



Environment, Social and Governance Statement 2020



A force for good, now and in the future

Enabling our customers, communities and the environment to thrive

At Thames Water, we're passionate about looking after the environment, giving back to the communities we serve and making sure we're a force for good, both now and the future.

Over the past year, we've been focussing on the essence of our business right across Thames. Day in and day out, we ensure that we produce clean, safe water and remove wastewater for the millions of customers we serve; but what we do goes beyond that. It's really important that we're socially responsible too. That's why we've created our purpose to simply describe what we do: 'to deliver life's essential service, so our customers, communities and the environment can thrive'.

Our role is vital to a healthy society - something that's been widely recognised during the coronavirus pandemic. Our customers rely on our services, and our key workers have stepped up throughout this period to keep our service going, in sometimes challenging circumstances. This has enabled us to continue providing 2.6 billion litres of high-quality drinking water and safely remove and clean over 4.6 billion litres of wastewater every single day. Ensuring we're always able to do this, whatever the circumstances, is a responsibility we take very seriously.

“The thing that’s really struck me is the passion and pride our people have for delivering a brilliant service for our customers, communities and the environment.”

Sarah Bentley
Chief Executive Officer

Leaving a lasting legacy

I joined Thames Water two months ago and I'm keen that along with improving what we do today, we also think about how we can make a lasting difference. We have the opportunity to leave a legacy in the same way the Victorians did for us – and that's both exciting and hugely important.

The decisions we make today will affect future generations. That means we must invest wisely in our systems and assets, generate public value by giving back to our communities and deliver brilliant customer engagement at the same time. These are our strategic ambitions.

Giving back – social and environmental responsibility

Giving back to our communities is something we're passionate about and that's why we've included it as one of our strategic ambitions. It's one of the key things that attracted me to join Thames Water. During the coronavirus pandemic, we've been doing a lot to bring this to life, and I wanted to draw out a couple of examples below.

We know that many of our customers – both household and business – have been struggling financially, and this is something that's sadly likely to continue. To help in these challenging times, we're supporting those who are financially vulnerable, pledging £1 million to our Trust Fund and donating £400,000 to community partners. Alongside this, we've become one of the biggest supporters of debt advice in our region and we anticipate a growing need for this support as the full impact of COVID-19 is realised.

Our added value goes beyond financial support. With a strong focus on health, safety and wellbeing both for our own colleagues and beyond, we know that exercise and spending time close to nature are extremely important for a healthy mind and body. These have been particularly important this year, and never more so than during the height of lockdown. We're therefore proud to have kept Walthamstow Wetlands open throughout the pandemic and to have opened many more nature reserves and fisheries since, to support the local communities in getting access to open spaces.

The right people, working together to achieve our goals

One of the things that I see as being absolutely critical to our success is teamwork. Since joining, I've spent most of my days out and about visiting our sites, customer contact centres and offices. The thing that's really struck me is the passion and pride our people have for delivering a brilliant service for our customers, communities and environment. It's something we simply must embrace.

To help us achieve our goals, we've refreshed our values and developed new supporting behaviours. One of our values is to 'be respectful and value everyone'. It's really important to me personally and to our business that we have an equal, diverse and inclusive culture that's representative of the society we serve. We've still got a long way to go, but we've made some important steps in the right direction.

Working together goes beyond our colleagues - it's about working closely with our customers, stakeholders and partnering organisations too. I'm starting to meet with more of our stakeholders and am really keen to hear different people's viewpoints and to work together to help our customers, community and the environment to thrive. I hope to meet with many of you soon.

This is our third Environment, Social and Governance (ESG) statement. Covering our delivery against environmental, social and governance criteria, it brings together data from the 2015 to 2020 regulatory period in an accessible and transparent format and gives a balanced view of our performance against key ESG measures. With this statement, we go beyond our statutory requirements. While we publish ESG data and information in other documents, with highlights in this year's Annual Report, Annual Performance Report and Sustainability Report, for example, we're publishing this statement to bring the content together in one place, supported by references to source information.



Environment



Social



Governance



Our Purpose

To deliver life's essential service, so our customers, communities and the environment can thrive

Our Strategic Ambitions



To deliver brilliant customer engagement



To invest in resilient systems and assets



To generate public value

How we're giving back to society by generating public value

By working collaboratively with our partners, we're:

- Protecting the environment
- Positively impacting communities
- Supporting those in need
- Opening up our green spaces to the public



Environment

A healthy natural environment is so important to our water cycle, and looking after it is something we take very seriously.

Reducing leakage

Reducing leakage is incredibly important to us, our customers, stakeholders and the environment around us. And water is becoming even more precious as we face the increasing impact of climate change and population growth. During 2019/20 we met our target for the first time in four years, taking our leakage to its lowest level in more than 30 years. It isn't easy to reduce leakage, particularly given the challenges we face with the age and location of much of our network, so the huge reduction in one year was testament to the dedication, determination and collaboration of many teams across the business.

We don't yet know what the full impact of the COVID-19 pandemic will be on our leakage performance. However, there was a reduction in the amount of work we were able to complete during the early months of this financial year. With social distancing measures in place, it's been harder to access customer properties. Therefore, we've been fixing fewer customer side leaks than usual, which has had an impact on our leakage reduction levels. It's also been more challenging to complete leakage repairs in the community given the increased safety protocols needed for our operational teams associated with working during the pandemic. Even so, we remain committed to achieving this year's leakage reduction target. You can find more information about our leakage performance on our [website](#).

Mitigating climate change

We've made a commitment to reduce the carbon emissions from our operations to net zero by 2030 and then to go beyond zero by 2040. During 2019/20 we continued to make positive strides forward in reducing our greenhouse gas emissions, driving energy efficiency and increasing energy generation. Last year our net operational emissions reduced by 6% and our electricity consumption decreased by over 16 GWh to 1,305 GWh.

We also increased our renewable energy generation from sludge by 20 GWh to 313 GWh, meeting 23% of our total needs from on-site renewables. We also reduced the amount of electricity we imported from the grid by 27 GWh. For electricity we cannot renewably produce ourselves we buy 100% of renewable electricity to power our operations, through our agreement with a major green tariff electricity supplier.

Building on the progress we have made in reducing our greenhouse gas emissions over recent years we're putting together a roadmap to lay out how we will achieve our 2030 goal.



“Water is becoming even more precious as we face the increasing impact of climate change and population growth.”

Steve Spencer
Chief Operating Officer



Environment



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Protecting homes and watercourses

For sewage treatment works compliance, we achieved our best performance of the regulatory period in 2019, with just one failure at Aldershot sewage treatment works. We also met our pollutions incident target every year of the regulatory period; however, we weren't where we wanted to be at the end of 2019/20, which is why it's one of our key priorities. Our pollution incident reduction plan for this regulatory period can be found on our [website](#).

In 2016, we set up a Compliance and Pollution Action group to be more proactive in the way we manage our wastewater network. Focusing on root cause analysis and predictive analytics, the group uses information and insight to implement tailored mitigation measures, such as targeted sewer cleaning and customer campaigns. This group continues to innovate and enhance our knowledge of our underground sewers, and we've recently commenced the digitisation of our network, which will help predict problems before they occur.

