

# Our Service Commitment Plan

July 2025

Delivering improved performance  
for our customers, the environment  
and colleagues



from  
**Southern  
Water** 



# Introduction

## This is the final update on our Turnaround Plan, our service commitment to customers, the environment and colleagues.

Published in 2023, the plan has focused our attention on improving 13 specific performance commitments, aligned to four key priorities: a reliable supply of water for our customers; healthy rivers and seas; trusted and easy customer service and empowered and supported colleagues.

This Turnaround Plan, and £1.6 billion of equity investment from our shareholders, has allowed us to improve our performance in critical areas of concern for our customers and regulators. Shareholder support has been vital, and it continues, with them committing a further £655 million in equity for the next five-year period to 2030, and up to a further £545 million intended to be committed by December 2025.

After two years, we have made significant progress against stretching targets, delivering tangible change in our systems and

processes to benefit customers and the environment, reducing pollutions, leakage and flooding and improving water quality.

We're at a turning point in our transformation, as we close one investment period and move on to deliver our largest business plan yet. We didn't achieve all the targets we set ourselves, particularly in terms of improving our customer experience and wastewater treatment compliance, but we have an improving trajectory in nine of our 13 performance commitments and we're static in one. We're expecting further improvements this year and have seen this in the first few months of our performance.

We know there's more to be done to bring our performance in line with our peers, but the focus and determination our colleagues have shown over the past two years will continue to deliver positive change and tangible benefits for our customers and the environment over the next five years.

We'll be publishing a full set of results for 2025–26 in July 2026.

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 continue our transformation as we move into the next investment period.

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.**



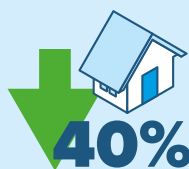
reduction in leakage



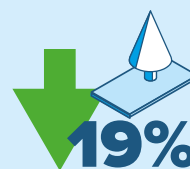
reduction in customer water use



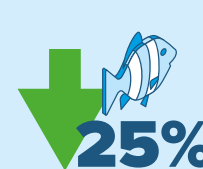
reduction in unplanned outage\*



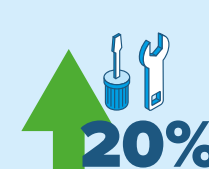
reduction in internal flooding



reduction in external flooding



reduction in overall pollutions



improvement in the number of mains repairs (per 1,000km network)

\*water treatment sites out of service.



# 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 fully supports the actions that were 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.

