

Our performance 2024/25

Customer summary of
our annual performance



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About this document

This document is a summary of our performance against the commitments we agreed to deliver in year five of the five-year business plan period, which ran from 1 April 2020 to 31 March 2025. This five-year period is sometimes called 'AMP7'. In the fifth year of AMP7 (1 April 2024 to 31 March 2025) we made substantial investments to improve the services that are important to customers and other stakeholders who are affected by and have an interest in our service and performance. This update highlights where our performance has been better than expected, and explains the areas where we have missed our targets and could improve further.

We regularly review our performance with the YourVoice panel. YourVoice is an independent customer and stakeholder group whose aim is to make sure we put our customers at the centre of our day-to-day work to provide services, make decisions and deliver our business plan.

The panel's members include independent customer and business representatives, as well as representatives from the Environment Agency and the Consumer Council for Water. YourVoice is made up of the following four subgroups who contribute to the overall panel.

- Customer research and engagement
- Environment and social capital
- Affordability and vulnerability
- Stakeholder

You can read more about the work of each subgroup, including agendas and minutes of meetings, on the YourVoice website at

yourvoiceicg.co.uk

YourVoice publishes an independent report on our overall performance for the year, which you can read at

unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2024-25

This document is a summary of our performance. There are more details in our full Annual Performance Report 2024/25 (APR), which you can read at

unitedutilities.com/globalassets/documents/pdf/united-utilities-annual-performance-report-2024-25

We are always interested in what customers and stakeholders have to say. If you have any comments about this or any of our other publications, please send them to us at myview@uuplc.co.uk and we'll get back to you.

Price review

In October 2023, we published our proposed business plan for the next five-year period, which will run from April 2025 to March 2030 (AMP8). The plan outlines our ambition to protect water supplies and the environment for generations to come, improve services and provide more help to those who need it. It also explains how our work to achieve our ambition will affect customers' bills.

Ofwat considered our proposals and, in December 2024, set out its final decision on the investment and service package for AMP8. You can read Ofwat's decision at

pr24.unitedutilities.com

We are now working to meet Ofwat's requirements by improving the way we work and building new assets to help us to achieve the ambitious improvements we need to make.



Our business plan for the period from 1 April 2020 to 31 March 2025 was based on direct feedback from over 142,000 household and business customers across the North West. This feedback highlighted the areas that were considered top priorities for the services we provide, and helped shape our plans and the benefits we will deliver.

For AMP7 we had seven ‘outcomes’ which described what we wanted to achieve for customers. Over the next few pages we describe our performance in year five for each of these outcomes.

These outcomes contained a number of ‘performance commitments’. These are yearly targets we try to meet and which help show customers and stakeholders how we are performing. In AMP7 we had 47 individual performance commitments across the seven outcomes, as shown in the table below.

In this document we tell you how many of the 47 performance commitments we met or failed to meet in year five. Like all water companies, if we beat certain targets we can earn financial incentives called ‘outperformance payments’. But for many targets, if we fail to meet them we receive a financial

penalty. These incentives and penalties are then reflected in bills – we can issue higher bills when our performance for customers is strong, but must issue reduced bills if our performance has been poor and we have missed our targets.

Appendix one contains more details about how outperformance payments and financial penalties work, and appendix two shows how they affect customers’ bills.

Outcome description	Number of performance commitments
1. Your drinking water is safe and clean	5
2. You have a reliable supply of water now and in the future	11
3. The natural environment is protected and improved in the way we deliver our services	9
4. You're highly satisfied with our service and find it easy to do business with us	5
5. We will improve the way we work to keep bills down and improve services	9
6. Collect and recycle wastewater	2
7. The risk of sewer flooding for homes and businesses is reduced	6
Total	47



This year we have continued to deliver services that customers value, and have seen strong levels of customer satisfaction and improvements to our operational performance. We are making investments to deliver performance improvements that can be maintained in the future, delivering a better service to customers. In year five we achieved or beat 77% of our performance commitments.

We have delivered this performance on a range of measures that matter most to customers. Although we did not achieve our leakage target for 2024/25, the amount of water lost from our network is at the lowest ever three-year average. We have achieved this continuing reduction using a combination of methods, including installing more pressure monitors, using satellite images to detect leaks, and increasing the number of leak repair teams. By the end of the year, the programme of cleaning and relining the Vyrnwy Aqueduct was around halfway through. We cleaned or relined over 60 kilometres of the aqueduct this year, strengthening our commitment to improving water quality.