Improving river quality

Last year we completed the preparatory work for our smarter water catchments initiative, which is a more holistic approach to traditional catchment management and involves working in partnership with all interested stakeholders in a catchment. Working together enhances the collective understanding of key issues affecting river quality and enables the development of partnership projects to make improvements.

Sharing the enjoyment of our sites

We're so privileged to be looking after many wonderful sites across our region, from iconic sites such as Europe's largest urban wetlands – Walthamstow Wetlands – to equally important smaller sites like Kempton nature reserve, which our customers can all enjoy. Many of our sites are rich in biodiversity, with incredibly rare species calling some of them home, and we've been working on many projects to look after nature at our sites. As we move through this regulatory period, we've committed to enhance biodiversity by 5% at 253 Sites of Biodiversity Interest.



Environment

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Water	Number of customers – water service (millions)	10.1	10	10	9	9	We supply water to more than 10 million customers a day for just over £1 per household.	Cost Assessment Tables 2019/20 Table 4Q, line 4Q15
	Compliance with drinking water quality standards (%)	99.97	99.96	99.96	99.96	99.96	In 2019/20, 99.97% of the tests carried out on our water complied with regulatory requirements - our best performance in five years.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p32 & 236
	Annual average of daily water into supply (MI/d)	2602.4	2696.6	2681	2641	2597	We supply 2.6 billion litres of fresh drinking water to our customers every day.	Cost Assessment Tables 2019/20 Table 4P, line 4P65
	Compliance with water abstraction licences (%)	99.89	99.95	99.97	99.93	99.85	During 2019/20, we achieved 99.89% compliance with our daily water abstraction licences.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p45
	Security of Supply Index (%)	100	98	97	99	100	This measures our ability to provide water in a dry year. Our Security of Supply Index for the annual average and critical peak period in 2019/20 is 100, our best performance since 2015/16.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p38 & 236
	Leakage performance (MI/d)	595	690	695	677	642	At 595MI/d, our annual leakage is at its lowest level for over 30 years. Reducing leakage was one of our most important priorities for 2019/20 and we met our target for the first time in four years with a 95MI/d reduction in reported leakage.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p33 & 237
Wastewater	Number of customers – wastewater service (millions)	15.8	15.3	15	15	15	We collect and treat the wastewater of over 15 million customers every day.	Cost Assessment Tables 2019/20 Table 4S, Line 4S16, 'Population Equivalents' section
	Wastewater treatment works discharge compliance (%)	99.71	98.85	99.43	98.28	99.13	We achieved our best performance of the regulatory period, with just one sewage treatment works failure in the year – a metal failure for Chromium at Aldershot sewage treatment works in July.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p35 & 238
	Annual wastewater treated (MI/d)	4642	4384	4420	4570	4607	4.6 billion litres of wastewater is removed from our customers' homes each day, before being treated and safely returned to rivers.	Cost Assessment Tables 2019/20 Table R, 4R13 Wastewater Networks section
	Total category 1–3 pollution incidents from sewage related premises (number of incidents)	321	295	292	315	232	We've met our pollutions target every year of this regulatory period and maintained our 3-star rating under the Environmental Protection Assessment. There was, however, an increase in incidents compared to calendar year 2018. Our long-term ambition is to reduce pollutions to zero.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p34 & 238

Environment

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Wastewater	Total sewage sludge produced (thousand tonnes dry solids/yr)	371.6	373.8	366.2	382.6	392.0	All sewage sludge is treated by Thames Water.	Cost Assessment Tables 2019/20 Table R, 4R25 Wastewater Networks section
	Sludge management compliance with regulations and codes of practice (%)	100	100	100	100	100	Our performance was reviewed by the Environment Agency on 28 February 2020, with no non-conformances against the Sludge Use in Agricultural Regulations and other codes of practice identified.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p46 & 238
Climate change	Net Operational Scope 1 and 2 GHG emissions as CO ₂ e including outsourced Scope 3 – Total (kTCO ₂ e)	257.9	275.7	277.9	498.1*	744.4	In the last year we've reduced our emissions by 17.8 kTCO ₂ e. * From October 2016 our net operational emissions account for the grid electricity we imported being 100% REGO accredited renewable. We use the governments REGO (renewable energy guarantee of origin) accreditation scheme to demonstrate the electricity we consume is from a renewable source.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p51. The value is the sum of WC1 and SC1 which can be found on p45, 52, 237 & 238
	Net Operational Scope 1 and 2 GHG emissions as CO ₂ e including outsourced Scope 3 – wastewater (kTCO ₂ e)	217.4	230.0	231.7	346.7*	468.5	Last year we reduced our wastewater service emissions by 12.6 kTCO ₂ e. * From October 2016 our net operational emissions account for the grid electricity we imported being 100% REGO accredited renewable. We use the governments REGO (renewable energy guarantee of origin) accreditation scheme to demonstrate the electricity we consume is from a renewable source.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 . The value is SC1 which can be found on p45, 52 & 238
	Net Operational Scope 1 and 2 GHG emissions as CO ₂ e including outsourced Scope 3 – water (kTCO ₂ e)	40.5	45.7	46.2	151.4**	275.9**	Last year we reduced our water service emissions by 5.2 kTCO ₂ e. * From October 2016 our net operational emissions account for the grid electricity we imported being 100% REGO accredited renewable. We use the governments REGO (renewable energy guarantee of origin) accreditation scheme to demonstrate the electricity we consume is from a renewable source. ** 2015/16 and 2016/17 have been restated. See page 33 of our Annual Report and Annual Performance Report 2017/18 Annual Report 2017/18.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p45, 52 & 237
	Net change in GHG emissions (% relative to 1990 baseline)	-70.0	-67.0	-67.0	-41.1*	-12.0	We've beaten our original target to reduce our greenhouse gas emissions (scope 1 and 2) by 34% by 2020 compared to 1990 levels. We've gone beyond that target with a 70% reduction in our net emissions. * From October 2016 our net operational emissions account for the grid electricity we imported being 100% REGO accredited renewable. We use the governments REGO (renewable energy guarantee of origin) accreditation scheme to demonstrate the electricity we consume is from a renewable source.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p52

