidents at our sites causing significant customer, stakeholder and colleague impact. The estimated cost of these escalations is around £13 million a year.	9	Water supply interruptions, Leakage and Mains repairs	High	71%
Roll-out of new contracts and ways of working to improve customer management and operational response.	Contracts out of date and not aligned to business priorities. Focus is needed on leak detection, repair and maintenance and above ground maintenance.	8	Leakage and Mains repairs	Medium	79%



Where we are

Since our last update in May 2024, our Water teams have further reduced unplanned outage at our water treatment sites, keeping them in service supplying high-quality drinking water to our customers' taps. This is despite several major construction projects impacting wider water quality notices and deliverables.

Our teams have completed their Water First water quality and public health training, clearly defining roles and responsibilities on our sites. At the same time, upgrades to equipment and processes and improvements to our safe control of operation programme (works completed by contractors), have increased productivity and kept our Final Enforcement Order programme from the Drinking Water Inspectorate on track.

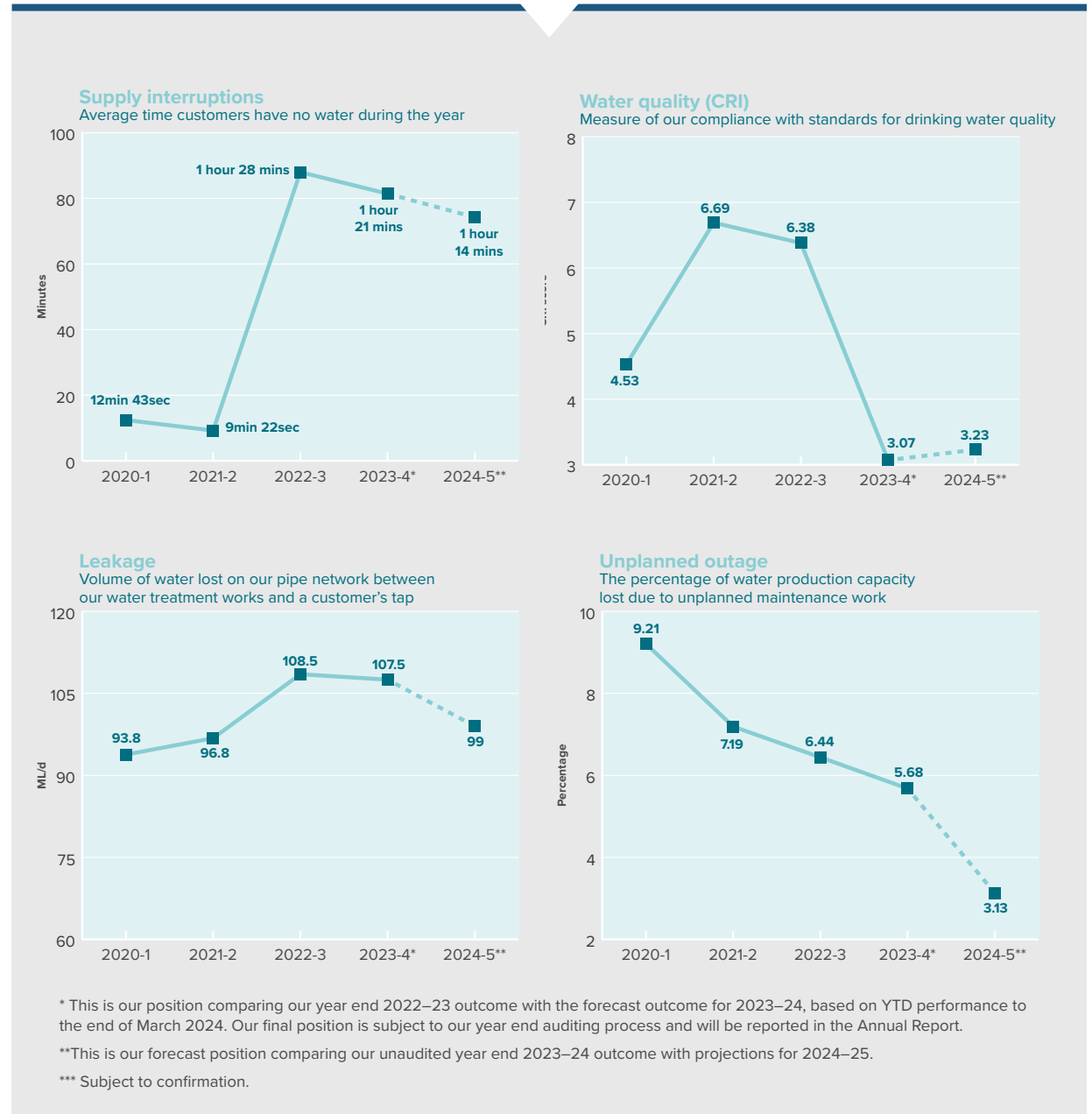
A new asset management system, which will give us better visibility of our site systems and local networks has been rolled out on the Isle of Wight, and we're now planning to introduce it across the rest of our network over the next nine months.

