



Sustaining Life, Shaping Tomorrow

Sustainability Report and ESG Statement 2026

As part of our commitment to transparency and accountability, we are refining how we communicate our sustainability strategy. This approach is designed to provide stakeholders and customers with a clear understanding of our strategic priorities, the role sustainability plays in our decision-making, and the tangible actions we are undertaking to build a more resilient and environmentally responsible Thames Water.

Sustainability report

Case studies

ESG statement



Introduction from Chris Weston



We are delivering the largest upgrade to our infrastructure in over 150 years. This is starting to drive improvements, and we are making progress in key areas. We know there is more to do, and we remain focussed on delivering better outcomes for customers and the environment.



Every day we supply 2.6 billion litres of safe, clean, and wholesome drinking water to 10.7 million customers and treat 4.3 billion litres of wastewater for 16.4 million people.

Over the past year, we have begun delivering the largest upgrade to our infrastructure in over 150 years, increasing investment and progressing a significant programme of work to address ageing assets and improve performance. This includes repairing and replacing pipes, expanding smart metering, and progressing major projects to strengthen resilience and support future demand.

We are starting to see early improvements in environmental performance, including an 18% reduction in total pollution incidents this year, alongside further reductions in serious incidents. These improvements are being driven by increased proactive network management, more accurate targeting of high-risk assets, and stronger operational response. We have also made progress in reducing leakage through increased investment and activity across the network. Despite this, performance remains below where we want it to be, and improving pollution and leakage performance continues to be a key focus as we scale up investment.

At the same time, we have expanded support for customers through social tariffs and improved identification of those most in need, while strengthening our workforce to deliver our ramp up in investment.

Sustainability underpins this transformation. It shapes how we invest, operate and make decisions, helping us improve environmental outcomes, support our customers and communities, and build a more resilient and responsible Thames Water for the long term.

Being more sustainable

Sustainability continues to be a key focus for Thames Water and remains central to our transformation plan. It is not treated as a separate initiative, but as an integral part of how we operate and make decisions across the business. Our approach is structured around nine key themes spanning environmental, social, and governance (ESG). These themes provide a clear framework that informs both what we do and how we do it, ensuring our actions are aligned with our Purpose and long-term commitments.

Environmental – The environment is vital to us all, and we have a shared responsibility to protect it for future generations. We depend on healthy rivers and groundwater to provide clean, safe drinking water for our customers. We also have a major role in protecting river health by treating wastewater to high standards before it is safely returned to the environment.

Social – We want to be a positive influence in our communities. That means supporting our people within Team Thames and increasing investment in customer service, affordability support and community programmes to deliver better outcomes for the communities we serve.

Governance – As a provider of essential services, we take our responsibilities seriously. We're committed to strong, transparent governance and maintaining alignment with our core Purpose in everything we do.

Chris Weston

Chief Executive Officer

About our Sustainability Report and ESG Statement

“

Nearly **600,000**
of our customers are
on Social Tariffs

”

In the following pages of our Sustainability Report and Environmental, Social, and Governance (ESG) Statement, we offer:

About Thames Water

We serve communities along the River Thames, from the rolling hills of Gloucestershire to the coastline of Essex – spanning countryside, villages, towns, and the heart of London. Every day, we deliver over 2.6 billion litres of safe, clean drinking water to 10.7 million customers, and treat 4.3 billion litres of wastewater for 16.4 million people –reliably and on demand.

None of this would be possible without the natural water cycle. It's at the core of everything we do. Our mission is to provide high-quality drinking water and manage wastewater responsibly, while safeguarding this vital resource and the environment for generations to come.

As climate change intensifies, the challenges we face will grow. That's why understanding its impacts and forward planning is essential – so we can continue to serve our customers and protect the environment, today and into the future.