Environment

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Climate change	Gross change in GHG emissions (% relative to 1990 baseline)	-41.0	-35.6	-27.0	-16.5	-11.5	We achieved a 41 % reduction in our gross emissions by March 2020.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p52
	Climate change – GHG intensity – water service kgCO ₂ e/ML	19.6	20.6	24.6	141.2	273.0	We reduced the emissions associated with each megaliter (ML) of water we supply and treat - our emissions intensity - down 1.0 kgCO ₂ e per ML.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p130
	Climate change – GHG intensity – wastewater service kgCO ₂ e/ML	111.9	127.0	135.3	225.0	303.0	We also reduced the emissions associated with each megaliter (ML) of wastewater we supply and treat - our emissions intensity - down 15.1 kgCO ₂ e per ML.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p130
	Assessment of climate change impacts completed within the past five years	Yes	Yes	Yes	Yes	Yes	During 2020, we'll be working on an update for the Government on our understanding and preparedness for the impacts of climate change under the 2008 Climate Change Act.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p52
	Renewable energy generated and used (%)	23	22	22.2	20.1	14.9	We self-generated 313 GWh or 23 % of our own electricity needs during 2019/20.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p52
	Renewably self-generated and used electricity (GWh)	313	286	293	262	217	We increased our renewable energy generation from sludge by 20 GWh to 313 GWh.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p52 & 130
	Gross grid electricity purchased (GWh)	911.25	936.5	953.8	984.7	1044.5	The reduction is largely due to our increased self-generated renewable energy. We've increased our renewable electricity generation from sludge by 76 % since 2014/15.	Thames Water's Energy and Carbon Team
	Gross grid renewable electricity purchased (GWh)	911.25	936.5	953.8	492.3	0	We buy 100 % of renewable electricity to power our operations, following our agreement with a green tariff electricity supplier.	Thames Water's Energy and Carbon Team
Biodiversity	Biodiversity – Sites of Special Scientific Interest in favourable condition (% Ha)	50.89	50.89	50.89	50.89	50.89	Natural England sets targets and undertakes monitoring.	Thames Water's Corporate Responsibility Team

Environment

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Biodiversity	Biodiversity – Sites of Special Scientific Interest favourable condition/ unfavourable recovering (%)	99	99	99	99	99	Around 99 % of our SSSI land area is classified as 'favourable' or 'unfavourable recovering' by Natural England.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p54
	Number of sites improved for biodiversity and access (in year)	18	10	21	23	15	18 SEBA projects were completed during 2019/20.	Site enhancements for biodiversity and access (SEBA) database held by Thames Water's Corporate Responsibility Team
Policies	Environment Policy	Yes	Yes	Yes	Yes	Yes	This high-level policy sets the direction of travel of the business and applies to partners and contractors.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p58
	Climate Change Policy	Yes	Yes	Yes	Yes	Yes	This high-level policy sets the direction of travel of the business and applies to partners and contractors.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p58
	Biodiversity Policy	Yes	Yes	Yes	Yes	No	Prior to 2016/17, this was part of the Environment policy.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p58

Social

We have an important role to play in society and the way we invest in and operate our business will have a long-term impact on the world around us. It's not just about what we do, it's about how we do it.

Keeping life's essential service running

Whether it's making sure hospitals have a resilient water supply or keeping water flowing to our customers, we know how important our services are, particularly during the pandemic. Our essential service means we all can practice good hygiene to help protect us all from the virus.

Safety first

During 2019/20, our colleagues and supply chain partners worked for a combined total of 28.4 million work hours, and we achieved a 41-day period where there were no injuries requiring a person to take time off work. There was a 41% decrease in the volume of days lost for work-related injuries as well as a 26% reduction in serious incidents and the number of 'lost-time' injuries, where an employee needs to take time off work, was broadly in line with the previous year.

We also started to record 'Perfect Days', the number of days in a month without a physical or mental health work-related incident, with the record reaching 17 days in a month. We continue to set best-practice trends with our mental health strategy, and we have a network of over 460 trained Mental Health First Aiders throughout the business.



A diverse and inclusive workforce

We look after a socially and geographically diverse region and we want our workforce to reflect that diversity. During the last financial year, we increased Black, Asian and Minority Ethnic ("BAME") in management and leadership positions to 10%. And in just three years we've reduced our gender pay gap from 13.3% to 8.5%. We also became the first water company to be awarded the coveted Disability Confident Leader status, which is the highest award in the UK Government's nationally recognised accreditation scheme to attract, recruit and retain disabled employees including people with long-term health conditions.

"Whether it's making sure hospitals have a resilient water supply or keeping water flowing to our customers, we know how important our services are, particularly during the pandemic."

George Mayhew
Corporate Affairs and
Sustainability Director



Environment



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Investing in our communities

Between 2015 and 2020, we allocated £6.5 million to fund 60 community projects across our region (see map), including those to enhance biodiversity, to encourage communities to value rivers, to promote health and well-being through access to nature and to educate and engage young people. We also sponsored a further 53 projects through the Rivers and Wetlands Community Days initiative.