We've continued our campaigns to raise awareness about water scarcity in our region and the importance of saving water, carrying out free water-saving audits in customers' homes and businesses and updating our online water calculator. Customer water use is still above the target we'd set for this five-year period but continues to fall to 126.8 litres per person, per day in (2023-24: 127.3) – this is one of the lowest levels of customer water use in the UK.

Although we've experienced several major interruptions to supply, for example in Hastings in May, we're still forecasting an improvement on our 2023–24 performance in this area. We know we have significant progress to make, which is why we've focused on introducing tighter management controls on rotas and processes in an incident so we can limit the time our customers spend without water.

In terms of leakage, we're still reporting levels above the challenging targets we set ourselves, largely due to the volume of changes that we're making to the teams, processes, and systems that we use across our network. For example, the delay in the roll out of our new leakage management system means we haven't yet been able to realise the targeting and detection benefits it will offer. We are, however, still seeing a reduction in leakage in year of around 10%, thanks to targeted proactive repairs by our find-and-fix teams in the top 10 areas where we see the most leaks on our network. We've appointed a Leakage Strategy Manager who is overseeing delivery of these targeted actions as part of a Leakage Recovery Plan.

Thanks to ongoing efforts from our operational teams and despite the increase in proactive repairs linked to leakage find-and-fix activity, we're forecasting 124.1 mains repairs per 1,000km of our water network (2023–24: 122.5) well below the target we'd set in our turnaround of 150.0.



Healthy rivers and seas

Objective: Improving our environmental performance and reach a 3 Star Environmental Performance Assessment (EPA) rating.



Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Building capacity and resilience at wastewater treatment works to reach 99%+ compliance with treatment and permit standards.	Further investment required in our assets and infrastructure.	9	Treatment Works compliance	Medium	62%
Deliver 'Go to Green' programme – £25m of tactical interventions at 45 sites to make sure treatment works reliably meet standards.	Further investment required in our assets and infrastructure.	3	Treatment Works compliance	High	58%
Make sure works can treat required flows, as described in permits, through strategic investments and tailored initiatives.	Further investment required in our assets and infrastructure.	3	Treatment Works compliance	Low	63%
Reduce the number of spills from storm overflows to fewer than 18 by removing excess surface water from our systems.	Further investment required in our assets and infrastructure.	3	Pollution incidents	High	65%
Updating maintenance standards and proactive control to stop assets failing and developing an improved emergency response.	Historic Control Centre structure and process did not allow us to operate proactively or maintain standards.	29	Pollution incidents	High	79%
Restructure our Control Centre so we can spot failures before they happen and, when they do, respond faster.	Historic Control Centre structure and process did not allow us to operate proactively or maintain standards.	2	Pollution incidents	High	79%
Upgrading 52 pumping stations, increasing resilience at over 700 pumping stations to allow them to reset automatically and investing over £40m on new pumps and control systems.	Historic Control Centre structure and process did not allow us to operate proactively or maintain standards.	12	Pollution incidents; internal and external flooding	High	87%
Cleaning over 700km of sewers a year and installing over 80 new devices to reduce bursts through more effective pressure management.	Historic Control Centre structure and process did not allow us to operate proactively or maintain standards.	18	Mains repairs; pollutions; external flooding; sewer collapses	High	78%
Deliver planned preventative maintenance to improve the reliability of sites and networks.		7	Mains repairs; pollutions; external flooding; sewer collapses	Medium	81%
Digitalising sewer network to reduce pollutions and flooding, using industry-leading monitors, artificial intelligence for prediction and maintenance.	Ageing network, driven by gravity, which meant we were too reliant on customers letting us know about issues.	22	Pollution incidents; internal and external flooding	High	83%

Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Digitalise network by installing 23,000 sewer level monitors and 1,300 Event Duration Monitors.	Ageing network, driven by gravity, which meant we were too reliant on customers letting us know about issues.	3	Pollution incidents; internal and external flooding	High	75%
Using Artificial Intelligence and case managing flooding hotspots on our network.	Ageing network, driven by gravity, which meant we were too reliant on customers letting us know about issues.	15	Pollution incidents; internal and external flooding	High	75%
Improve the accuracy and efficiency of our spill reporting by automating processes and using artificial intelligence.	Ageing network, driven by gravity, which meant we were too reliant on customers letting us know about issues.	15	Pollution incidents	Low	79%
Improving training, development and productivity by upskilling front-line colleagues. Making sure they are multi-skilled and externally accredited.	We had not supported ongoing development and training of front-line colleagues to evidence their competency.	5	Pollution incidents; internal and external flooding; Sewer collapses	Medium	95%
Apply externally accredited training expertise with practical upskilling programmes for all Operators and Technicians, together with technical training for all managers, scientists, and engineers.	We had not supported ongoing development and training of front-line colleagues to evidence their competency.	8	Pollution incidents; internal and external flooding; Sewer collapses	High	95%
Improve efficiency through better logistics management.	We had not supported ongoing development and training of front-line colleagues to evidence their competency.	1	Pollutions; internal and external flooding; sewer collapses	Medium	93%



Where we are

We know that we still have more to do to improve our environmental performance, and we're committed to increasing the reliability of our sites and networks, ensuring that they treat and return wastewater to the environment safely.

Since our last update in May 2024, we've continued to limit the number of external flooding incidents experienced by our customers, thanks to tighter controls on contractor performance targets and the introduction of monitors across our sewer network enabling proactive maintenance and repair. This performance has been maintained despite an exceptionally wet September, with rainfall at 274% of the long-term average.

The number of sewer collapses has reduced, again because of our data-led approach to proactive maintenance. We're now forecast to outperform our target of 250 (2023–24: 234) and are on track to meet our Ofwat target of 220.