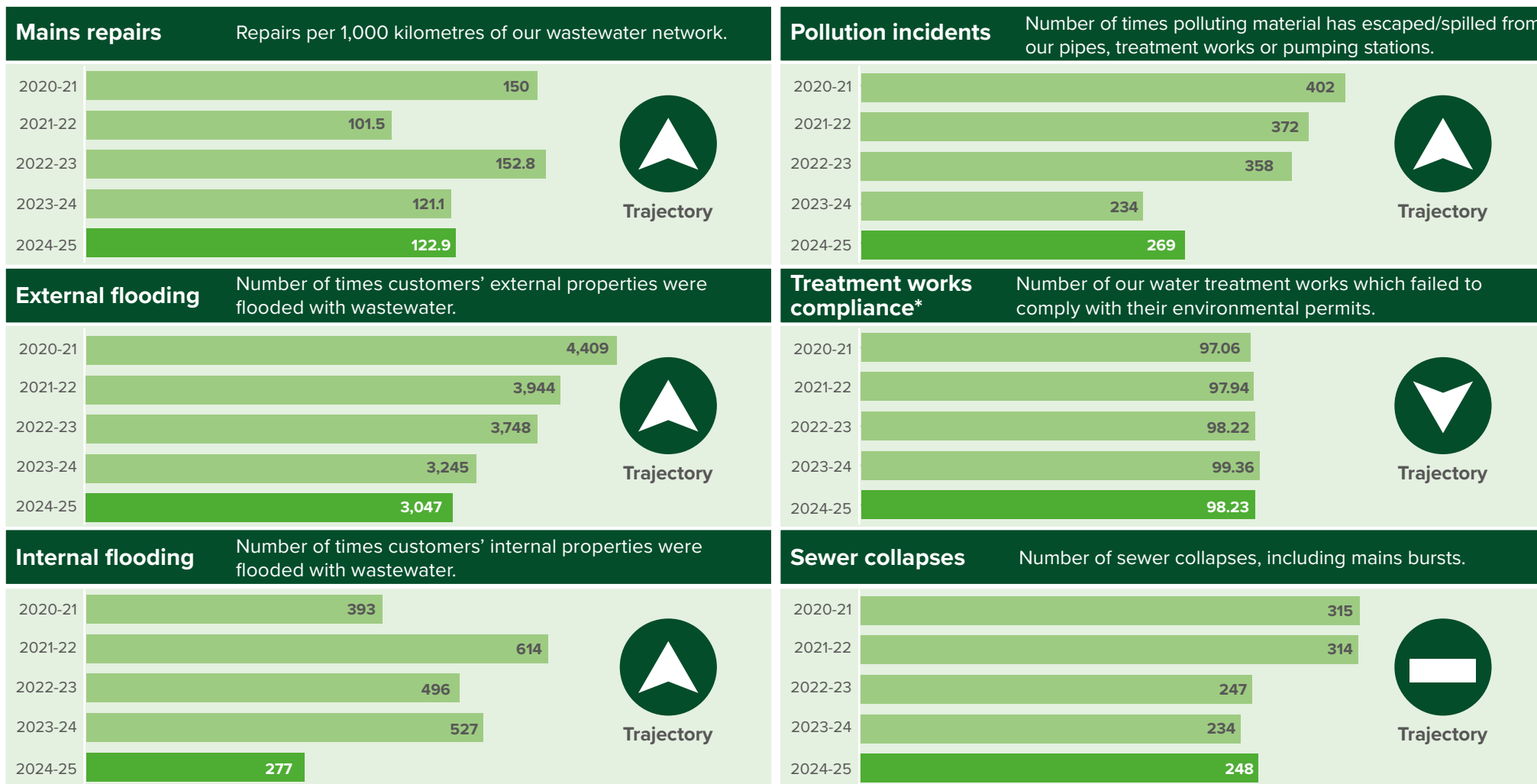
## How to read this report

This Service Commitment Plan responds to Ofwat's 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 the 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 five-year period

The tables below provide 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.

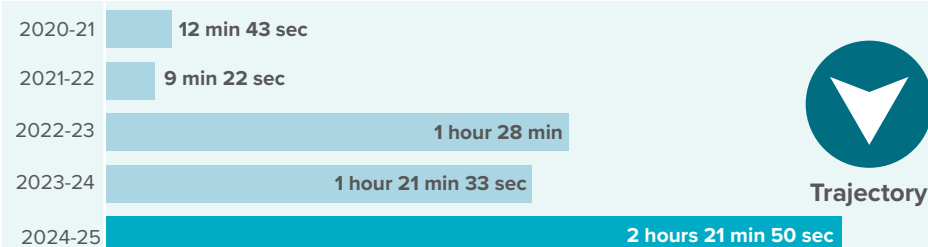
## Healthy rivers and seas



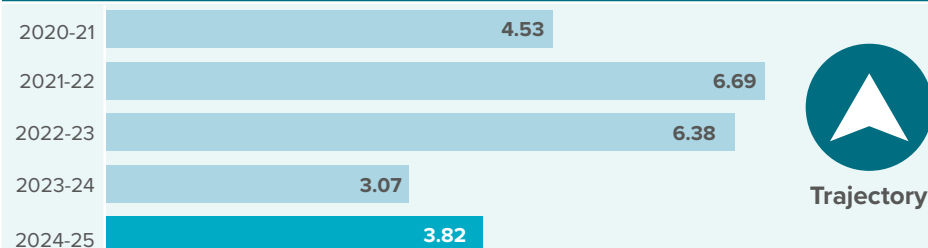
\* Our treatment works compliance figure is calculated based on the number of compliant works as a percentage of the total permitted works.

## A reliable supply of water for our customers

### Supply interruptions Average time customers have no water during the year.



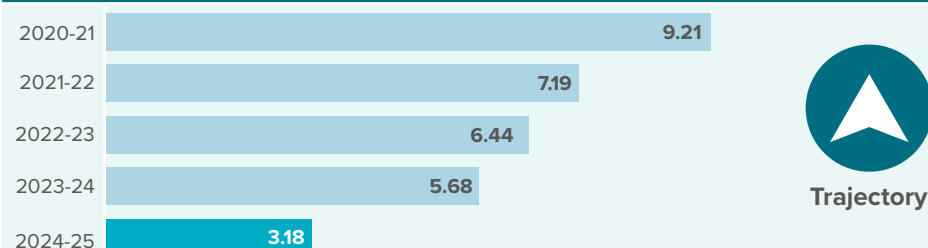
### Water quality (CRI) Measure of our compliance with standards for drinking water quality.