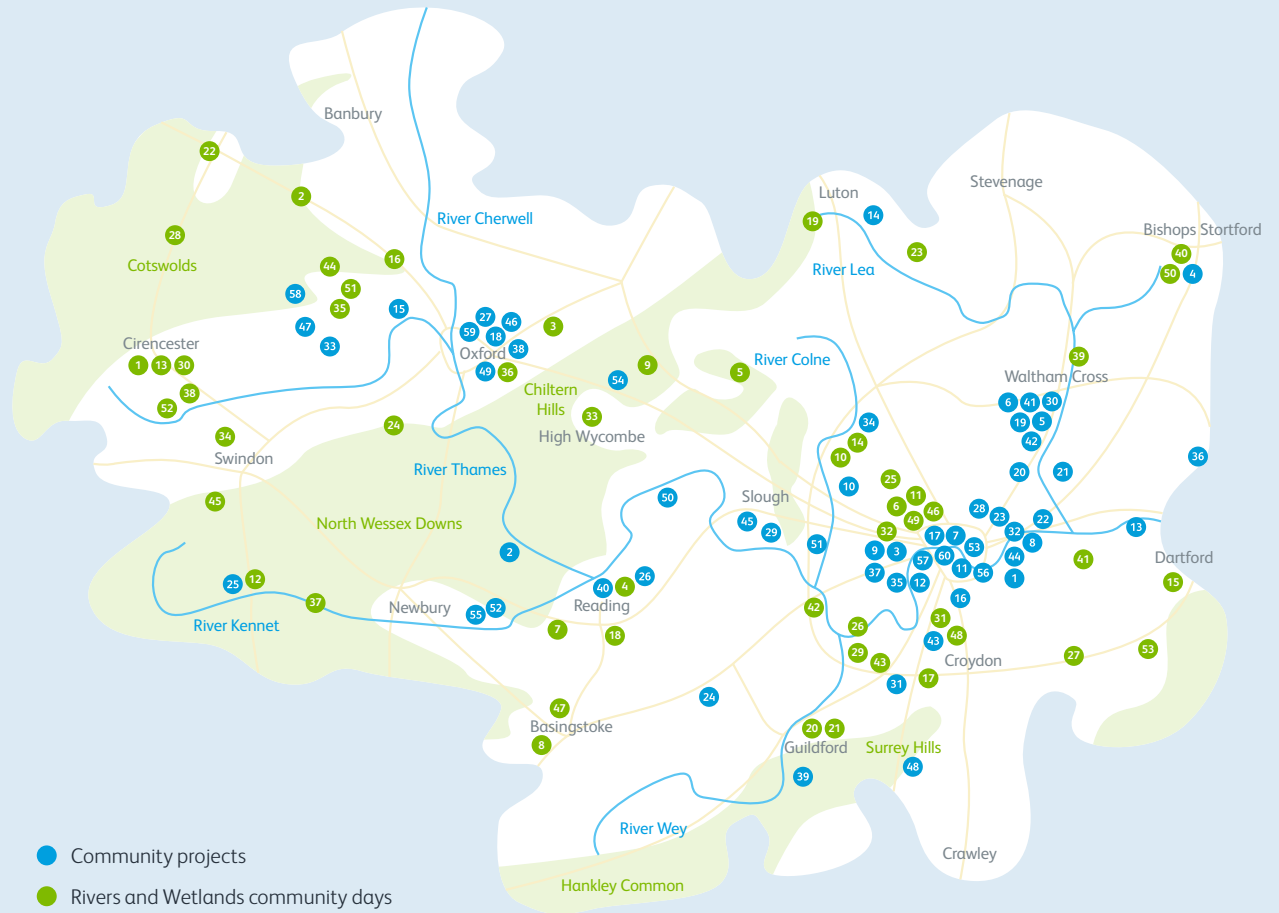
Supporting charities

During 2019/20, we raised over £260,000 for WaterAid, with a further c.£33,000 of income pledged for our Thames Loves Malawi campaign, which is being used to improve access to clean water and sanitation in two towns in Malawi. We also raised money for other charities, including over £60,000 for local and national charities through internal fundraising activities.

Skills development

Inspiring the engineering workforce of the future is an important part of our education programme, with the promotion of STEM skills featuring in our engagement with thousands of young people during 2019/20.

Our longstanding graduate programme recruited 25 graduate trainees in September 2019, and our successful apprenticeship scheme saw 131 apprentices joining Thames Water during the 2015 to 2020 regulatory period. Our apprentices are hired on a permanent contract and complete an extensive programme that includes on- and off-the-job learning at college or university and in the workplace.



For more information see our [community investment update](#).

We've supported 60 projects across our region and sponsored a further 53 projects through the Rivers and Wetlands Community Days initiative.

Social

Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20	
Customer	Written complaints resolved first time – water service (%) – WA1	88	88	96	96	91	We saw a 24% year-on-year reduction in water services written complaint volumes in 2019/20. This reinforces the progress we've made in the performance of our water network during the year. We resolved 88% of written complaints first time.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p39 & 236
	Number of written complaints per 10,000 connected properties – water service – WA2	14.01	18.61	12.39	9.12	8.84	Written complaints about supply interruptions are down by 59%; complaints about leaks are down 25%; and low pressure complaints are down 24%. We received 14.01 complaints per 10,000 properties connected.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p39 & 236
	Written complaints resolved first time – wastewater service (%) – SA1	86	84	94	93	87	The prolonged wet weather of the autumn and winter impacted our overall wastewater complaint volumes, which increased by 6%. Despite this, we saw a small improvement in the number of written complaints resolved first time.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p39 & 237
	Number of written complaints per 10,000 connected properties – wastewater service – SA2	5.56	5.34	4.39	6.21	6.46	We received 5.56 complaints per 10,000 properties connected, which is below our target of 5.80 written complaints per 10,000 properties connected to our wastewater network.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p39 & 237
	Service incentive mechanism (SIM) – customer service – scored out of 100 – RA6	N/A	75.0	78.4	77.3	76.8	SIM was a financial incentive performance commitment for us during the first four years of the 2015 to 2020 regulatory period. As we do not operate SIM as a reputational measure, we have not reported against this measure in 2019/20. Customer Measure of Satisfaction (C-Mex) and the Developer Measure of Satisfaction (D-Mex) are new measures developed by Ofwat for monitoring customer and developer satisfaction. They will become financial incentive performance commitments from 1 April 2020.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p240
	Ofwat customer satisfaction rating charging and billing (out of 5) – RA3	4.42	4.58	4.66	4.63	4.61	The major upgrade we made to our billing and customer management platform during the year and the transition of 3.6 million customers due to a new platform has resulted in a deterioration in our overall score. Our new platform has provided a strong foundation on which to build improved customer satisfaction in AMP7.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p40 & 240
	Ofwat customer satisfaction rating operational contacts (out of 5) – RA4	4.46	4.44	4.43	4.46	4.27	We've built momentum this year in improving the speed and quality of our response and resolution alongside proactive, tailored customer communications.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p40 & 240

Social

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Customer	Ofwat customer satisfaction rating water service (out of 5) – WA3	4.4	4.39	4.42	4.5	4.44	Our water networks teams consistently achieved scores of more than four out of five across all metrics. However, scores have been very sensitive to supply interruptions.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p40 & 236
	Ofwat customer satisfaction rating wastewater service (out of 5) – SA3	4.49	4.58	4.55	4.57	4.5	Our performance in wastewater, having consistently improved over the regulatory period, saw a drop in score compared to last year, driven by a prolonged period of wet weather in Q4 where high volumes impacted our speed of attendance.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p40 & 237
H&S Policy	Health & Safety Policy	Yes	Yes	Yes	Yes	Yes	We have a clearly defined strategy, safety protocols and standards that are set, monitored and reported to our Board members and executive team each month. We continue to introduce initiatives based on emerging risk areas to reinforce our vision of Zero incidents, Zero harm and Zero compromise every day. The policy applies to all employees and contractors and partners.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 p57
Health & Safety	Lost time injury frequency rate (over 1 day per 100,000 working hours)	0.15	0.16	0.16*	0.21	0.46	We reached 17 ‘Perfect Days’ in a month, which are days without a physical or mental health work-related incident. We achieved a 41 % reduction in number of days lost for work-related injuries. Each year we set a benchmark target to reduce number of days by 20 % from the previous year, supporting continual reduction in line with our vision of Zero incidents. * Value restated to reflect reclassification of some injuries.	Data provided by Thames Water’s Health, Safety & Wellbeing Team
	Notifiable injuries	22	22	17	19	29	We’re required to notify the regulator under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for injuries that result in absence of more than 7 days and specific injuries such as broken bones to an individual. We’ve also seen a 26 % decrease in serious incidents reported, with an end of year RIDDOR rate at 0.07.	Data provided by Thames Water’s Health, Safety & Wellbeing Team
	Number of fatal employee accidents	0	0	0	0	0	There were no fatal employee accidents in the reporting year.	Data provided by Thames Water’s Health, Safety & Wellbeing Team
	Number of customer or community accidents	0	0	0	0	1	There were no HSE “reportable” customer/community accidents at Thames Water work sites in the reporting year.	Data provided by Thames Water’s Health, Safety & Wellbeing Team
	Number of fatal customer/community accidents	0	0	0	0	0	There were no fatal customer/community accidents in the reporting year.	Data provided by Thames Water’s Health, Safety & Wellbeing Team