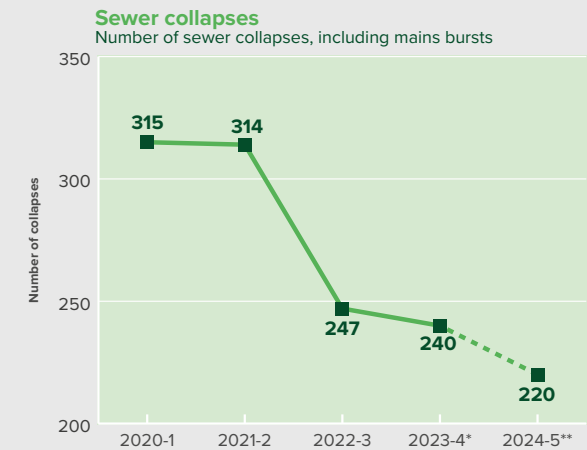
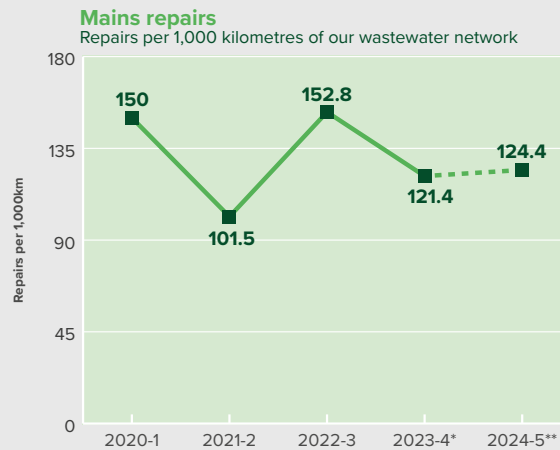
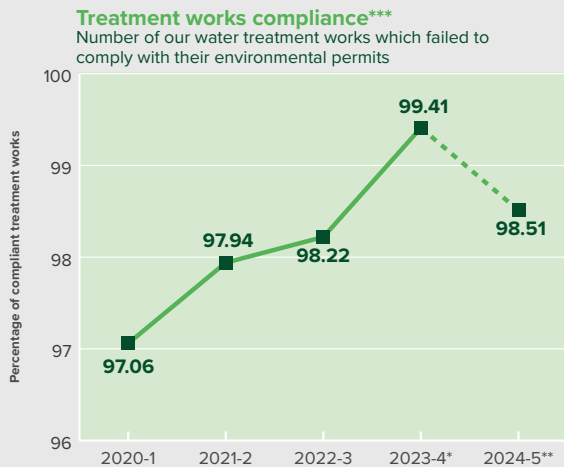
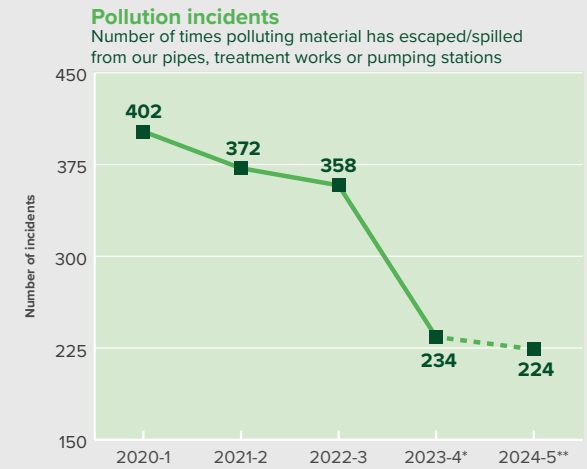
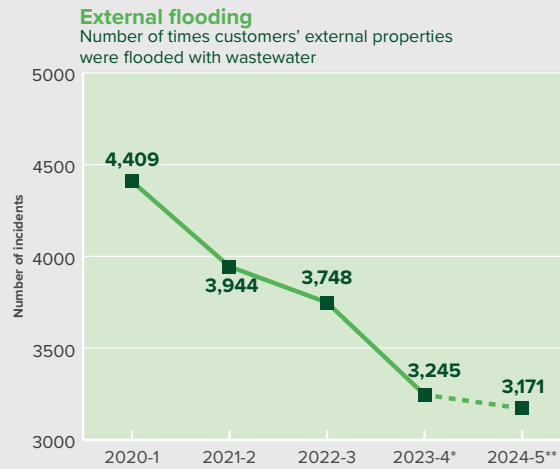
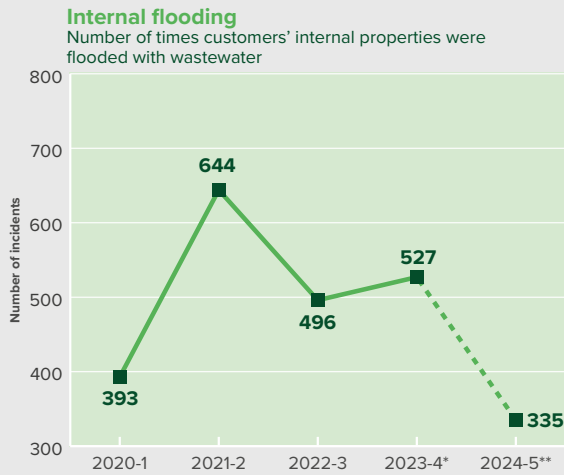
Unfortunately, such intense periods of wet weather have led to an increase in internal flooding incidents for our customers. We realise how distressing sewer flooding can be so we've been focusing on reducing our response times and have set up new sewer performance hubs to bring our resources together to better predict where incidents might occur, but also limit the amount of time our customers are impacted.