### Leakage\* Volume of water lost on our pipe network between our water treatment works and a customer's tap.

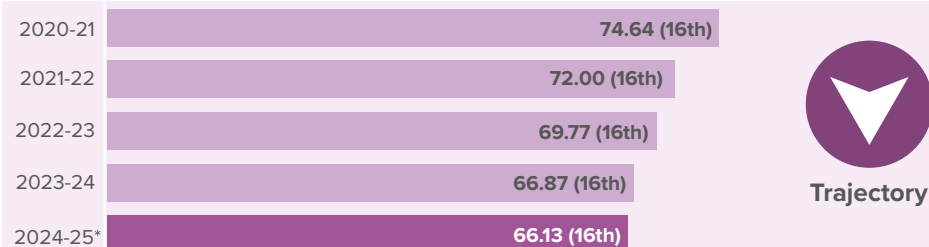


### Unplanned outage The percentage of water production capacity lost due to unplanned maintenance work.



## Trusted and easy customer service

### Customer experience Customer satisfaction.



### Developer experience Developer satisfaction.

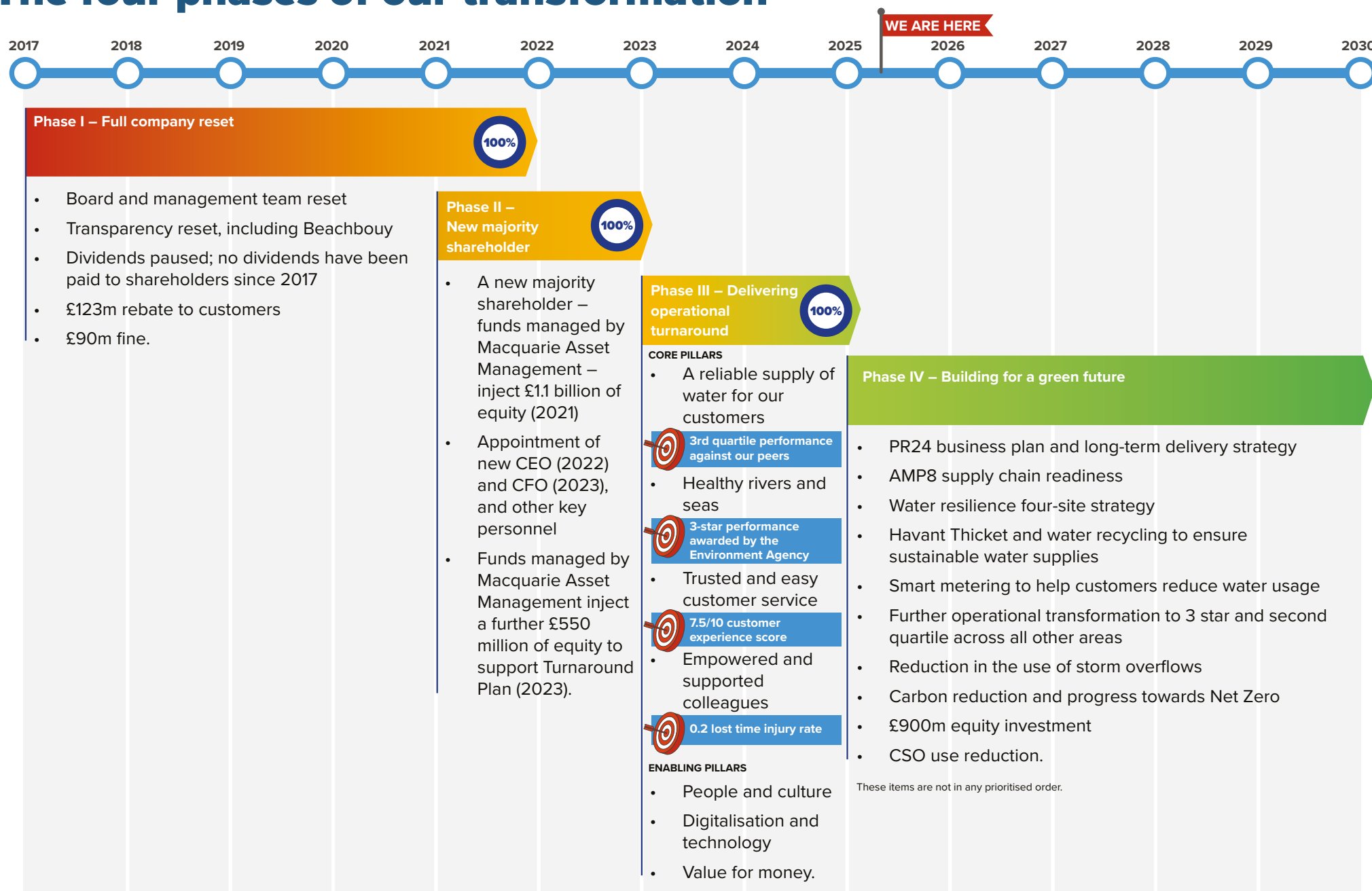


### Water usage Average volume of water used per individual customer, per day.



\* In-year leakage

# 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:

### Climate change and rising environmental concern

The impacts of climate change are already having an impact on our operations, and we must adapt.