We have more than
9,000
employees

We serve
10.7 million
water customers

16.4 million
wastewater customers

We supply
2.6 billion
litres of water every day

We treat
4.3 billion
litres of wastewater
every day

We have
88
water treatment works

352
sewage treatment works

32,100 km
of water mains

109,500 km
of sewers

We self-generated
and used
474.6 GWh
of renewable energy

Our Purpose

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

Our Values and Behaviours

Take care

We put the health, safety and wellbeing of our colleagues, our customers, our communities and ourselves above all else

Be passionate about everything we do

We do everything with energy and enthusiasm, taking a can-do approach

Take ownership

We keep our promises and take action where it's needed to support our colleagues and our customers

Be respectful and value everyone

We challenge prejudice, discrimination and unacceptable behaviours wherever we see them

Reach higher, be better

We support each other to be the very best we can be by listening, learning and trying new ideas

Be proud, be blue

We always work together to do the best possible job for our customers

About Thames Water

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Sustainability snapshot

Water	Wastewater	Energy & Carbon	Community	Biodiversity
• 270,392 new smart meters installed this year • 15.1 % reduction in leakage (3-year-rolling average) from 2019/20 baseline • PCC 139.2 litres per person per day • 99.78 % compliance with abstraction licences	• Pollution Incident Reduction Plan updated • 25.44 % reduction in phosphorous emissions into our rivers • 100 % Event Duration Monitoring (EDM) compliance • 88.22 % discharge permit compliance • 100 % sludge management compliance • Thames Tideway Tunnel fully operational and transferred to Thames Water	• 474.6 GWh renewable energy generated and used • 253.3 GWh renewable electricity generated • 870.2 tCO₂e net emissions (market) • 511.2 tCO₂e/MI wastewater GHG (market) intensity • 63.9 tCO₂e/MI water GHG (market) intensity	• 3,105 customers supported through our customer assistance fund • 593,987 customers on social tariffs • 744,200 customers on Priority Service Register • 153 apprenticeships started • Introduced automatic enrollment onto social tariffs for eligible customers needing financial support • 14 sites improved for access and recreation (in year)	• 94.7 % Sites of Special Scientific Interest in favourable condition (% of Ha) • 100 % Sites of Special Scientific Interest favourable condition/ unfavourable recovering • 1 INNS site improved with biosecurity measures during the year • 36 sites were improved for biodiversity this year

Our plans and reports

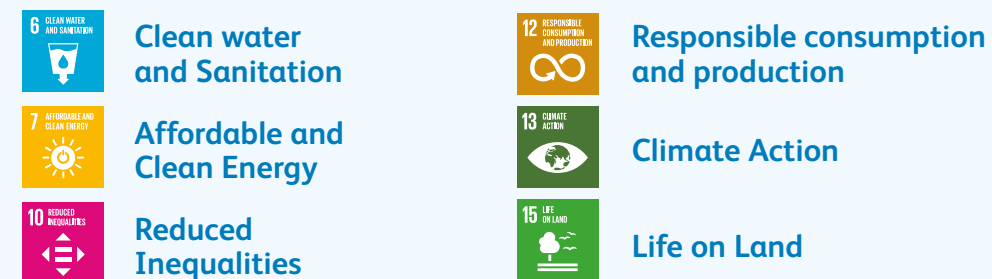


Acting local, delivering global

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice, and prosperity. These 17 goals provide a framework for achieving a more sustainable and equitable world by 2030.

The SDGs outline a shared roadmap for progress, but their success depends on collaboration across governments, businesses, civil society, and individuals. Collective action is essential.

As a provider of life's essential services, our commitment to sustainability is embedded in everything we do. We support the ambition of all 17 SDGs. However, we have identified six goals where we believe our impact is most significant and where we can drive meaningful change.



The infographic to the right illustrates how these six priority SDGs align with the water cycle highlighting our interactions with customers, communities, and the environment, and demonstrating how our work supports a more sustainable future.