We have been awarded the Service Mark with Distinction by the Institute of Customer Service. We have performed well in both C-MeX and D-MeX this year, and expect to achieve our highest ever D-MeX position of fourth. (C-MeX is the measure used across the water industry to assess customer service and experience. D-MeX is the measure of service and experience provided to developers such as housebuilders. It measures the speed of the service we provide to developers for things such as providing quotations for connections, responding to enquiries before development work starts, and site inspections.) Over AMP7, we have supported over 411,000 customers with our affordability package and now have 540,000 households registered for Priority Services.

Over AMP7, we have been installing and using sewer sensor technology called Dynamic Network Management (DNM). This system provides information that helps us to predict problems on the sewer before they happen. DNM has helped us to meet our sewer collapses target in each year of AMP7 and to achieve our lowest ever level of sewer blockages.

Over the next few pages we describe our performance commitments and outline our plans for how we aim to provide an improved service for customers and stakeholders in the North West.

The diagram on page 13 shows our performance across all measures.





1. Your drinking water is safe and clean



What do customers want?

Customers have told us they want a reliable and high-quality water supply that they can trust for quality, taste, appearance and smell. Our water-quality ambition is to meet current and future drinking-water quality standards, providing a reliable supply of safe, clean water for future generations.

For AMP7 we made five performance commitments about safe, clean water and we achieved our target for three of these in year five.

What have we done?

We supply a very high level of water quality, but our water-quality improvement programme aims to provide even better water. We have seen water-quality improvements across a number of our water-quality measures. The water industry measures whether water companies are meeting water-quality standards using a measure called the Compliance Risk Index (CRI), which is defined by the drinking-water quality regulator, the Drinking Water Inspectorate. We aim to achieve a perfect score of

zero for this measure, but in year five of AMP7 we missed this target with a score of 10.29. We continue to see the effects of our water-quality improvement programme across our water-quality measures but, this year, the CRI measure was particularly affected by three sample failures at two large water treatment works.

Our continued focus on water quality has further reduced the number of customer contacts we received about the taste, smell and appearance of water. Although we missed our target for year five, our performance has continued to improve year-on-year, with the number of contacts now at its lowest ever level. We plan to deliver more improvements in the future as we continue to invest in cleaning our water network. Work started at the end of year three to clean and reline the Vyrnwy treated-water aqueduct. Since 1892, the aqueduct has transported water from Lake Vyrnwy in Wales to customers across Cheshire, Merseyside and the North West. It is made up of three parallel pipelines, one metre in diameter, with a combined length of 110 kilometres. Although this work isn't due to be completed until 2028, we have cleaned or relined over 60 kilometres of the aqueduct this year.

We continued our campaigns to promote awareness of how customers can improve the quality of the water in their home and reduce the amount of water they use. In surveys to measure this, awareness is at 47.8%, beating our overall target of 29.5%. To achieve this, we continued with a wide range of actions to encourage people to save water, such as through sponsoring local ITV weather forecasts, using 'waterwise' (our water-efficiency campaign) and leak-detection messages.

In addition to the improvements made by customers, we replaced lead service pipes in 3,263 customer properties in year five, beating our target of 750 and helping to improve the quality of the water our customers get from their taps.

3/5
measures achieved





2. You have a reliable supply of water now and in the future

What do customers want?

Our customers want to rely on us to provide enough water to meet their current and future needs. We want to improve the reliability of the water we supply, reducing both short-term interruptions and the risk of longer-term interruptions. We are focusing on reducing leaks and encouraging water efficiency, which research has shown to be high priorities for customers.

For AMP7 we made 11 performance commitments about the reliability of the water supply. We achieved nine of these in year five.

What have we done?

This year we have not met our leakage target. However, the amount of water lost from our network is at the lowest ever three-year average. We have achieved this continued reduction by using a mix of traditional and innovative techniques. We continue our work to detect leaks and prioritise the largest leaks. Around 30% of water lost from leaks comes from homes and gardens. We provide information and 'how to' videos on our website, to help customers prevent, identify and fix leaks.