Demand to protect the environment is shifting government priorities.

We need to drive the policy agenda.



### Advanced technology and changing customer expectations

Our customers expect better access to information.

Big data, artificial intelligence (AI) and machine learning are all now business-as-usual.

We must update our processes and systems.



### Growing population and changing communities

Population growth is putting pressure on limited resources across our region.

Our communities are changing.

Our plans need to respond to their needs.



## Challenges and how we are responding:

### Protecting our unique habitats

Relining and relocation of sewers; sustainable drainage solutions; improved infrastructure (storm tanks and well-maintained networks); river-basin catchment planning.



### Meeting customer expectations

Easy and quick services for customers; digital experiences; faster resolution of queries; improved incident response; increased access to Priority Services.



### Water for all

Increased focus on reducing leakage; water-saving audits and support; new water sources; reduced abstraction; water transfers and regional planning initiatives.



### 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.



### Reputation

Regional customer newsletters; face-to-face engagement; customer drop-in sessions; quarterly county-based stakeholder updates and proactive local news releases.



### Affordability

A minimum of 45% reduction in bill payments for those needing financial support; increased customer Hardship Fund and community grants.



# 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	100%
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	100%
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	100%
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	100%
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	100%
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	100%
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	100%
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	100%
Deliver planned preventative maintenance to improve the reliability of sites and networks.		7	Mains repairs; pollutions; external flooding; sewer collapses	Medium	100%
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	100%



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	100%
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	100%
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	100%
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	100%
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	100%
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	100%



## Where we are

Our latest environmental performance information is available at [southernwater.co.uk/about-us/environmental-performance](https://southernwater.co.uk/about-us/environmental-performance), and we're committed to being transparent about the improvements we're making, and areas where our performance is still not where it needs to be. We're working hard every day to increase the reliability of our sites and networks, making sure that they treat and return wastewater to the environment safely.

The restructure of our Control Centre – running 24/7, 365 days a year – has improved our overall proactive identification process, as well as our ability to respond more quickly to incidents. A huge investment has been made here to make sure the teams have the right tools, software and skills to be able to coordinate activity across our network from our head office in Worthing.

We've also installed a further 8,000 sewer level monitors – bringing the total to around 32,000 put in place since 2023, all feeding data into our Control Centre. These monitors have helped to reduce the number of both external and internal flooding incidents experienced by our customers. Our teams are now able to proactively manage maintenance and repair. This performance has been maintained despite an exceptionally wet autumn and winter, with rainfall well above the long-term averages.

Our teams have also installed pressure monitors on around 90 rising mains, which has already prevented two major sewer bursts. This exercise has also helped to develop a better awareness of issues on our network so we can plan our repair work more effectively.

In terms of pollutions (category 1-3) we reported 269 incidents for the 2024 calendar year, which represents a 25% improvement since 2023 and a 38% improvement since 2020. Blockages, caused by a build-up of non-flushable items and fat, oil and grease, continue to be the primary cause of pollutions. Electrical failures and mechanical issues at our sites and pumping stations are the other major root cause.

We continue to review each individual incident with a view to avoiding a repeat event. Our Pollution Incident Reduction Plan provides a detailed breakdown of the programme of work we have in place to improve our performance in this critical area. This includes engaging directly with customers and community partners to prevent more blockages.

In terms of treatment works compliance, we're forecasting six failed works (2023–24: two) because of sampling frequency changes, associated with new permits at a large number of treatment works and plant availability at several smaller sites. A detailed action plan is in place to prevent any further failures, with work started on 10 initiatives at a further three treatment works to bring them to a standard where they're reliably meeting all permits – a total of 45 sites have been reviewed since the start of 2023 as part of our 'Go-to-Green' programme.

Our **Clean Rivers and Seas Task Force** has continued to reduce storm overflow releases and work with partners to address **other sources of water pollution**. By addressing all causes of poor water quality, together we can have a larger impact in a shorter space of time. Our pilot Pathfinder projects have helped us find the most effective ways to tackle storm overflows and we're now applying our learning to projects within our next investment cycle (2025–30).