Abstract from rivers and aquifers

- Protecting chalk streams
- Creating partnerships and wetlands
- Improving biodiversity
- Managing invasive species



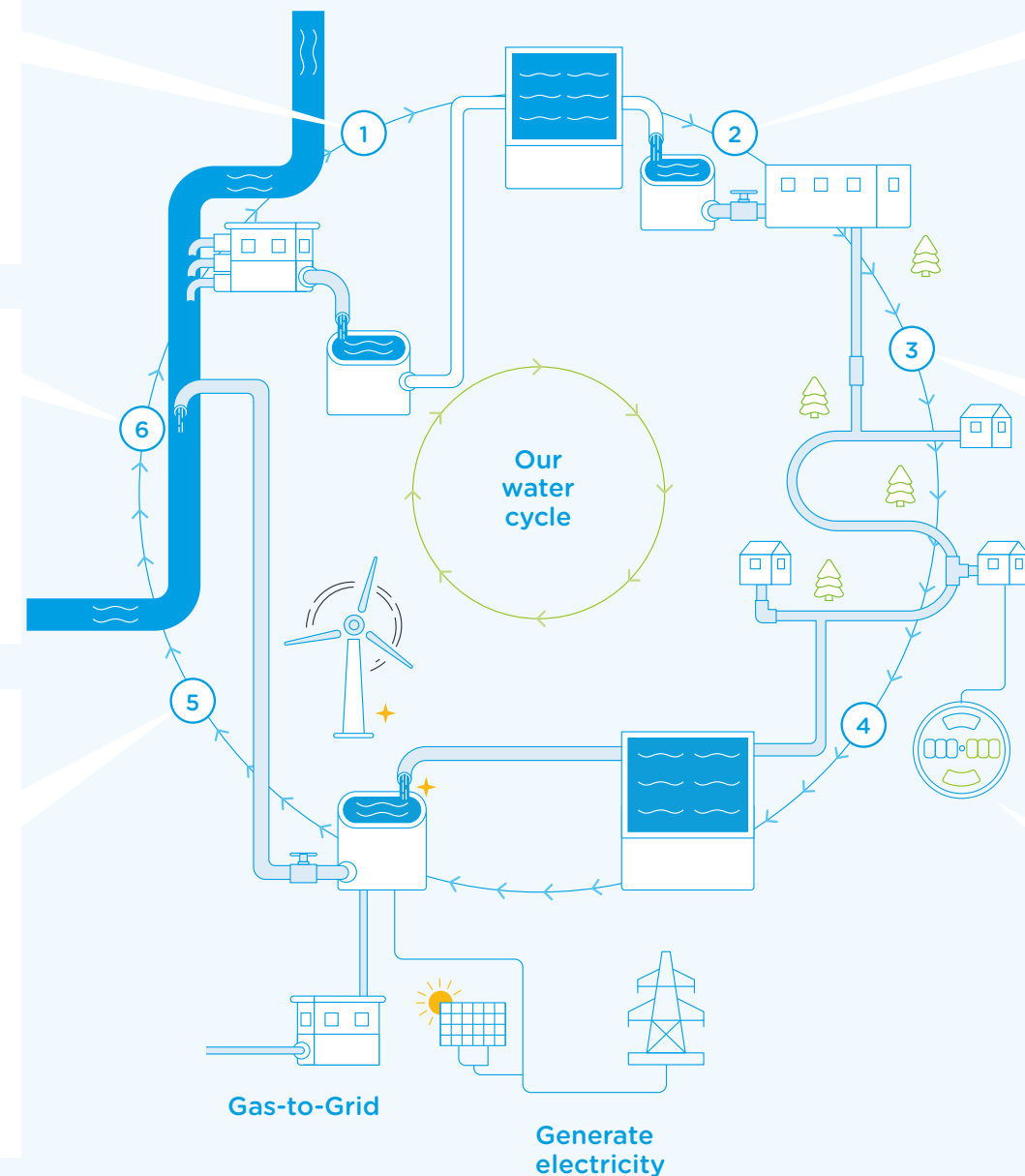
Safe return of clean water to the environment

- 88.22 % discharge permit compliance
- Pollution Incident Reduction Plan updated
- 25.44 % reduction in Phosphorus from discharges