In year five we did not meet our supply-interruptions target of exactly five minutes for the average time that customers were without a water supply. Our performance of 14 minutes and 17 seconds was affected by two large-scale events on our water network. We continue to reduce disruption to water supplies by focusing on the three Rs – respond, restore and repair. We offer technical and managerial support and use our alternative supply vehicles to provide water to customers while we carry out repairs.

Our performance on mains repairs has once again improved on the previous year and we beat our target by completing 103.5 repairs per 1,000 kilometres of mains. The number of properties on the low-water-pressure register reduced compared with year four. We delivered a performance of 0.336 customers with low pressure per 10,000 connected properties, beating our target of 0.580.

We improved our performance against our resilience metrics, which measure how well we take steps to maintain essential services in a range of circumstances. We continue to make progress on our Manchester and Pennine resilience programme. In January 2025, following a competitive tender process, we delivered the full business case for this groundbreaking scheme and announced our preferred provider for this work.

The average amount of water each person in our region uses each day is measured as 'per capita consumption' (PCC). We continue to work with customers to help them understand how to use water efficiently and make informed choices where possible. This includes sending out information on using water efficiently and promoting the use of water meters. We've installed almost 44,000 meters and continue to promote our 'Cheaper with a meter' message and 'lowest bill guarantee'. In year five, the average amount of water used per person reduced compared with the previous year. We met our three-year rolling average target, which was to reduce reported usage by 6.3% compared with a starting position (set at the start of the AMP) of 144 litres per person per day. Our performance in year five improved and was calculated to be 6.7% lower than the starting position. This year we have achieved a performance of 134.3 litres per person per day.

To help achieve further reductions in the amount of water used, we will focus on providing more communications to customers to help them understand about their water use and how to reduce it, and increasing the number of households with a water meter, to support and encourage people to make changes to their behaviour in order to reduce the amount of water they use.





3. The natural environment is protected and improved in the way we deliver our services

What do customers want?

Customers, stakeholders and regulators expect us to improve the quality of the environment. We are delivering a programme of environmental improvements and, where possible, achieving this in a more sustainable way which can be maintained over the long term and protects resources for future generations. We aim to run and maintain assets such as wastewater treatment works, water sources and pipelines in an effective way which avoids polluting the environment. We are also looking to adapt to the effects of things that are outside our control, such as climate change and population growth, and encourage customers to make changes to their behaviour so we can reduce the amount of water we need to take from environmentally sensitive sites where water is sometimes scarce.

For AMP7 we made nine performance commitments about protecting and improving the natural environment through the way we provide our services. We achieved our target for seven of these in year five.

What have we done?

We have seen an increase in the number of pollution incidents. Unpredictable weather conditions have continued since the beginning of 2024, with notable Met Office named storms in May and December. As a result, we had 45.00 incidents per 10,000 kilometres of sewer. To help us prevent future pollution incidents, we have introduced measures to reduce the risk of power failure at a number of key locations and continued to put in place a number of strategic initiatives and targeted approaches, covering topics such as:

- culture;
- systems thinking (understanding how individual parts of the water network system interact in order to identify patterns of behaviour and so predict what will happen in different circumstances);
- training; and
- maintenance;

which are all brought together in our Pollution Incident Reduction Plan (PIRP). There is a link to the PIRP on page 16.

This year we have continued to treat and successfully recycle all of our biosolids, which is the final product from our bioresources operations (our work to treat and dispose of sewage sludge). The biosolids were

used in agriculture and for land reclamation (to restore soil quality and ecosystems). Continued operational focus has resulted in us meeting our performance commitment for a fourth year running.

To improve air quality, we want to reduce the environmental effect of emissions from bioresources sites, where we use sewage sludge to produce energy. Work carried out at some of our key sites has meant that we released less nitrous oxide per unit of energy produced from our facilities in year five than we did each year at the beginning of AMP7. Continued monitoring and maintenance of assets meant we were able to reduce the amount of nitrous oxide released per unit of energy produced to 0.870 NOx/GWh (nitrous oxide per gigawatt hour), beating our target of no more than 1.42 NOx/GWh.

We have also continued with our overall improvement plan so that our water and wastewater treatment works meet the conditions of their Environment Agency permit, and we have put in place individual highly focused plans for sites we consider to be at high risk of failing to meet these in the future. This year, 98.20% of treatment works met the conditions of their Environment Agency permit, against a target of 100%. This means that seven treatment works (out of a total 388) did not meet all the conditions of their permit. We carried out a detailed investigation for each of the treatment works to make sure we understand what caused them to fail, and we have put action plans in place to reduce the risk of similar failures in the future.

