

Material themes matrix

Themes are plotted on the matrix from higher (top right) to lower (bottom left) in terms of their potential to impact company value and impact on the value we create for stakeholders.

1 Trust, transparency and legitimacy

Our comprehensive disclosures and integrated reporting approach provide leading levels of transparency.

2 Resilience

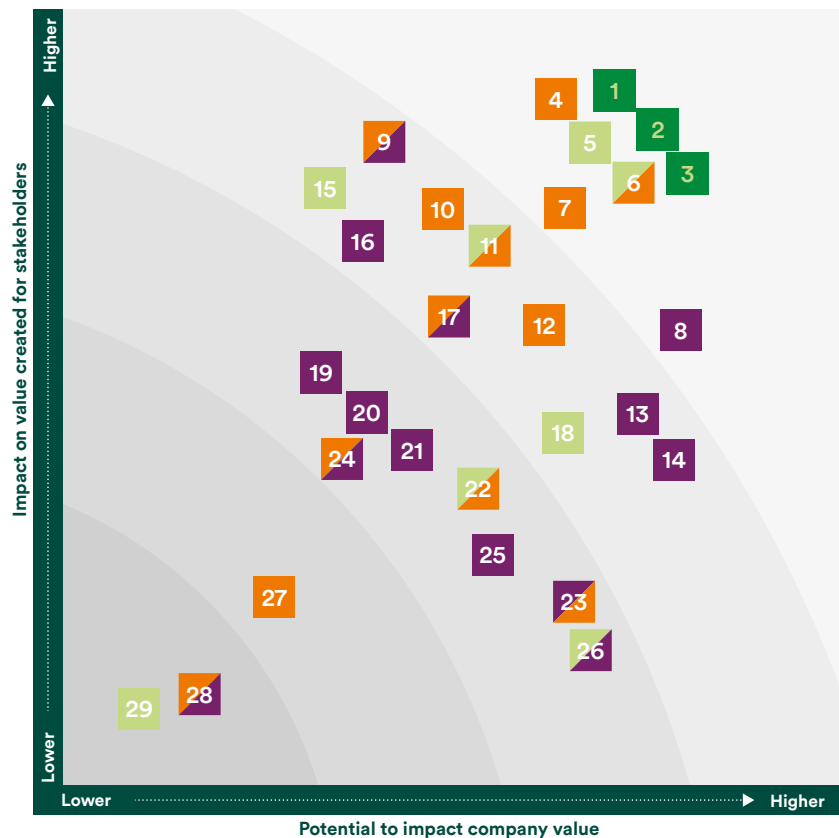
Resilience is a key consideration in our long-term planning, the way we manage our key resources, and the ultimate focus of our risk management approach.

3 Political and regulatory environment

Our external environment, including the political and regulatory environment.

Key: Our material themes are aligned to one or more of the key ambitions of our purpose – stronger, greener and healthier.

■ Overarching theme ■ Healthier
■ Greener ■ Stronger



Greener	Material themes related to climate change <ul style="list-style-type: none"> 6 Climate change adaptation 15 Climate change mitigation 26 Energy management 	Top material themes related to nature <ul style="list-style-type: none"> 5 Environmental river water quality and storm overflows 11 Water resources and leakage 18 Natural capital and biodiversity 22 Recycling biosolids 29 Waste management
Healthier	Top material themes related to customers <ul style="list-style-type: none"> 4 Customer service and operational performance 9 Affordability and vulnerability 10 Drinking water quality 12 Emerging contaminants 27 Competitive markets 	Top material themes related to colleagues <ul style="list-style-type: none"> 7 Health, safety and wellbeing 17 Diverse and skilled workforce 24 Colleague engagement 28 Human rights
Stronger	Top material themes related to efficiency <ul style="list-style-type: none"> 13 Financial risk management 14 Corporate governance and business conduct 21 Land management 23 Innovation 25 Responsible supply chain 	Top material themes related to communities <ul style="list-style-type: none"> 16 Supporting communities 19 North West regional economy 20 Recreational land and waters
		Top material themes related to cyber and data security <ul style="list-style-type: none"> 8 Cyber and data security