Social

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Corporate Responsibility	Charitable grants (£million) (formerly named community investment)	0.07	0.38	0.84	1.4	0.85	We supported 25 local organisations' projects that fulfilled our application criteria of 'water and the environment' and 'water and health' through our small grants programme with a total of £68,911. In 2019/20, this figure does not include our community investment fund spend as this came to an end in the previous year.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p55 & 128
	Charitable grants projects (No.)	25	20	21	17	21	We supported 25 local organisations' projects that fulfilled our application criteria of 'water and the environment' and 'water and health' through our small grants programme.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p55 & 128
	Community projects supported (No.)	N/A	8	14	16	14	At the end of our last funding cycle, we committed to investing £6.5 million in community-based initiatives within our region over five years. In agreement with Ofwat, this was funded by our shareholders in lieu of a penalty for accidentally misreporting data. Our community projects have now been completed.	Data provided by Thames Water's Corporate Responsibility Team
	WaterAid support (£K)	266	269	363	350	275	During the year, we raised £266,058 for WaterAid, with a further £32,987 of income pledged for our Thames Loves Malawi campaign, which is being used to improve access to clean water and sanitation for two towns in Malawi.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p55 & 128
	Employee volunteering (Hours)	4,764	7,658	6,393	6,633	8,925	Our employees volunteered for 4,764 hours during 2019/20.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p55
	No. of school children directly engaged	35,051	24,897	21,341	20,898	17,491	We've exceeded our targets every year of this regulatory period, engaging with 15,051 more schoolchildren than we planned. This brings our total for 2015-2020 to 119,678.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p8, 42, 237 & 238
Human Resources	Equal opportunities, diversity and inclusion policy	Yes	Yes	Yes	Yes	Yes	We make sure everyone is provided with the same opportunities and is treated with respect, irrespective of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, gender or sexual orientation. We have an internal policy owned by our Human Resources team.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p57
	Employee diversity (% female employees)	33	33	33.4	32.4	31.6	We're working hard to become a more inclusive organisation.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p27
	Manager diversity (% female managers)	35	34.5	34	33	31	We've extended our recruitment pipelines and practices to attract a wider audience, including a returner to work programme.	Data provided by Thames Water's Human Resources team
	Executive diversity (% female)	33	22	30	30	10	Being diverse in our approach is about hiring the right people for the job regardless of their background.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p27

Social

Human Resources

Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Number of direct employees	6,404	6,633	6,245	4,967*	5,057*	All Company employees are based in the United Kingdom. * Refers to average salaried FTE for the year.	Data provided by Thames Water's Human Resources team
Gender pay gap (%)	8.5	10.4	10.8	13.3	N/A	Mean gender pay gap reduced from 10.4% on 5 April 2019 to 8.5% on 5 April 2020.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p27
Employee turnover (%)	15	11.9	11.9	11.4	14.5	We monitor leavers and all are offered the opportunity to complete an exit interview, which gives us useful data about why people leave. This year's figure is slightly higher following a period of change and a restructure within the business.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p6
Employee training (thousand days)	19.5 circa	22 circa	23 circa	24 circa	20.5 circa	During 2019/2020, we launched a 'blended' approach to training, supplementing traditional classroom learning with e-learning interventions and carried out over 19,500 training days, covering Health, Safety and Wellbeing, technical process and knowledge training, Contact Centre systems, process and behavioural, Personal and Management Development.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p28
Employee absenteeism rate (%)	3.5	2.7	2.9	2.8	3.2	Absence is managed by our managers and supported by our Occupational Health team and interventions. This year's value is slightly higher than 2018/19 as it includes COVID-19 related absences.	Data provided by the Thames Water Human Resources team
Employee relations – strikes (No.)	0	0	0	0	0	There were no strikes in 2019/20.	Data provided by the Thames Water Human Resources team
Employee engagement survey engagement score (%)	64	71	70	69	70	After a period of change and a restructure within the business, our overall engagement score of 64% was down on last year.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p9, 20 & 128
Human Rights issues addressed	Yes	Yes	Yes	Yes	Yes	We acknowledge and operate in accordance with the United Nation's guiding principles on business and human rights. We promote human rights through our employment policies and practices and through our supply chain. We have policies and processes in place that ensure we're compliant with these requirements, and they're enforced throughout our business.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p26 & 58
Statement on Modern Slavery	Yes	Yes	Yes	Yes	Yes	Our 2019 Modern Slavery Act statement can be found on our website. We also cover Modern Slavery in our Annual Report and Annual Performance Report 2019/20.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p26 & 58 Modern Slavery Act Statement
Whistle Blowing	Yes	Yes	Yes	Yes	Yes	We have a 24-hour Employee Assistance Helpline available and a robust whistleblowing mechanism in place.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p26, 59 & 101

Social

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Supply Chain	Procurement spend (£billion)	1.82	1.76	1.75	1.88	1.82	Last year our commercial and procurement team managed Thames Water's procurement spend, while striving to make our supply community a more efficient and mutually beneficial place to do business.	Data provided by Thames Water's Purchase to Pay team
	Average days taken to pay supplier on receipt of correct invoice (no. of days)	57	56.08	57.25	N/A	N/A	When setting up payment terms, we take into consideration the size and situation of our suppliers, particularly our small to medium-sized suppliers. Where possible, we try to remain flexible and consider each supplier on a case-by-case basis and, where justified, we're able to reduce the payment terms.	Data provided by Thames Water's Purchase to Pay team
	Annual Water Company Performance Survey (rank out of 12)	6	7	4	2	4	The British Water Annual Water Company Performance Survey captures the views of individuals working in the UK water industry, and provides an understanding of how the supply chain views its major clients.	The British Water Annual Water Company Performance Survey
	Number of strategic frameworks	203	185	165	N/A	N/A	We operate in a regulated industry which means that the process to become one of our supply partners has a formal structure. We recognise that we can't solve all our challenges alone and we need excellence in our supply chain to help us deliver for our customers.	Data provided by Thames Water's Procurement team
	Number of unique suppliers in strategic framework arrangement	408	375	356	N/A	N/A	We have a diverse network of suppliers delivering everything from everyday equipment to operations and maintenance services.	Data provided by Thames Water's Procurement team
	Honest and Ethical Behaviour and Human Rights	Yes	Yes	Yes	Yes	Yes	Our suppliers are obliged to meet the requirements of our Honesty and Ethical Behaviour Policy including all related legal and regulatory obligations. We remain fully committed to ensuring that there is no slavery or human trafficking in our supply chain or in any part of our business. Our position on preventing modern slavery in our business is contained within our Honest and Ethical Behaviour Policy.	Modern Slavery Act Statement Annual Report, Annual Performance Report and Sustainability Report 2019/20 p26 & 58
Legal	Environmental prosecutions (No.)	1	1 [#]	0	1	3	There was one environmental prosecution during the year under Regulation 38 of the Environmental Permitting Regulations 2016, relating to discharges of sewage from Maidenhead sewage treatment works in June and August 2014. This was caused by a build-up of rag in the works, which has since been addressed via plant upgrades. # Correction in 2020.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p34

Social

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Customer	Number of customers helped to pay their water bills through our customer assistance fund	5,613	6,742	7,500	6,161	5,206	We've helped 5,613 families through our customer assistance fund in 2019/20.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p7 & 12
	Customers on social tariffs (Water Sure and Water Sure Plus) (No.)	circa 150,000	82,365	56,671*	37,975	25,921	We're helping circa 150,000 customers who may struggle to pay their bill through our social tariffs. * Restated in 2018/19	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p7, 13, 29 & 255

Governance

In the last few years, we've been through a period of unprecedented change with a major review of our governance.