In terms of pollutions (category 1-3) we're currently forecasting between 233 and 285 incidents for the 2024 calendar year, with several under challenge with the Environment Agency. Blockages continue to be the primary cause of pollutions, with electrical failures and mechanical issues at our sites and pumping stations being the other root cause. No pollution is acceptable, and our teams review each individual incident with a view to avoiding a repeat event. Our Pollution Incident Reduction Plan provides a detailed breakdown of key challenges we're working to overcome with our partners and communities. This includes ramping up our work with businesses and customers to prevent blockages.

In terms of treatment works compliance, we're forecasting five failed works (2023–24: two) because of issues with final effluent sampling, plant availability and our sludge digesters at several smaller sites. A detailed action plan is in place to prevent any further failures.

Our Clean Rivers and Seas Task Force has continued its work to reduce the use of storm overflows, cutting releases at our Swalecliffe Wastewater Treatment Works by 28% by changing the site permits and increasing storm tank capacity. It has also continued to install sustainable drainage systems such as raingardens in around 100 schools. In the Pan Parishes in Hampshire we've sealed more than 2.5km of private pipes, 2km of our sewers and 68 manholes to stop groundwater getting into our network – reducing the need to bring in tankers – as well as installing 36 sewer level devices and 26 temperature sensors to monitor the network.





* This is our position comparing our year end 2022–23 outcome with the forecast outcome for 2023–24, based on YTD performance to the end of March 2024. Our final position is subject to our year end auditing process and will be reported in the Annual Report.

**This is our forecast position comparing our unaudited year end 2023–24 outcome with projections for 2024–25.

Trusted and easy customer service

Objective: Provide a great customer experience and reach a 7.5/10 C-MeX score, our customer satisfaction measure (an 8% increase).



Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Improving the online experience and creating a new website, improving customer journey, data quality and complaints process. Introduce a video assistant for customers.	Low customer self-service volumes leading to high contact volumes.	2	Customer experience; developer experience; water usage	High	97%
Improve online experience and launch new website.	Low customer self-service volumes leading to high contact volumes.	2	Customer experience; developer experience; water usage	High	97%
Enhance customer, developer and retail portals.	Low customer self-service volumes leading to high contact volumes.	5	Customer experience; developer experience; water usage	High	74%
Improve customer and performance data and analytics.	Low customer self-service volumes leading to high contact volumes.	7	Customer experience; developer experience; water usage	High	96%
Launch new tools like video assistants and simplify processes for customers.	Low customer self-service volumes leading to high contact volumes.	6	Customer experience; developer experience; water usage	High	89%
Reduce time to respond to complaints.	Low customer self-service volumes leading to high contact volumes.	2	Customer experience; developer experience	High	100%
Making sure that every colleague understands customers and their unique needs. This includes the introduction of customer promises and customer service training for all colleagues and partners.	Inconsistent experience for customers when dealing with field colleagues resulting in areas of poor customer service.	1	Customer experience; developer experience	Medium	81%
Roll out customer promise and customer service training to upskill colleagues.	Inconsistent experience for customers when dealing with field colleagues resulting in areas of poor customer service.	1	Customer experience; developer experience	Medium	81%
Improve communications with colleagues.	Inconsistent experience for customers when dealing with field colleagues resulting in areas of poor customer service.	1	Customer experience; developer experience	Medium	100%
Supply chain training and journey improvements.	Inconsistent experience for customers when dealing with field colleagues resulting in areas of poor customer service.	8	Customer experience; developer experience	Medium	85%

Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Provide more customer insights to teams to inform decision making.	Inconsistent experience for customers when dealing with field colleagues resulting in areas of poor customer service.	7	Customer experience; developer experience	Medium	100%
Better engagement with communities through improved multi-channel and direct communications, education programmes and regular stakeholder forums.	Lack of understanding of water processes and company activities among the community and stakeholders, leading to mistrust.	1	Customer experience; developer experience; water usage	Medium	84%
Deliver education programmes in communities.	Lack of understanding of water processes and company activities among the community and stakeholders, leading to mistrust.	1	Customer experience; developer experience; water usage	Medium	100%
Improve communication with better media briefings, social monitoring and multi-media content.	Lack of understanding of water processes and company activities among the community and stakeholders, leading to mistrust.	1	Customer experience; developer experience; water usage	Medium	67%
Improve stakeholder engagement through regional MP forums, newsletters and site visits.	Lack of understanding of water processes and company activities among the community and stakeholders, leading to mistrust.	1	Customer experience; developer experience; water usage	Medium	100%
Improve roadside messaging.	Lack of understanding of water processes and company activities among the community and stakeholders, leading to mistrust.	1	Customer experience	Medium	100%
Supporting customers in vulnerable situations by improving priority services during incidents and our social tariff offering.	Customers who find themselves in vulnerable circumstances and facing financial hardship were not easily able to access support.	1	Customer experience	High	100%
Expand the social tariff programme.	Customers who find themselves in vulnerable circumstances and facing financial hardship were not easily able to access support.	1	Customer experience	High	100%
Enhance our Priority Services.	Customers who find themselves in vulnerable circumstances and facing financial hardship were not easily able to access support.	1	Customer experience	Medium	100%

Where we are

Since our last update was published in May 2024, we've continued to add new features to our customer website, including a new incident map, more detailed updates on our construction schemes for those communities impacted and county-specific updates for our regional stakeholders.

Reducing the number of customer complaints and improving the way we handle them is a top priority and although we've seen volumes falling across water, waste and billing, we know there's still more to do. Our total written complaints have fallen by 43% and our billing phone complaints 31% between 2022–23 and 2023–24. This reduction is largely due to our new proactive approach to customer contacts where customers are kept informed by text and email of the progress of their enquiry. We've also made improvements to the way we manage incidents, again keeping customers updated via texts and changes to the way that customers can contact us via our digital channels. We have also continued to host our Your Water Matters drop-in events that allow customers to raise concerns with our teams directly. We've held a further three events since April, visiting Horsham, Lancing and Hastings.

In terms of escalated complaints, we've continued to fine tune our responses using behavioural science principles, which has seen these reduce from 13% to 2.5% from 2022–23 and 2023–24.

In April we launched a co-delivered project with the RNLI and 10 Littlehampton schools, delivering water safety messages to 3,920 young people during which pupils helped to design our new community pollution spotter signage.

In May we launched our revised Water Protectors primary age assembly and lesson incorporating messaging on our water recycling plans, while in June we launched Water Ambassadors secondary age assembly with water efficiency and recycling messaging. Alongside our revised Water Supply workshop for uniformed groups, these lessons have been downloaded 55 times and have allowed us to meet 13 different groups face to face, reaching a total of 10,084 young people since they launched.