Treat wastewater at our sewage treatment works

- Leading Ofwat-funded Sewage Sludge Pyrolysis research project
- Generated 26 % of our energy needs from renewable sources
- Treated 4.3 billion litres of wastewater each day
- 474.6 GWh of renewable energy generated



Clean water at our water treatment works

- Producing 2.6 billion litres of clean safe drinking water daily
- Water Resource Management Plan with 50-year outlook
- Working with Water Resources South East on Strategic Resource Options
- Supporting Water Aid



Deliver water to customers' homes and businesses via our network of pipes

- Provide safe and wholesome drinking water to 10.7 million customers daily
- 270,392 smart meters installed in 2025/26
- Financially supported 593,987 customers via social tariffs



Remove wastewater from customers' homes and businesses

- Safely treating the sewage of 16.4 million customers daily
- Thames Tideway Tunnel entered operation



Case studies

In this section we have nine case studies which explore the activities and actions we are taking that support how we are becoming more sustainable.

Smart Metering – empowering customers and driving water efficiency

Since installing our first smart meter in November 2015, we’ve rolled out approximately 1.4 million smart meters, primarily across London, and are now expanding into the Thames Valley. This programme is transforming how we manage water and empowering customers to make informed choices about their water use – central to our commitment to water efficiency and leakage reduction.

Smarter Data, Smarter Decisions

Smart meters have revolutionised our operations by providing real-time visibility of water usage. This has enabled us to detect over 103,000 customer-side leaks - instances where treated water escapes from private supply pipes between the property boundary and the building.

By identifying these leaks early, we’ve helped customers:

- Make timely repairs
- Reduce water consumption
- Lower their water bills

Thames Valley Rollout

Whilst continuing to install meters in London, we’re now expanding our rollout into the Thames Valley. Across our region, our smart metering programme is aiming to reach one million more homes by 2030, and three million by 2035.

This expansion isn’t just about installing meters - it’s about:

- Understanding customer behaviour
- Improving operational efficiency
- Delivering better outcomes for communities

One exciting benefit of the Thames Valley rollout is the opportunity to gain comparative insights into water usage across different property types and demographics, helping us tailor solutions more effectively.

Festival of Metering

To support the rollout, we hosted a Festival of Metering at our Walnut Court office in Swindon. The event brought together suppliers and frontline teams to build knowledge around metering and customer-side leakage (CSL).

- Over 500 colleagues attended
- Strong collaboration and engagement
- A shared commitment to innovation and customer service

Looking Ahead

As part of our AMP8 plans (2025–2030), we’re continuing to scale up smart metering and are planning to install over 1.1 million new Smart meters. We have made a good start and last year we installed 270,392 more smart meters in our region.

“It’s incredible to see how far we’ve come over the past decade and I’m excited about what’s next. Here’s to the next ten years and to installing another four million smart meters, helping even more customers use water wisely and efficiently.”

Mark Cooper

Head of Smart Metering and Demand Reduction



River Health - reducing pollution incidents

River health across the UK is under pressure. Many rivers fail to meet “Good” ecological status, with pollution from activities such as agriculture, landfill, wastewater processing and storm overflows all contributing. These challenges are intensified by ageing infrastructure, climate change, and population growth.

Our business plan aims to reduce baseline performance pollution incidents in our area by 30 % by 2030. We say baseline as the guidance for pollution reporting has changed in 2026, which will increase volumes. We will continue to publish an annual [Pollution Incident Reduction Plan](#) that outlines current actions, future plans, and performance tracking.

Our focus to improve resilience to extreme weather events. This includes reducing storm overflow discharges by at least 80 % by 2050, in line with national expectations.

Protecting and enhancing the natural environment - especially the health of rivers and wetlands - remains essential. At the same time, we must balance the cost of meeting environmental standards with keeping customer bills affordable.

Our approach remains structured around three themes:

- Prevention: Targeting higher pollution risk through asset investment and changes to working practices.
- Mitigation: Improving incident response to reduce environmental and community impact.
- Culture and Behaviour: Training staff to identify and act on environmental risks and educating customers on how their actions affect river health.

What are we doing?

