

Highlights for 2022/23 – Our operational key performance indicators

Delivering our purpose is about more than just providing customers with water and removing wastewater. Our operational key performance indicators (KPIs) provide an overview of how we are creating a stronger, greener and healthier North West.

→ Read more about our **operational performance** on pages 84 to 111

Providing great water

We measure the provision of our core services through a host of measures, including how we are doing against our regulatory performance commitments, where we have met or exceeded 83 per cent of these targets this year – our best ever performance. C-MeX is a regulator-compiled assessment that measures overall customer satisfaction with our services, and we use this as our KPI for customer service.

...for a stronger, greener and healthier North West


Our industry-leading environmental performance with zero serious pollution incidents, Better Rivers programme driving a 39 per cent reduction in storm overflow activations, and the progress we are making in reducing our carbon footprint, are all helping to protect the natural environment in the North West. We provide an industry-leading package of affordability support, and have continuously improved our colleague accident frequency rate every year for the last five years. We invest in communities, spend money wisely and efficiently, and our strong governance and responsible business approach contribute to consistently strong performance against a suite of investor ESG indices.

Better Rivers commitments

KPI performance

100%

of commitments for the year achieved

 Met expectation/target

Our progress this year

We have achieved all our commitments for 2022/23, making good progress towards our targets for 2025, and we have driven a 39 per cent reduction in reported storm overflow activations since 2020.


Link to remuneration

Bonus

Colleague engagement

KPI performance

82%

 Met expectation/target

Our progress this year

We have great engagement from colleagues across the business, scoring 82 per cent in our latest survey. Although this is slightly lower than the 87 per cent we scored last year, it is higher than both the UK norm and Utilities norm.


Link to remuneration

n/a

Capital programme delivery incentive (CPDi)

KPI performance

92.9%

 Met expectation/target

Our progress this year

We exceeded our target of at least 85 per cent, delivering strong performance against the new CPDi measure, which places greater emphasis on efficiency compared with our previous time:cost:quality index (TCQi) metric.

Link to remuneration

Bonus

KPI status key



Met expectation/target



Close to meeting expectation/target



Behind expectation/target

Carbon pledges

KPI performance

33 green vehicles
585ha peatland restored
37ha woodland created
23% supplier engagement



Met expectation/target

Our progress this year

We have plans for 200 electric vehicles in the next 18 months. We are more than halfway to our 2030 peatland target, and are making good progress on woodland creation despite slower planting this year due to weather and tree disease. We are working with our construction partners to reduce scope 3 emissions, with 23 per cent having set science-based targets.

Link to remuneration

LTP

EA performance

KPI performance

4* industry leading
in the EA's latest Environmental Performance Assessment (EPA)



Met expectation/target

Our progress this year

The most recent assessment from the Environment Agency (EA) is for 2021, when we were awarded the maximum four stars for the second year running and classed by the EA as an industry-leading company. The EA will publish its Environmental Performance Assessment for 2022 in July 2023.

Link to remuneration

LTP

C-MeX

KPI performance

4th WaSC
5th of all 17 companies



Close to meeting expectation/target

Our progress this year

We were once again the top ranked listed company for customer satisfaction, ranked fourth among the 11 water and sewerage companies (WaSCs) and fifth overall out of all 17 companies including those that provide water-only services. We expect to earn a £3 million reward this year.

Link to remuneration

Bonus

Customers lifted out of water poverty

KPI performance

84,002



Met expectation/target

Our progress this year

We have already surpassed our target of helping 66,500 customers out of water poverty by 2025, achieving this for more than 80,000 customers – providing critical affordability support in the face of an increasing cost of living.

Link to remuneration

LTP

Community investment

KPI performance

£2.88m



Met expectation/target

Our progress this year

We achieved our £2.82 million annual target for community investment, contributing £2.88m. This was through increased investment in environmental and community partnerships, delivery of education in schools, and the contribution of time volunteered by our colleagues across the business.

Link to remuneration

n/a

Investor indices

KPI performance

Upper quartile
across a suite of trusted indices



Met expectation/target

Our progress this year

Our approach to responsible business has ensured consistent upper quartile performance across a range of ESG ratings and indices. We are a member of the Dow Jones Sustainability World Index, improved our latest CDP score to A-, and in the Sustainalytics assessment we continue to be classified as low risk and a top ten performer in the Utilities industry group.

Link to remuneration

n/a