Overhaul of governance

The overhaul of the Board allowed us to ensure Independent Non-Executive Directors were the largest single group on the Board and that the experience and skills of all our Directors aligned with the delivery of our key priorities (see skills matrix). After the completion of our governance review, an independent externally facilitated evaluation was conducted by Lintstock LLP. The key priorities identified by the Board as part of the process were to secure a permanent CEO, make improvements to the monitoring of operational performance, improvements to the flow of information to the Board and the agreement of the long-term vision and strategy.

In 2017, we saw a major change in our ownership with OMERS, a pension fund representing key workers in Canada, becoming our majority shareholder. Since then, they, and our other external shareholders, have not taken a dividend, meaning they've received zero dividends for the third consecutive year in 2019/20. The only dividends paid by the operating company, Thames Water Utilities Limited, were those paid to service external debt at £56.5 million (see diagram for the flow of dividends).

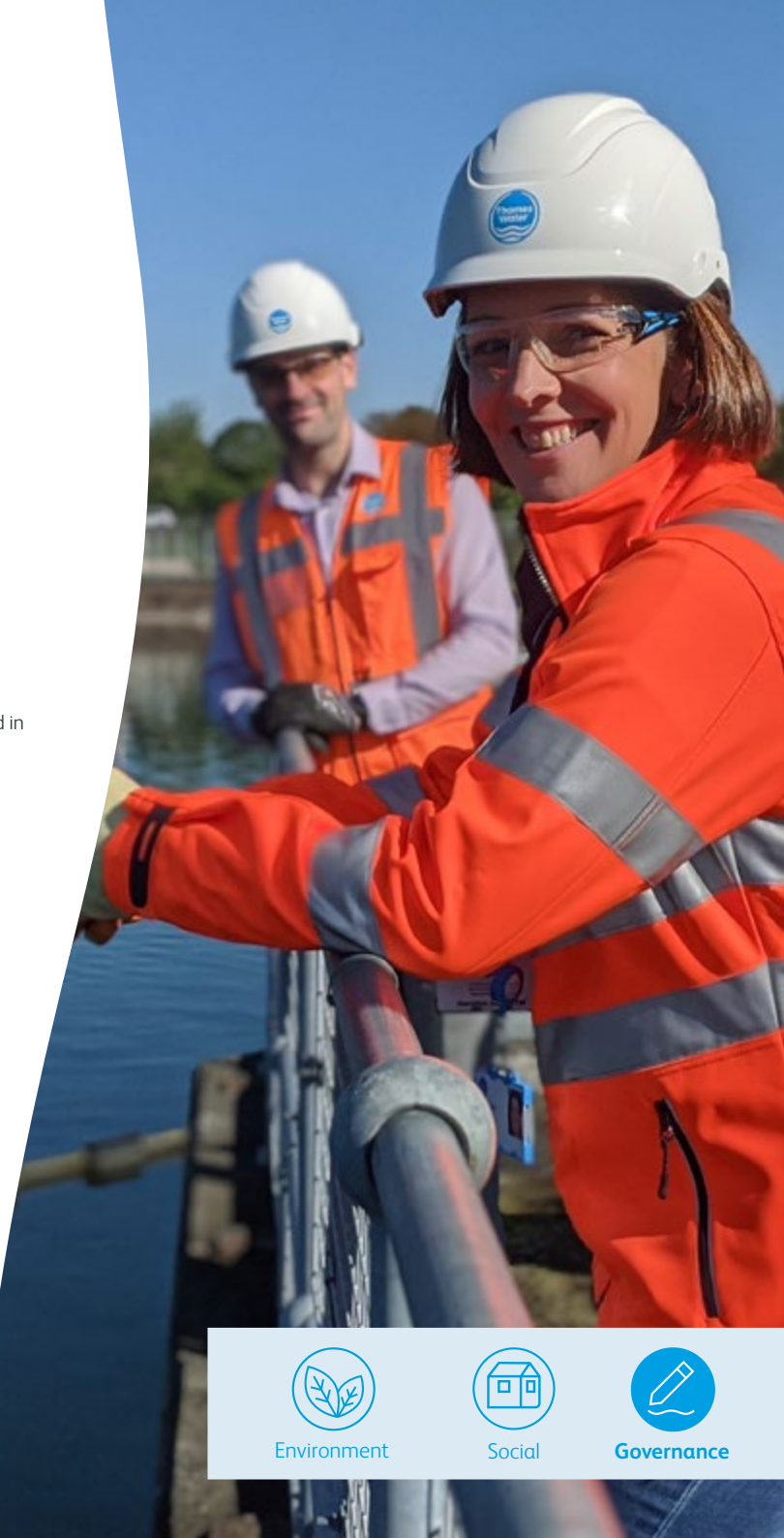
During 2019/20, Nick Land, our Senior Independent Director, was appointed as Deputy Chairman while Ian Marchant acted as Interim Executive Chairman during the search for our new Chief Executive Officer. The Board went through a robust recruitment process to find and appoint Sarah Bentley to the role, which she started on 1 September. As well as the appointment of Sarah, the Board Committees were focused on the key strategic decisions and challenges facing Thames Water, including the confirmation of our business plan, the alignment of remuneration with our strategic ambitions and overseeing the launch of our major new billing platform.

To give our employees more of a voice on the Board, Ian Pearson became our Workforce Engagement Lead Director during 2019/20. He embarked on a robust programme of engagement to listen to and engage with employees from across the business, before reporting his findings back to the Board, so they could be considered in decision making.



“To give our employees more of a voice on the Board, Ian Pearson became our Workforce Engagement Lead Director.”

Brandon Rennet
Chief Financial Officer



Environment



Social



Governance

ESG governance

We continue to put our ESG approach at the heart of our financial decision-making and each year our approach is independently assessed by GRESB. This year we achieved our highest ever score of 89 out of 100 and retained our five-star status. This ranks us 37th globally out of 406 infrastructure companies and third out of twelve for participating water and sewerage companies. In 2018 we tied the interest rate on our Revolving Credit Facility to our performance against this ESG benchmark. This year's performance will result in a lower interest rate with resulting financial gains used to boost Thames Water's charitable fund.

Diversity

Promoting diversity and inclusion is an important part of our people strategy and a Board diversity policy to help ensure our Board represents the diversity of our customers.