Responding to Pollution
We’ve improved how pollution reports are assessed to enhance prioritisation and response times. This includes updates to our online reporting tool and improvements in how we view and process customer reports.

Virtual Technicians
Following a successful pilot, we’re rolling out 24/7 virtual technician coverage in our Operational Contact Centre, enabling round-the-clock assessment of pollution reports and better prioritisation of responses.

Environmental Guardians
Launched in early 2024, this volunteer programme empowers employees to monitor outfalls, gather baseline environmental data, and report potential pollution events.

Customer Education
We deliver targeted awareness campaigns and work directly with businesses to reduce sewer blockages. During AMP7, we visited over 53,000 Food Service Establishments, resulting in more than 6,000 installing grease management equipment. In AMP8, we’re expanding this work to reach more businesses, schools, hospitals and industrial premises, and revisiting those with existing equipment to ensure it remains effective and well-maintained.

Misconnections
Since 2021, our Environmental Protection team has identified 368 kitchen appliances and toilets that were mistakenly connected to the surface water system, sending waste directly into local watercourses instead of the foul sewer network. By redirecting these flows into the correct system, we’re removing a significant source of environmental harm.

“Improving river health is a long-term commitment, and every incremental step matters. By strengthening how we detect, assess, and respond to pollution risks, we’re building a more resilient approach that protects the environment and supports our communities.”

Sarah
Environmental Delivery Manager

Sewage Sludge Pyrolysis – innovating for a circular water economy

Thames Water is leading a groundbreaking £6.9 million innovation project, predominantly funded by Ofwat, to deliver the UK's first continuously operating, sludge-fed pyrolysis demonstration plant. This initiative sets a new benchmark for resource recovery and environmental innovation in the water industry.

Sewage sludge – a semi-solid by-product of wastewater treatment – is typically recycled to agricultural land or incinerated. While these methods are common, they present environmental and logistical challenges, especially as regulations tighten and land availability fluctuates.

The Innovation

Pyrolysis offers a transformative alternative to biosolids management. By heating sludge at high temperatures in the absence of oxygen, the process breaks down organic material into biochar, syngas, and bio-oil – valuable outputs that support a circular economy.

The project will use an integrated package plant that includes a thermal dryer, a continuous-feed pyrolysis reactor, and biochar handling. This approach enables smoother operation, higher throughput and improved overall efficiency.

Outputs and Benefits of Pyrolysis

- Syngas: A renewable fuel that is an alternative to natural gas. It can be used to power generators and engines enabling electricity and heat generation.
- Biochar: Can improve soils (by adding phosphorus), store carbon long-term, and be used in composite materials or to make activated carbon.
- Bio-oil: A potential feedstock for renewable fuels and chemicals.



Photo credit: AquaGreen ApS

Sewage Sludge Pyrolysis – innovating for a circular water economy

When completed the project will unlock multiple benefits including:

- Reduce the requirement for biosolids to be recycled to agricultural land
- Support a more circular economy
- Help destroy pollutants like microplastics and PFAS
- Contribute to net-zero carbon goals and environmental sustainability
- Increase operational resilience

This project is a collaborative effort involving:

- Cranfield University
- Southern Water
- Stantec Ltd
- Uisce Éireann
- Yorkshire Water
- Helsinki Region Environmental Services (HSY)

Completion is expected by the end of 2029, with the demonstration plant serving as a blueprint for future biosolids management across the UK and beyond.

“Pyrolysis has the potential to reshape how we think about biosolids. By converting sludge into useful products, this technology could offer a more resilient and circular approach to wastewater treatment. It’s an important step in exploring how innovation might support the future of our sector.”

Adam
Head of Engineering Innovation



Photo credit: AquaGreen ApS

Adapting to Climate Change - from droughts to downpours

Climate change is one of the biggest challenges our business is facing. Our goal is to maintain customer water and wastewater service and that our plans proportionately accommodate current and future risks such as climate change.

