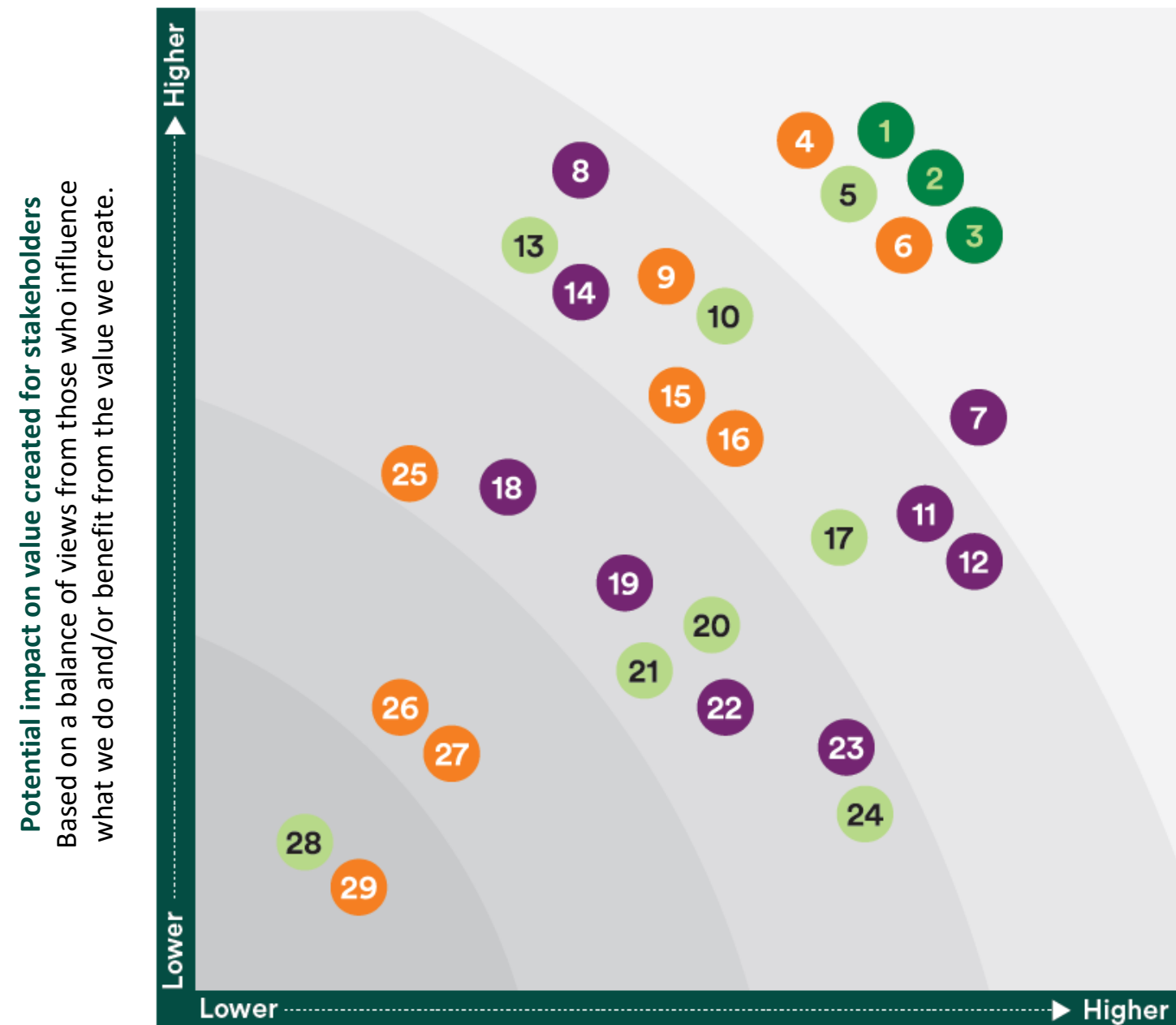


## Materiality matrix

Themes are plotted on the matrix from higher (top right) to lower (bottom left) in terms of their potential to impact company value (horizontal axis) and their potential impact on the value we create for stakeholders, and have been colour-coded according to the key elements of our purpose.



## Material theme

- 1 Trust, transparency and legitimacy
- 2 Resilience
- 3 Political and regulatory environment
- 4 Customer service and operational performance
- 5 River water quality and storm overflows
- 6 Climate change adaptation
- 7 Cyber security
- 8 Affordability and vulnerability
- 9 Drinking water quality
- 10 Water resources and leakage
- 11 Financial risk management
- 12 Corporate governance and business conduct
- 13 Climate change mitigation
- 14 Supporting communities
- 15 Diverse and skilled workforce
- 16 Health, safety and wellbeing
- 17 Natural capital and biodiversity
- 18 North West regional economy
- 19 Land management, access and recreation
- 20 Sewage sludge to land
- 21 Waste management
- 22 Responsible supply chain
- 23 Innovation
- 24 Energy management
- 25 Data security
- 26 Colleague engagement
- 27 Competitive markets
- 28 Air quality
- 29 Human rights

### Key

Our material themes are aligned to the key ambitions of our purpose – stronger, greener and healthier.

- Overarching theme
- Greener
- Healthier
- Stronger