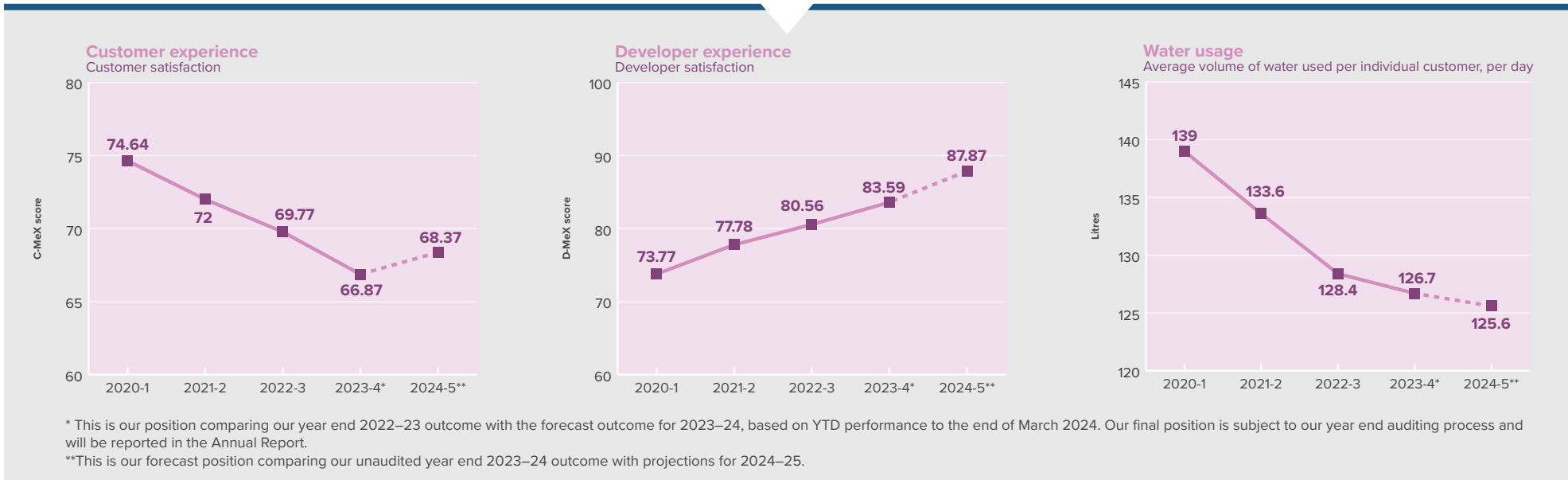
In September, we supported Crawley Junior Citizen event for the 10th year engaging with 25 schools reaching 1,670 young people aged 10 and 11 years old.

In October we launched our newest Secondary module; Water Stewards – a geography lesson for KS3 looking at water scarcity and quality.

Since April we have also delivered 15 education tours at Peacehaven; inviting 12 schools and reaching 238 young people aged from 8-15years.

We are just about to launch into the first of three young people mentoring programmes for this year, starting with St Leonards Academy in November. We're also just about to launch a new volunteering opportunity for employees to read with primary age children once a week for the academic year.

Supporting our customers who find themselves in vulnerable circumstances is a priority, which is why we have continued to promote our financial assistance schemes, with over 135,000 customers now signed up to our Essentials Tariff. We're also collaborating with Local Authorities to ensure our support reaches as many customers as possible, and as a result we've increased the number of customers on our Priority Services Register to 276,374 (October 2024) representing over 15% of households registered against a year-end target of 7%.



Empowered and supported colleagues

Objective: Manage a safe and ethical workforce with reduction to 0.2 lost time injury rate.



Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Improving the safety of colleagues with the introduction of a new mobile risk safety app.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	100%
Introduce a new company-wide risk assessment app.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	100%
Review app usage and improve over time to minimise health and safety risk.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	Medium	100%
Working With Care – Embed health and safety as a key way of working with upskilling, training and onboarding programmes.	Low levels of health and safety knowledge and competency, risk management and culture.	4	Lost time injury rate	High	89%
Provide colleagues with the knowledge, skills, and awareness to make safe decisions through behavioural training.	Low levels of health and safety knowledge and competency, risk management and culture.	1	Lost time injury rate	High	100%
Company-wide upskilling to meet future needs.	Low levels of health and safety knowledge and competency, risk management and culture.	1	Lost time injury rate	High	100%
More effective and comprehensive onboarding programmes limiting initial risk.	Low levels of health and safety knowledge and competency, risk management and culture.	1	Lost time injury rate	High	100%
Refresh internal documentation and standards to ensure H&S is embedded within processes.	Low levels of health and safety knowledge and competency, risk management and culture.	1	Lost time injury rate	High	84%
Managing compliance through new systems, inspections and assurance.	Poor health and safety risk management and injury prevention.	5	Lost time injury rate	High	75%
Place of work risk assurance process updated.	Poor health and safety risk management and injury prevention.	2	Lost time injury rate	High	95%
Improve statutory risk inspection processes.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	89%
Improve risk management systems.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	89%
Supporting colleagues through our Inspire Academy, internships and a graduate programme to make sure we upskill and develop each individual.	Lack of tailored training for new managers in softer skills and importance of fostering company culture.	1	Employee engagement; learning and development	High	100%

Commitment	Root cause	No. of initiatives	Linked performance commitment	Level of impact	% complete against our turnaround target
Develop and roll-out the Inspire Academy for 500 managers to support colleagues in the work they do.	Lack of tailored training for new managers in softer skills and importance of fostering company culture.	1	Employee engagement; learning and development	Medium	100%
Expand and launch apprentice programme bringing in new talent.	Limited focus on apprentice training and talent acquisition.	1	Employee engagement; learning and development	Medium	100%
Roll-out of new contracts and ways of working to improve customer management and operational response.	Not enough focus on customer outcomes and contractor behaviours in contracts.	1	N/A	Medium	15%

Where we are

The safety of our communities, colleagues, and supply chain partners remains our highest priority. That is why we are making improvements to the equipment, training and policies we use to deliver a safe system of work.

Since our last update was published in May 2024, we've updated over 58% of our health and safety procedures which are available on our intranet – The Hub – so colleagues can access them more easily and we are supporting colleagues to adopt them through training.

Our Stop, Think, Safe! safety leadership training course has now been delivered to 56% of our employees. Facilitated by external safety training specialists, it's intended to help colleagues work through scenarios where they will need to think about how and when they should raise a challenge. It continues to be extremely successful and very well received by our employees.

Over 72% of the employees we identified to undertake NEBOSH general health and safety certificate and 63% of IOSH managing safety have now attended the course.

A new health and safety induction project has been scoped and we now have the right resource in place to start work.

Our Point of Work risk assessment app and Eco-Online safety incident and observation reporting tool has now been fully rolled out to all areas of the business, making it easier for employees and partners to report any unsafe behaviour or risks on our sites.

To focus our efforts on preventing serious injuries, we've identified six key risks (which include work at height, machinery, plant people interface, stored hazardous energy, toxic/ flammable gas and driving). Each risk has a set of 'life saving rules' which must be followed every time the risk is present to ensure critical safety controls are always in place. New personal gas monitors, including a lone worker function, have been rolled out to wastewater employees and we're in the process issuing them to water employees.

The risk committee has now reviewed 80% of our occupational health and safety risks, and plans are in place to address any gaps in our control measures.

Work continues to develop the Inspire Academy for managers, with the aim stated in our Turnaround Plan to support 500 managers by the end of 2024. We've launched 20 Inspire Leadership Programme modules and 36.2% of colleagues have benefitted from the programme, which uses mixed learning to cover both the management and people aspects of managerial roles.

We're now supporting a total of 105 apprentices, recruited since September 2023, studying from level 3 to level 7. The apprenticeship offering includes 21 different standards from 15 providers and supports the recruitment of commercial specialists in procurement, and data analysis.



Stop, Think, Safe!
safety leadership
training course



**Read our detailed annual reports
and plans for the future:**

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