Every day, we deliver 2.6 billion litres of safe, clean drinking water to 10.7 million customers, and treat 4.3 billion litres of wastewater for 16.4 million people. This is only possible thanks to the planet's natural water cycle - a cycle increasingly disrupted by climate extremes.

Climate extremes are the new normal

In recent years, our operations have been tested by a series of unprecedented weather events:

- Droughts in 2022 and 2025
- Record UK temperature of 40.3°C in Coningsby, Lincolnshire
- Hottest years on record in 2022 and 2023
- Wettest 18-month period (Oct 2022 – Mar 2024) since 1836
- Warmest summer since 1884
- Driest spring in England in over a century in 2025
- Southern England saw its fourth wettest winter since 1836 and its wettest in over a decade in 2025-26

These events have challenged our ability to deliver services to customers. Whether it's too much water (flooding), too little water (drought), or water in the wrong place (sewer flooding), climate change is reshaping the landscape in which we operate.

Embedding climate resilience

Whilst the timing and severity of climate change impacts remain uncertain, our response is both proactive and strategic, embedding climate resilience into our long-term planning.



Adapting to Climate Change - from droughts to downpours

Key Actions:

Our Water Resource Management and Drainage & Wastewater Management Plans look decades ahead, with climate change explicitly factored in. We shaped our AMP8 plan (2025–2030) through active engagement with our:

- Customers and communities
- Regulators
- Customer Challenge Group (CCG)
- Supply chain
- Executive Team and Board leadership

This enables our plans to reflect the needs of all users and stakeholders, while positioning us to adapt effectively.

Reporting Progress: Adaptation Reporting Power (ARP4)

In our fourth [Adaptation Reporting Power submission](#) to the UK Government; we outlined:

- A comprehensive description of our business and climate challenges
- How we're embedding climate adaptation into our operations
- Case studies showcasing real-world actions we're taking to build resilience

This report reflects our commitment to transparency, accountability, and continuous improvement.

Looking Ahead: A Climate-Resilient Future

Providing safe, clean water and responsibly managing wastewater is at the core of what we do. As climate change intensifies, our resolve strengthens. We are building a future where lessons from past extremes inform smarter, more resilient systems, so we can continue to protect both our customers and the environment.



Oxford Fatberg - Tackling a 120-tonne fatberg

In June 2025, Thames Water undertook one of its most complex sewer clearance operations so far, removing a 120-tonne fatberg stretching over one kilometre through a trunk sewer beneath Oxford. Located 20 metres underground, this massive blockage posed serious operational and safety challenges, requiring meticulous planning and cross-functional collaboration.

Fatbergs are dense masses formed from congealed fat, oil, grease, and wet wipes. This particular fatberg had significantly elevated gas levels in the sewer, creating a hazardous environment for workers. The depth of the pipe, the scale of the blockage, and the need to maintain uninterrupted wastewater service for Oxford made the operation especially demanding.

Safety was the top priority. The team:

- Secured special permits for confined space entry.
- Safely vented built-up gases before entering the sewer.
- Took advantage of dry weather conditions to ensure a controlled environment.

Despite the challenges and associated risk, the operation was completed without incident, thanks to the dedication and expertise of Thames Water's teams.

Sewer Abuse and its Costs

Fatbergs are just one symptom of a wider issue - sewer abuse. In the past year alone, Thames Water cleared:

- 30,047 wet wipe-related blockages
- 16,356 fat, oil, and grease blockages
- 711 third-party blockages (e.g. concrete, building waste)

In total, Thames Water clears around 71,000 blockages annually, costing £40 million. Around 68 % of sewer flooding incidents are caused by improper disposal of waste.

Prevention: Everyone can help

To keep our sewers flowing, prevent future fatbergs, protect our environment and reduce the blockages and pollutions:

- Only flush the three Ps: pee, poo, and (toilet) paper.
- Dispose of cooking fats and oils in the bin once cooled.
- Take hazardous waste to local recycling or refuse sites.

You can learn more about preventing sewer blockages and fatbergs by following the links below:



I'm incredibly proud we were able to maintain the safety of our teams whilst continuing to provide wastewater services for our customers in the Oxford area.