Our performance commitment on protecting the environment from growth and development measures the extra capacity that we build at our wastewater treatment works to allow for the future growth in the population. This year we have delivered eight projects, increasing capacity to treat the wastewater of an additional 73,000 people. This means that, over AMP7, we have treated the wastewater of more than 128,000 people at 13 wastewater treatment works.

Our performance commitments on improving the water environment and the quality of river water measure how well we are meeting the requirements set by the Environment Agency as part of the water industry environment programme (WINEP), and whether we are doing so at an appropriate time. In year five we completed over 100 projects under both these measures in line with the planned timescales.

7/9
measures achieved





4. You're highly satisfied with our service and find it easy to do business with us

What do customers want?

We are committed to providing the best possible service for customers.

We work to offer customers the services that they want and value. We promote support for customers in vulnerable circumstances and make sure that the support we provide is of an excellent standard by maintaining our accreditation to the ISO Kitemark international standard: Consumer Vulnerability – ISO22458. This standard shows our commitment to identifying and responding to customers' needs.

For AMP7 we made five performance commitments about customer satisfaction and being easy to do business with. We achieved four out of the five commitments in year five.

What have we done?

Our Priority Services scheme is for customers who need extra support or who are in vulnerable circumstances. It offers services such as providing bills in Braille or large print, our staff using passwords when visiting customers' homes, and extra support during supply interruptions. We continue to increase the number of customers on our priority register through a combination of training to raise employee awareness of the scheme and working in partnership with trusted organisations, charities, emergency services and the energy sector. We continue to work with other utility companies to provide the best level of service and use data-sharing agreements to register customers for appropriate services. The number of customers registered for the scheme has gone up by over 138,000 to over 540,000. This year, we achieved our performance commitment and successfully maintained accreditation to the ISO Kitemark international standard: Consumer Vulnerability.

C-MeX is the measure used across the water industry to assess customer service and experience. We expect to achieve eighth place out of 17 companies and be ranked sixth of the water and wastewater companies. We continue to focus on being easy to contact and responding to customers' needs as soon as possible, with helpful and friendly support from our contact centres (which are based in the North West) and teams who work out in the communities we serve. We have a wide range of affordability schemes. We want to make it as easy as possible for customers to be able to get in touch with us, and offer 10 ways for customers to contact us, including traditional contact methods, such as by phone or post, as well as email, social media and live chat. We track customer satisfaction levels daily and received over 18,880 complimentary messages from customers this year through the 'WOW!' awards scheme, which asks customers for feedback after they have had contact with us.

D-MeX is the measure of service and experience provided to developers such as housebuilders. It measures the speed of the service we provide to developers for things such as providing quotations for connections, responding to enquiries before development work starts, and site inspections. It also measures customer satisfaction with those services. We expect to achieve fourth place out of 17 companies.

Improving street works is a measure of our performance in delivering high standards in the quality of roadwork sites and reinstatements (filling in excavations). In year five we did not meet our target of 9%, with 12.3% of completed work failing to achieve the required standard. We continue to work with our partners to try to improve on this performance.

4/5
measures achieved





5. We will improve the way we work to keep bills down and improve services



What do customers want?

Customers want bills that are fair and affordable, with support available for those who are struggling to pay, and for money to be spent on programmes of work that will bring real improvements to services and the region as a whole. We also aim to make sure that we are sending bills to all customers who are receiving our services.

For AMP7 we made nine performance commitments about the way we work to keep bills down and improve our services. We achieved our target for eight of these in year five.

What have we done?

We involve customers in many different aspects of the services we offer, including 'Stop the Block!' messages, water-efficiency measures, the Winterwise scheme, our leaks service and promoting our app and My Account services. We have seen a reduction in the number of customers saying we offer value for money and did not achieve our target for year five. This partly reflects people's expectations of price rises which started

from April 2025. We will continue to communicate with customers about the services we provide and how we aim to make sure we represent good value for money.

Water poverty remains a key area of focus for us. A customer is considered to be in water poverty if they spend more than 3% of their household income on their water bill. This year we helped 84,726 customers out of water poverty, which was better than our target of 66,500. Overall, in the past five years we have supported over 400,000 customers out of water poverty. We have continued to promote all of our customer support schemes and have made it easier to apply for support.