While the figures within the tables in this section show our diversity as reported in our Annual Report, since Sarah Bentley arrived as our Chief Executive Officer, our gender diversity is now as follows:

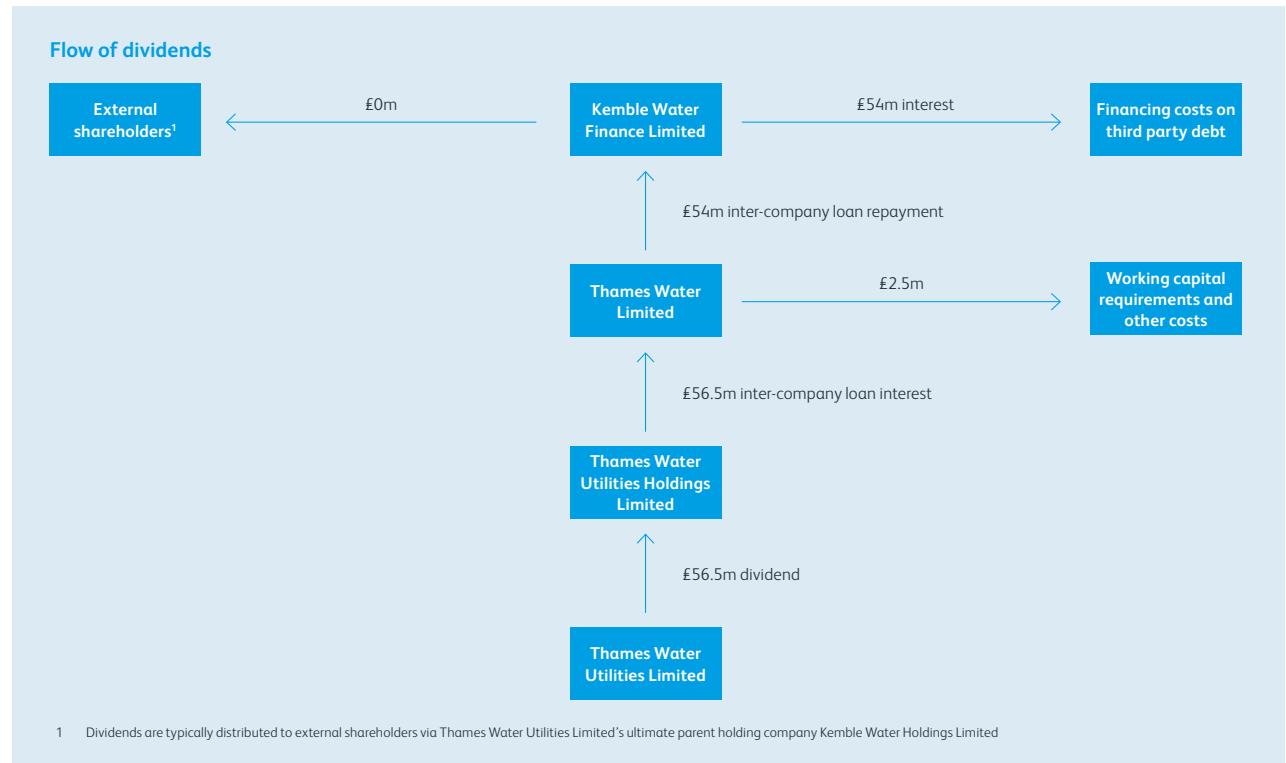
- **Salaried employees** 32.3% female; 67.7% male
- **Executive team** 44.4% female; 55.6% male
- **Board** 25% female; 75% male

Our approach to risk management

Our approach to risk management is to ensure risk is managed effectively and within tolerable limits. We're focused on maximising potential opportunities, minimising the adverse effects of risk and increasing our ability to deliver increasing value to our customers, other stakeholders, communities and the environment.

The Board has overall responsibility for the Company's risk management framework and systems of internal control. This includes the determination of the nature and extent of risk it's willing to take to achieve the strategic ambitions, and for ensuring that an appropriate risk culture has been embedded throughout our organisation.

During 2019/20, there was a lot of movement in our risk profile due to the decreasing threat of nationalisation and uncertainty around Brexit, as well as the increasing impact of the pandemic on our risks. We're reflecting on the impact of the pandemic on our business, our risk management processes and our internal control environment.



Overview of our principal risks

Principal risk	Risk trend	Current risk level	Principal risk	Risk trend	Current risk level	Principal risk	Risk trend	Current risk level
Strategic			Operational			Compliance		
1. Environmental protection and climate change	↑	●	5. Customer service	↑	●	13. Legal and regulatory compliance	↔	●
2. Changes in the political and regulatory environment	↔	●	6. People	↔	●			
3. Maintaining the trust and confidence of our stakeholders	↔	●	7. Health and safety	↓	●	Financial		
4. Business planning and delivery	↔	●	8. Information and operational technology system resilience ¹	↓	●	14. Financing our business	↑	●
			9. Supply of enough clean, safe water	↔	●			
			10. Wastewater treatment	↑	●	Key		
			11. Supply chain management	↑	●	Risk trend		Risk level
			12. Asset protection and cyber security	↔	●	↑ Increasing	● Major	● High
						↔ Stable	● Moderate	● Minor
						↓ Decreasing		

Governance

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Board	Ownership	Private	Private	Private	Private	Private	Thames Water is a privately-held organisation with shareholder representation on the Board of Directors and its committees.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p120
	Country of incorporation	UK	UK	UK	UK	UK	Thames Water operates solely in the South East of England.	Thames Water website
	Board governance detailed and reported in Annual Report, Annual Performance Report and Sustainability Report	Yes	Yes	Yes	Yes	Yes	We describe compliance with the UK Corporate Governance Code 2018 in our Annual Report and Annual Performance Report 2019/20.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p82 & 97
	Compliance with UK Corporate Governance Code Statement	Yes	Yes	Yes	Yes	N/A	The Board ensures that the Company's governance processes align with the UK Corporate Governance Code 2018, which applies to 2019/20, and Ofwat's Principles of Board Leadership, Transparency and Governance, which are built in to our own governance framework.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p82
	Independent Chairman	Partial	Yes	Partial	Partial	Partial	During the recruitment process for our new Chief Executive Officer, Ian Marchant continued to act as Interim Executive Chairman, with his tenure in the role covering the majority of 2019/20. To maintain high levels of governance during this period we appointed Nick Land as Deputy Chairman. Ian Marchant returned to his role as Independent Chairman when Sarah Bentley joined the business as CEO.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p3, 82 & 97
	Independent Board members (%)	50	50	46	36	36	The Board, chaired by Ian Marchant, with Deputy Chair, Nick Land, consists of 12 Directors. There are six Independent Non-Executive Directors.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p92 & 97
	Female Board members (%)	16.6	16.6	15.4	14.3	14.3	During 2019/20, 2 out of 12 Board members were female.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p27 & 98