Jamie

Senior Project Manager



Water Resources – looking ahead, regional thinking

Every day, we deliver 2.6 billion litres of clean, safe drinking water to 10.7 million customers. From homes and schools to hospitals and businesses, water is the lifeblood of our communities and the economy. But the security of this vital resource is under increasing threat.

Three major challenges are converging to put pressure on our water supply:

- **Climate Change:** Altered rainfall patterns and rising temperatures are affecting water availability
- **Population Growth:** More people means more demand for water
- **Environmental Protection:** We must reduce the amount of water we take from rivers and chalk streams to safeguard ecosystems

Despite common perceptions, the South East of England is one of the driest regions in the UK. In fact, London receives less annual rainfall than Rome, Istanbul, or Sydney. Our water resources are under pressure - and that pressure is growing.

What are we doing?

To address these challenges, we developed our Water Resources Management Plan 2024 (WRMP24) - a comprehensive strategy approved by the government in October 2024. This plan builds on our previous WRMP19 and aligns with the South East regional plan, setting a clear path to 2075.

Our WRMP24 outlines how we will:

- Tackle leakage across our network
- Promote water efficiency to make every drop count
- Invest in new infrastructure to increase resilience
- Balance supply and demand to avoid future shortfalls

This is not just about keeping taps flowing today - it's about providing water security for generations to come.



Water Resources – looking ahead, regional thinking

Regional Collaboration

We are a major part of Water Resources South East (WRSE), a partnership of six water companies working together to develop a coordinated regional response. By looking beyond individual company boundaries, we've identified solutions that:

- Deliver resilient water supplies more efficiently
- Provide wider benefits to communities and the environment
- Support long-term sustainability across the region

Looking Ahead

Water is essential for life, for livelihoods, and for the environment. Through WRMP24 and our collaboration with WRSE, we're taking innovative steps to adapt to climate change, support a growing population, and protect our natural resources.

We're not just planning for the next five years - we're shaping the long-term future of water in the South East.



“

Securing the South East's water future depends on long-term thinking and regional collaboration. By planning together, we can develop solutions that strengthen resilience, protect the environment, and ensure our communities have the water they need for decades to come.

”

Julie Morton

Interim Head of Water Resources

Wet Wipe Island – removing 5 million wet wipes

In a groundbreaking environmental operation, more than 100 tonnes of waste - including an estimated 5 million wet wipes - were removed from a 250-metre stretch of the River Thames foreshore near Hammersmith Bridge. The clean-up, a collaboration led by the Port of London Authority (PLA) with Thames Water and environmental charity Thames21, marked the UK's first mass wet wipe removal project of its kind.

The Problem

Over time, wet wipes - many falsely marketed as “flushable” - had accumulated and congealed into a dense, island-like formation on the riverbed. Measuring roughly the size of two tennis courts and reaching up to 1 metre high, this artificial island had:

- Altered the course of the river
- Threatened aquatic wildlife and local ecology
- Highlighted the hidden consequences of everyday flushing habits

Among the 114 tonnes of waste removed were not just wet wipes, but also towels, clothing, car engine parts, and even a set of dentures - a stark reminder of what ends up in our waterways.

Innovative Solutions

To tackle the clean-up with minimal environmental disruption, engineers developed a bespoke “rake and shake” method. Using two eight-tonne excavators, they carefully sifted through the island, separating waste from natural sediment and preserving the integrity of the riverbed.

- 200 cubic metres of waste were removed
- 15 skips were filled and disposed of responsibly

This method ensured that the clean-up was both effective and environmentally sensitive.