We beat our commitment to put in place £280 million in financial support over AMP7, supporting over 411,000 customers. We have improved our affordability assessment process, working with IE Hub – an online tool that can help customers manage their finances, make the most of their income and claim all the benefits they are entitled to. The improvements include referring people for debt advice and using open banking alongside IE Hub, to allow customers to securely share financial information with us and make sure we have the most up-to-date information about their income. So that bills are fair and customers are charged the right amount, we must make sure that the information we hold about customers is correct. Properties which are occupied but not billed are called voids. In year five, our voids percentage was 3.90%. This is better than our year-five target of no more than 5.15%.

To make sure we can maintain a resilient water supply for Manchester, Cumbria and Lancashire, a major project has started to replace tunnels which form part of one of the main aqueducts supplying these areas. We will use a direct procurement for customers (DPC) approach for this. This is a process water companies can use to invite competitive tenders (bids) from third parties to design, build, fund, operate and maintain infrastructure (such as the tunnels needed for this project). This approach will give the best value to customers by saving money and promoting innovation.





6. Collect and recycle wastewater



What do customers want?

Customers recognise that removing wastewater is one of our main responsibilities. There is strong customer and stakeholder support for reducing both flooding and pollution incidents associated with wastewater. We aim to achieve this through innovative technologies and planned programmes of work to manage risks before they affect customers.

For AMP7 we made two performance commitments about collecting and recycling wastewater and have met both of these targets in year five.

What have we done?

Sewer collapses can cause blockages and other issues in the sewer, including pollution and unpleasant smells. Our target was that there should be no more than 13.07 sewer collapses per 1,000 kilometres of sewer. In year five we met this by achieving a rate of 12.93. Our continued improvement in performance on sewer collapses is a result of our successful investment programme, improved technical checks, a better understanding of what causes incidents, and an active approach to investigating problems on the sewer so that we can stop repeat events. This has helped us to identify collapses and other problems on the sewer network before they affect customers or the environment.

We also have performance targets which specify a maximum number of sewer blockages that should happen on our network. Monitors we have installed as part of our Dynamic Network Management programme tell us when blockages are forming so we can send a dedicated blockage team to clear the blockage before customers need to contact us. To reduce the number of sewer blockages, we continued with increased sewer cleaning programmes and have seen real benefits from customer campaigns such as 'Stop the Block!'.

Our performance in year five was 17,819 blockages, meaning we met our target of no more than 19,320 incidents. This is our best ever performance, and we have seen an improvement every year of AMP7 as the strategies we have put in place continue to improve our performance.





7. The risk of sewer flooding for homes and businesses is reduced

What do customers want?

Sewer flooding is one of the worst service failures that customers can experience and we understand the significant long-term effect flooding can have. Customers want us to reduce flooding. We are committed to reducing the number of sewer flooding incidents that happen, whether these are outside homes and businesses (external flooding) or inside them (internal flooding).

For AMP7 we made six performance commitments about reducing the risk of flooding to homes and businesses. We achieved three of these in year five.

What have we done?

The results of our extensive customer research, along with conversations we've had with organisations from other industries, have led us to prioritise reducing internal flooding and this continues to be a key area of focus. Sewer flooding incidents can happen inside or outside the home. We continue to develop and put into practice a wide variety of schemes and initiatives to reduce the number of sewer flooding incidents. Measures include increasing customer involvement and awareness campaigns, providing more protection for properties, managing surface water and developing and using dedicated blockage teams to respond to incidents faster.

Flooding can be caused by hydraulic issues, which is when the sewer network can't cope with the volume of water during heavy rainfall, or other things such as blockages or collapses. We aim to deal with incidents the first time they happen, limiting the number of repeat incidents and developing a greater understanding of the cause. Understanding what caused an incident helps our teams to take action to prevent future incidents.

In year five, we recorded a total of 1,218 internal flooding incidents, which is equivalent to 3.48 per 10,000 connections and above our performance commitment of 1.34 per 10,000 connections (or 500 incidents). For external flooding, we recorded 7,365 incidents, which is above our target of no more than 5,859 incidents. In year five we experienced a number of Met Office named storms over densely populated areas. A major incident was declared in Manchester on New Year's Day, following significant rainfall the previous evening. These storms have led to an increase in flooding from sewers due to the high volume of water entering the sewers in a short period of time. We continue to develop and put into practice a wide variety of schemes and initiatives to improve our performance against our flooding commitment, including our Dynamic Network Management (DNM) programme, our successful customer-involvement campaigns and schemes to target and manage surface water incidents.