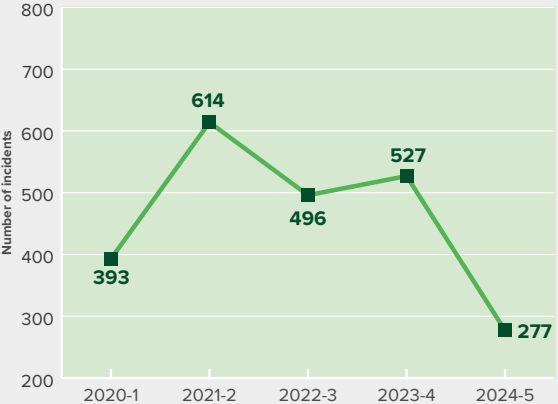
This early investment saw us exceed our 2024 storm overflow reduction target. We know we still have a lot of work to do, and we aren't slowing down. From April 2025 we'll be investing at least £700m into storm overflow reduction and overall improvement of water quality in the South East, and we're confident that our plans will make a huge difference. You can see our planned investment projects for each individual storm overflow on an easy-to-use interactive map: **Clean Rivers and Seas Plan**.

We've also relaunched our near real-time spill reporting service under a new banner: 'Rivers and Seas Watch'. Its improved accuracy and storm overflow area mapping functionality will help our customers stay informed about any storm overflow releases at nearby bathing waters.



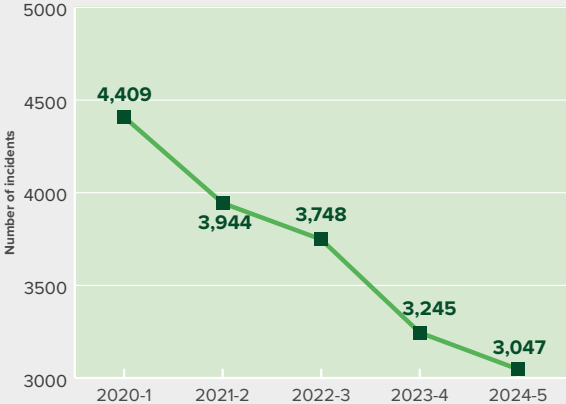
**Internal flooding**

Number of times customers' internal properties were flooded with wastewater



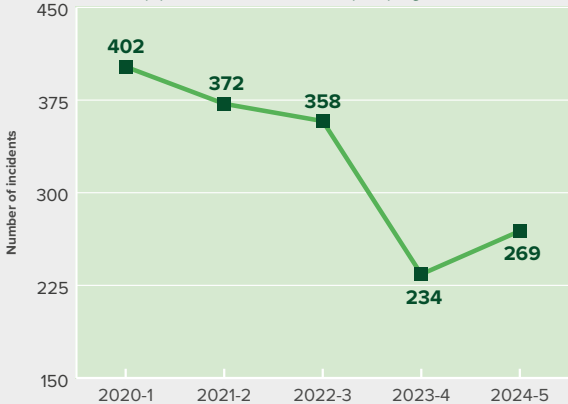
**External flooding**

Number of times customers' external properties were flooded with wastewater



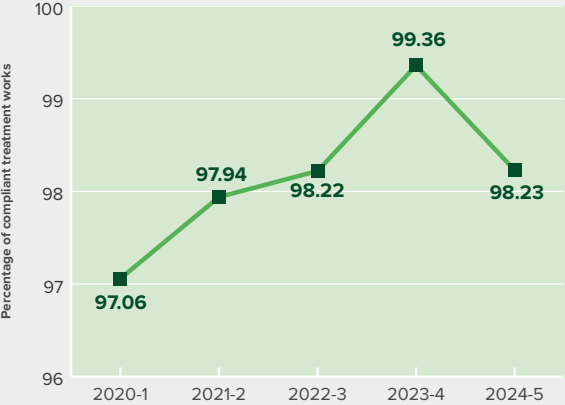
**Pollution incidents**

Number of times polluting material has escaped/spilled from our pipes, treatment works or pumping stations



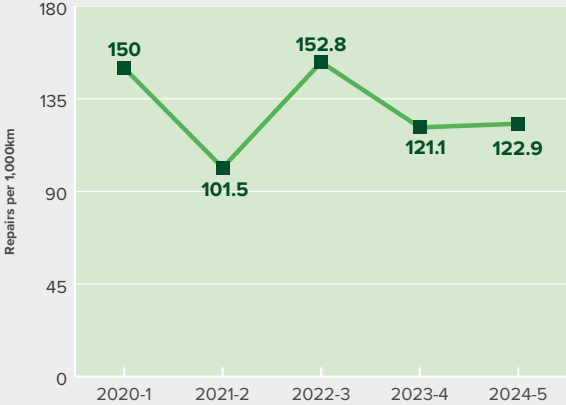
**Treatment works compliance**

Number of our water treatment works which failed to comply with their environmental permits