Governance

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Board	Publicly report on Executive reward and remuneration	Yes	Yes	Yes	Yes	Yes	Our remuneration policy is built on principles designed to attract, retain and motivate our leaders and senior management and ensure they are focused on delivering business priorities within a framework designed to promote the long-term success of the Company.	Annual Report, Annual Performance Report and Sustainability Report 2019/20: Director's Remuneration Report 2019/20 - Page 108 Approach to Remuneration 2020/21 - Pages 111 Summary of Remuneration Policy across wider group - Pages 111 Executive Director's Remuneration - Pages 112-120 Directors' Remuneration - Pages 121-124 Remuneration Committee Report - Pages 126-127
	Corporate structure and explanation included in Annual Report, Annual Performance Report and Sustainability Report	Yes	Yes	Yes	Yes	Yes	We reported ownership of Thames Water and those subsidiaries that connect Kemble Water Holdings Limited to the regulated company, Thames Water Utilities Limited.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p90
	Provision in place to prevent disempowerment of investors	Yes	Yes	Yes	Yes	Yes	Thames Water Utilities Limited Articles of Association describe for example how voting rights are assigned to each investor.	Thames Water website
	Political donations	No	No	No	No	No	No political donations were made by the Company during the year (2018/19: £nil).	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p128
Financial	Pensions deficit (£ million)	114.6	293.0	250.2*	343.1*	260.0	The total net pension deficit for our two defined benefit pension schemes as at 31 March 2020 was £114.6 million. The reduction in the deficit is mostly driven by a change in actuarial assumptions primarily driven by external market factors, with lower inflation expectations being a key driver. We've also been taking measures to reduce the overall deficit by making regular contributions and deficit repair payments and, as part of the last triennial valuation dated 31 March 2019, a recovery plan was agreed with the trustees aimed at reducing the deficit to zero by 2027. * Restated in 2018/19.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p62

Governance

Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20	
Financial	Regulatory Capital Value (£billion)	14.7	14.3	13.7	12.9	12.3	The regulatory capital value (“RCV”) has been developed by Ofwat as a measure of the regulatory net book value of our assets. We invested over £1 billion every year during the 2015 to 2020 regulatory period, which led to significant growth in our Regulatory Capital Value – from £11,848.1 million in April 2015 to £14,729.3 million in March 2020, with an increase of £455.6 million (3.2%) in the last year alone.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p61
	Underlying revenue (£million)	2108.5	2,036.9*	2,018.0	2,027.1	2,039.5	All revenue is derived from activities based in the UK. Revenue on Bazalgette Tunnel Limited’s activities is disclosed separately to the Company’s underlying performance. Our underlying revenue for the year ended 31 March 2020 was £2,108.5 million. * Restated in Annual Report, Annual Performance Report and Sustainability Report 2019/20	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p61
	Credit Rating	Baa2 stable	Baa1 negative	Baa1 negative	Baa1 stable	Baa1 stable	In March 2020, Moody’s downgraded TWUL’s Corporate Family Rating (“CFR”) to Baa2 with stable outlook.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p64
	Publicly available clear and transparent position on tax strategy	Yes	Yes	Yes	Yes	No	Our tax strategy is available on our website.	Thames Water website
	Publicly available clear and transparent position on finances and financial structure	Yes	Yes	Yes	Yes	Yes	We regularly update and publish an explanation of our structure and finances in ‘Our Finances Explained’. It was last updated in November 2019.	Our Finances Explained
	Underlying Operating Profit (£million)	513.4	474.1*	505.9#	605.4	742.2	Our underlying operating profit for the year was £513.4 million. * Restated in Annual Report, Annual Performance Report and Sustainability Report 2019/20. # The 2017/18 figure was restated due to the impact of the transition to new accounting standard IFRS 15 ‘Revenue from Contracts with Customers’ on 1 April 2018.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p61

Governance

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
Financial	Tax paid (£million)	196	211	192	177	160	In 2019/20, we paid over £196 million in business rates, national insurance contributions, PAYE and other taxes. We incurred £127 million directly, mainly through business rates, and collected £69 million on behalf of our employees. As in prior years, we have not paid any corporation tax to HMRC primarily because of interest costs and tax relief for our capital investment programme, for which we receive tax relief under the Government's "capital allowances" regime.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p18 & 62
	Dividends paid to external shareholders (£million)	0	0	0	100	0	No distributions were paid by the Kemble Water Holdings Group to external shareholders for 2019/20 in line with our commitment to withhold paying an external dividend until 2020/21.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p62
	Bad debt (%)	3.4	3.0	2.8	2.4	3.1	Bad debt is the amounts billed that are considered to be uncollectable from customers. Our total bad debt charge of £73.9m equates to 3.4% of total gross revenue.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p63
	Outcome delivery incentive performance penalties (£million)	0.89	-51.67	-35.2	-18.4	N/A	Owat's outcome delivery incentive (ODI) rewards and penalties link operational performance to company returns. We incurred four penalties and four rewards during the year totalling a net reward of £0.89 million.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p31. This is a calculated value of the sum of rewards and penalties.
Risk	Transparent risk management process in place reviewed by the Board (including legal/litigation) and material risks reported in Annual Report and Annual Performance Report	Yes	Yes	Yes	Yes	Yes	Our Board has ultimate responsibility for maintaining a sound system of risk management and internal control. The Audit, Risk and Reporting Committee evaluates the effectiveness of our overall risk management framework and makes recommendations for improvement. Our risk management process is developed to align with the Risk Management International Standard, ISO 31000, which aids our compliance with the Financial Reporting Council's UK Corporate Governance Code guidance on risk management.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p66 to 74
Stakeholder	Stakeholder engagement programme	Yes	Yes	Yes	Yes	Yes	Being open and transparent with our customers and stakeholders in a two-way dialogue about how we're running their water and wastewater company is essential. We run an extensive stakeholder engagement programme to build strong relationships and we play an active role in the public debate about important issues affecting the water industry.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 p19 to 22

Governance

	Metric	2019/20	2018/19	2017/18	2016/17	2015/16	Commentary for 2019/20	Data Source for 2019/20
ESG	Environment, Social and Governance (ESG) Statement	Yes	Yes	Yes	No	No	As part of our commitment to increase transparency of the organisation, we've developed this ESG Statement.	This document
	Corporate Responsibility policy	Yes	Yes	Yes	Yes	Yes	This high-level policy sets the direction of travel of the business and applies to partners and contractors. This policy will be known as the Public Value policy from Autumn 2020.	Thames Water website Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p59.
Policies	Data privacy policy	Yes	Yes	Yes	Yes	Yes	Our privacy notice governs how we collect, handle, store, share, use and dispose of information about people. We also set out our policy on our use of cookies on our website. We regard sound privacy practices as a key element of corporate governance and accountability. This is supported by our Data Protection policy.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p58 Thames Water website
	Cybersecurity policy/ monitoring/training	Yes	Yes	Yes	Yes	Yes	Recognising the threat of cyber security, particularly in our industry, we rolled out cyber security and general data protection regulation ("GDPR") training across the business. Employees undertake mandatory Cyber Security awareness training annually.	Part of our Internal Security policy
	Honest and Ethical Behaviour policy	Yes	Yes	Yes	Yes	Yes	This policy expresses our approach to business activities and how we work, providing a clear, ethical and legal framework for our employees, customers and stakeholders.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p59 Thames Water website
	Sustainability policy	Yes	Yes	Yes	Yes	Yes	This high-level policy sets the direction of travel of the business and applies to partners and contractors.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p58 Thames Water website
	Procurement policy (formerly named supply chain sustainability policy)	Yes	Yes	Yes	Yes	Yes	Our aim is to develop a resilient supply community where suppliers are treated fairly, which operates with a shared set of goals, visions and values and delivers real benefits to our customers to help us become a more sustainable business.	Annual Report, Annual Performance Report and Sustainability Report 2019/20 , p59 Thames Water website