We continued to promote messages to customers, including our 'Stop the Block!' campaign which aims to educate customers about the problems that are caused through sewer misuse, such as flushing baby wipes down the toilet and pouring fat, oil and grease down the drain. We monitor the effects of this work through performance targets which measure the level of customer awareness. For this performance commitment we achieved an increased awareness of 51.5% above our baseline, which beat our target of a 10% increase.

We also completed a range of programmes of work which contribute to our performance against our two hydraulic flood-risk commitments. These include small and major capital schemes to increase the amount of wastewater the sewers can carry. These projects have reduced the overall hydraulic risk of internal flooding at more than 100 properties, which means that fewer customers will experience flooding at their properties as a result of the sewers not being able to cope with the volume of water in them.

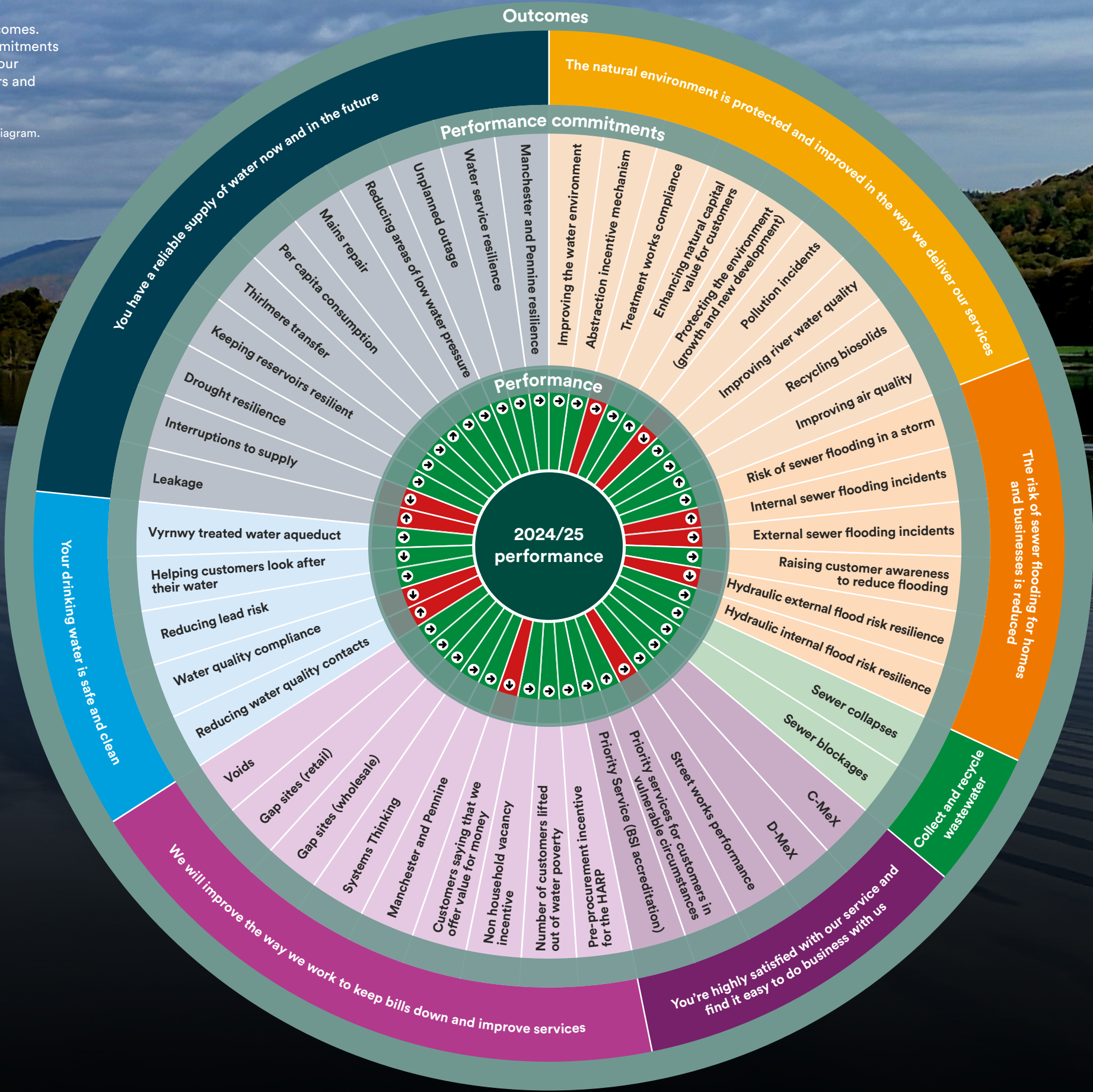
3/6
measures achieved



Year-five performance

This diagram shows our seven outcomes and the 47 performance commitments that make up those outcomes. We met or beat 36 (77%) of these performance commitments in year five. This strong performance demonstrates our commitment to delivering what matters to customers and communities, both now and in the future.

Plain English Campaign's Crystal Mark does not apply to this diagram.



Appendix one – How do underperformance and outperformance payments work?

In AMP7 we had 47 different performance commitments to meet. Each performance commitment is based on what matters to customers and stakeholders and means that we need to improve the level of service we provide. Each of these commitments has an incentive placed against the performance targets. For some performance commitments we can earn an outperformance payment (or reward) for great performance or have to pay an underperformance payment (a penalty) if we don't perform well. Outperformance and underperformance payments will be reflected in customers' bills. Some commitments have no financial incentive but can have a positive or negative effect on our reputation. The table below shows the different types of incentives.

Incentive	Description
Underperformance	If our performance is worse than our target or deadband level (see below), we will pay an underperformance payment.
Outperformance	If our performance is better than our target or deadband level, we will receive an outperformance payment.
Non-financial	Although we will not pay any underperformance payments or receive any outperformance payments for this type of incentive, poor performance could damage our reputation, while good performance could improve our reputation.