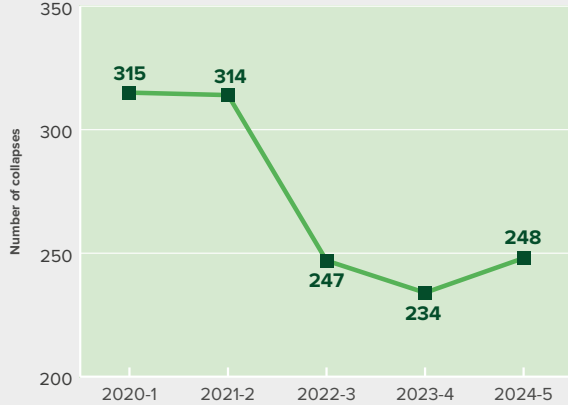
**Mains repairs**

Repairs per 1,000 kilometres of our wastewater network



**Sewer collapses**

Number of sewer collapses, including mains bursts



# 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	95%
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	100%
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	100%
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	100%
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	97%
Deliver smart water meter improvements.*	Poor measurement of SDBI and identification of areas of excessive usage and leakage.	1	Leakage and Water usage	High	95%
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	100%
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	97%
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	90%
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	90%
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	76%**
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	88%**
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	100%
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	100%

\*\* These actions are below 100% due to challenges with software integration, network database and safe control of operation procedures. Some projects were also delayed to support wider improvements needed in our wastewater operations.



## Where we are

We've now completed 99% of 103 improvement projects at our four largest water supply works, investing a total of £150 million. As a result, we're delivering on our notices from the Drinking Water Inspectorate regarding water quality compliance and improved our risk index (CRI) score by 18% over the past two years, and 32% since 2020.

This work included a comprehensive reservoir cleaning programme, which means water quality compliance at reservoirs is now at 99.9%. This investment continues over the next year, as we spend around £330 million (50% more than in 2023) to accelerate key improvement projects at Otterbourne, Testwood, Burham and Sandown.

We've continued to reduce unplanned outage at our water treatment sites (the time that they are out of service) so we can limit any impact on customers. This is thanks to new backup systems and a data reconciliation project that has improved visibility and availability of plant and spares, enabling site upgrades and construction work to continue without taking sites out of service.

Sadly, our customers have experienced further interruptions to supply since November, with around 55,000 customers in Hampshire without water, some for several days, in the run up to Christmas. We know that we need to improve the reliability of services for our customers, and that's why we've carried out emergency improvement works at problem sites, replacing ageing equipment, putting new processes and training in place and installing new technology to enable our teams to better manage these sites.

Alongside this we are reviewing our contracts with the companies that provide our emergency water supplies so that our support for customers during an incident is faster and better coordinated. We're also working with local authorities and community support organisations to improve access to priority customer lists so that we know who needs extra support first.

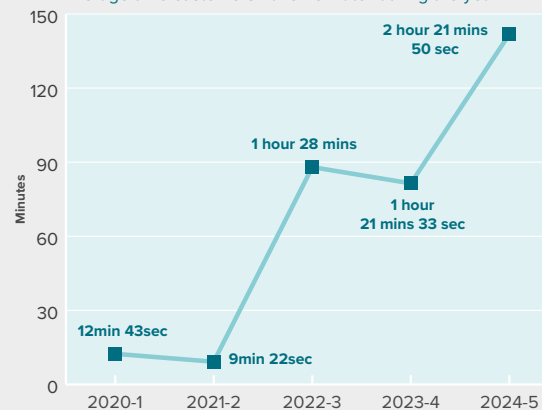
Our focus on reducing leakage on our network has driven a 10% reduction (in-year measure) over the past two years. This is a result of a targeted proactive programme of work, led by our new Leakage Strategy Manager, detailed in our Leakage Recovery Plan. It includes our largest ever pressure management programme, compliance checks, customer-side engagement, root cause analysis and new detection modelling surveys and tools.

We're currently on track to reduce the weekly recorded leakage level by 20ml/d from April 2024 – that's an improvement of nearly 23%. This has brought us back inline with our peers and our ambitious plan for 2024–25 should improve our position further.

As a result of our targeted leakage detection work, we've also reduced the number of bursts, outperforming our mains repair target for this year, achieving 122.9 repairs per 1,000 kilometres of our network.

### Supply interruptions

Average time customers have no water during the year



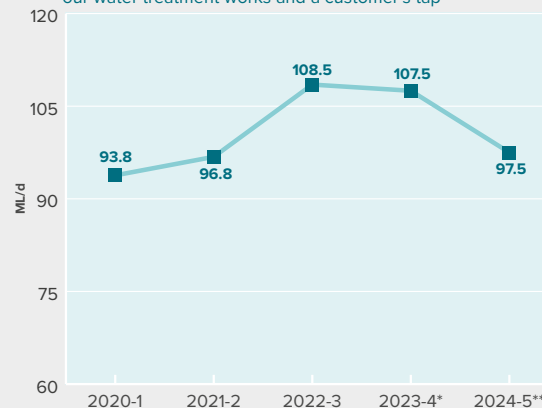
### Water quality (CRI)

Measure of our compliance with standards for drinking water quality



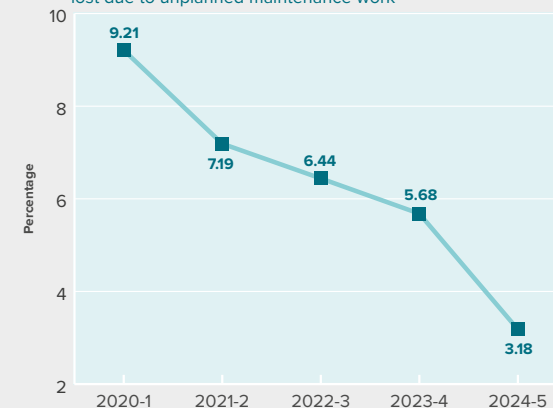
### Leakage

Volume of water lost on our pipe network between our water treatment works and a customer's tap



### Unplanned outage

The percentage of water production capacity lost due to unplanned maintenance work



# 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	100%
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	100%
Enhance customer, developer and retail portals.	Low customer self-service volumes leading to high contact volumes.	5	Customer experience; developer experience; water usage	High	97%
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	100%
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	100%
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	100%
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	100%
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	100%

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	100%
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	100%
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

When we launched our turnaround in 2023 our customer service systems were outdated, which is why we've focused on improving our systems as well as our processes. We've redesigned web forms to encourage our customers to call us directly. Our new customer website is simplified and mobile-friendly, making it easier for customers to access information when they need it. Our new job management system for our operational teams has improved visibility of information for our teams and means customers are now getting seen faster.

These improvements mean that we've continued to drive down customer complaints. We're speaking directly to our customers over the phone where we can. This proactive approach means that we're now responding to billing complaints within four days on average. We've achieved a 25% year-on-year reduction in complaints and are also now industry leading on escalated complaints, with 0.5 complaints per 10,000 connections. This has been achieved through a review of root cause and a change in the way we approach our responses, using best practice behavioural science techniques.

Over the past few months, we've started to onboard our new delivery partners for our large construction projects and maintenance of our wastewater network. This includes the roll out of our customer promise, co-locating teams and customer journey improvements. For example, new ways of keeping customers informed about the status of their query.

We've also now signed four new data sharing agreements with local authorities, which will help us to auto enrol eligible customers onto our Essentials (social) tariff. To date, we have signed up 18,000 customers without them needing to contact us. We're on track to meet our target of 155,500 customers on the social tariff by the end of March 2025.

Supporting our customers who find themselves in vulnerable circumstances is a priority, which is why we've also increased the number of customers on our Priority Services Register to 304,268 (01 March 2025) representing over 19% of households registered against a year-end target of 7%.

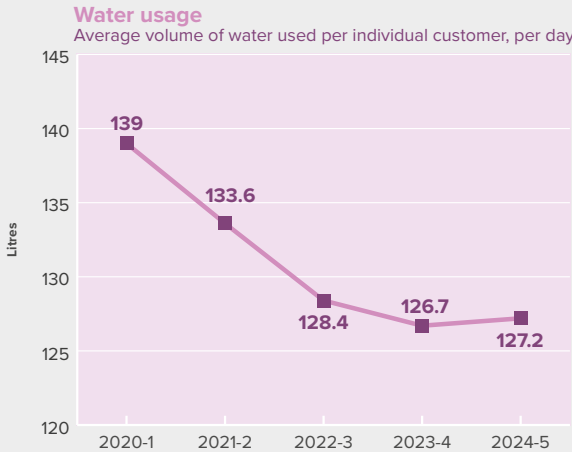
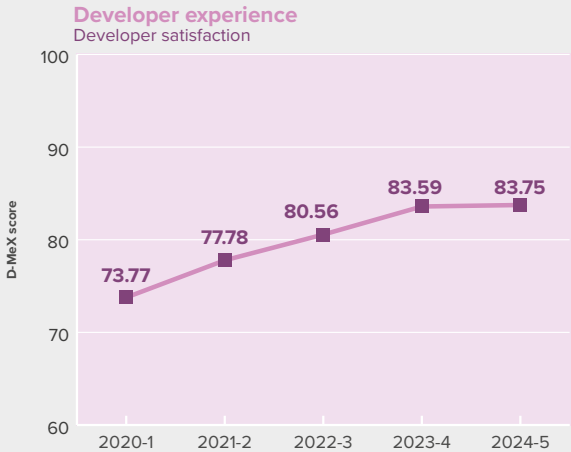
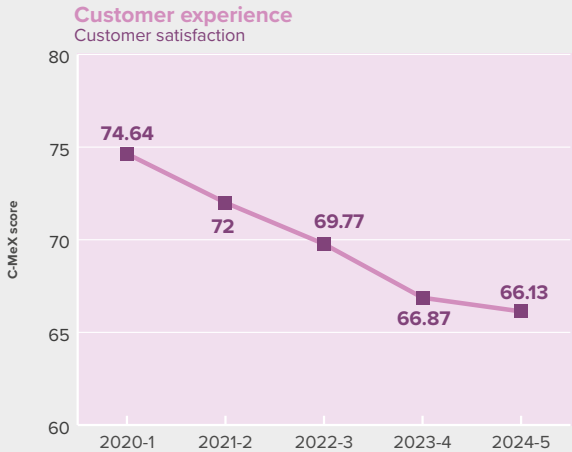
We host regular Your Water Matters customer drop in events at key locations across the region – these are often areas that have faced issues, or where we're making improvements. Experts from across the business come together to answer questions and update customers on plans and progress in the local area. Nearly 300 customers attended our last two events, which took place in Thanet and Bognor Regis, with 94% saying they felt more positive about Southern Water as a result.