Note: A deadband is a buffer which means we don't pay a penalty or receive a reward as soon as we beat or fail targets. This helps make sure that we receive rewards for great performance and that we are not penalised for small underperformances which might be beyond our control.



Appendix two – How our performance affects your bill (bill impact)

In-period adjustment – For most of our performance commitments, the penalties and rewards that apply as a result of our performance will be added up at the end of each financial year and reported in our Annual Performance Report. This year if we receive an overall reward, we can make a small increase to customer bills in AMP8. If we are in an overall penalty position, we will reduce customers' bills in AMP8.

End of period – For a small number of our performance commitments we measure and report our performance across the full five years of AMP7 and then work out whether we have met or failed our targets. Any penalties and rewards generated from these performance commitments will be added to or taken off customers' bills in AMP8.

We met or beat 77% of the targets in year five, improving the services that we provide to customers. Our performance has generated financial penalties of £74.581 million and outperformance payments of £83.134 million.

This means that the net outperformance payment for year five of AMP7 is expected to be £8.553 million. Ofwat will now review our calculations and reported performance and will decide the final value of these payments for year five of AMP7. These will then be reflected in customers' bills in AMP8.



Useful links

United Utilities Annual Performance Report 2023/24

unitedutilities.com/globalassets/documents/pdf/united-utilities-annual-performance-report-2024-25

United Utilities Assurance Plan for our Annual Performance Report 2024/25

unitedutilities.com/globalassets/documents/corporate-documents/2024-25-assurance-plan.pdf

United Utilities Group PLC Integrated Annual Report and Financial Statements for the year ended 31 March 2025

unitedutilities.annualreport2025.com

Historic United Utilities Group PLC Annual Reports

unitedutilities.com/corporate/investors/results-and-presentations/annual-reports

Our Final Business Plan for 2020 – 2025

unitedutilities.com/corporate/about-us/our-future-plans/our-business-plan-submissions/our-business-plan-submissions-for-2020-21-2024-25

Our business plan submission for 2025 – 2030

pr24.unitedutilities.com

Pollution Incident Reduction Plan 2023

unitedutilities.com/globalassets/documents/corporate-documents/pollution-incident-reduction-plan-2023-v1.1.pdf

YourVoice website

yourvoiceicg.co.uk

YourVoice statement 2024/25

unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2024-25

Discover Water – United Utilities performance compared with other water companies

discoverwater.co.uk