Our new community Education and volunteering team has also been busy since they launched their programme in 2023:

- Fifteen of our employees have supported the Dare to Dream Mentor programme at secondary schools across Sussex, volunteering a total of 360 hours by the end of March 2025.
- We've supported the Chapter One Reading Programme; with 12 volunteers providing one-to-one reading support sessions each week to primary-aged children in East Sussex. We'll continue to support this programme until the end of the academic year (July 2025), and are planning to support the programme again in the next academic year.
- We celebrated World Toilet Day on 19th November with a LIVE webinar for primary schools from The National Poo Museum on the Isle of Wight, reaching 414 pupils from schools in West Sussex and Kent.
- We ran a primary school 'Water Protector' competition for 13 schools whose pupils collectively saved over 60,000 litres of water.
- We also delivered two more 'Beyond the Drain' tours at our Peacehaven Wastewater Treatment Works, a total of 31 over the year, reaching 424 young people aged 8-18 years.

The team also reached 74,000 young people, who downloaded 424 lessons and assemblies from the National Schools Partnership platform, gave 209 face-to-face assemblies and reached 803 young people via 22 'on-the-river' sessions – these sessions were delivered by Wessex Rivers Trust and the South East Rivers Trust through the 'Our River Our Water' programme.





# 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	100%
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	100%
Managing compliance through new systems, inspections and assurance.	Poor health and safety risk management and injury prevention.	5	Lost time injury rate	High	100%
Place of work risk assurance process updated.	Poor health and safety risk management and injury prevention.	2	Lost time injury rate	High	100%
Improve statutory risk inspection processes.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	100%
Improve risk management systems.	Poor health and safety risk management and injury prevention.	1	Lost time injury rate	High	100%
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	20%

## Where we are

Making sure that everyone who works for us or on our behalf goes home safe and well is a top priority. That's why we've been focused on accelerating improvements to the equipment, training and policies we use to deliver a safe system of work.

Since our last update was published in November 2024, we've updated 90% of our documented health and safety procedures, which are available via our intranet – The Hub.

Our Stop, Think, Safe! safety leadership training course has now been delivered to 84% of Southern Water employees. Delivered by external safety training specialists, the course enables colleagues to 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.

Around 88% of the employees we identified to undertake the NEBOSH general health and safety certificate and 66% of IOSH managing safely have now attended the course.

A new health and safety induction has been created and is now being rolled out to anyone who visits or work on a Southern Water site.

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, and employees and partners continue to use it to report any unsafe behaviour or risks on our sites.

The Executive Safety Committee has now reviewed 100% of our occupational health and safety risks and has put in place plans to address gaps identified in our control measures. As a result, we've now moved many of our manual assurance checks onto our safety incident reporting application to give better visibility of activities undertaken and tracking of any resulting actions.

Since November 2024, we've launched our third cohort of the Operational Graduate Programme, focusing on management, which means we've now recruited 17 graduates through the programme over the last three years.

We also now have 106 apprentices in the business. This is the highest number of apprentices we've ever had at Southern Water. The apprenticeship offering includes 23 different standards from 13 providers and supports the recruitment of commercial specialists in procurement, and data analysis.

Our Inspire leadership programme has also evolved to include a new three-day training programme for new managers.



Stop, Think, Safe!  
safety leadership  
training course





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

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