Wet Wipe Island – removing 5 million wet wipes

Driving Change

The operation served as a powerful visual of the damage caused by flushing plastic-containing wet wipes. Thames Water alone removes 3.8 billion wet wipes from its network annually. The clean-up aligned with the UK Government's draft legislation to ban plastic-containing wet wipes, reinforcing the urgent need for:

- Behavioural change at the household level
- Policy reform to prevent future pollution
- Infrastructure investment, including the [Thames Tideway Tunnel](#)

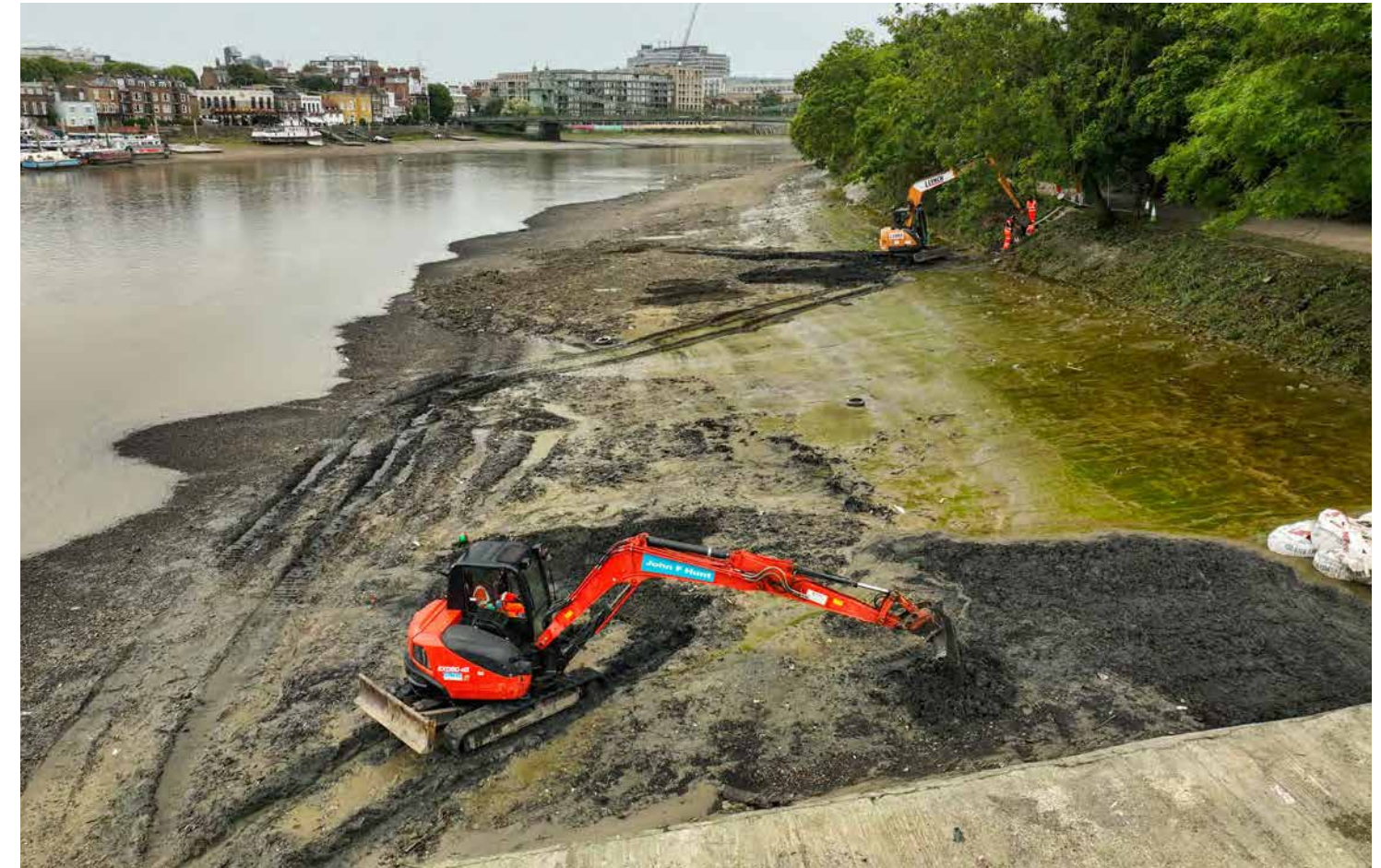
Impact and Legacy

This project not only restored a stretch of the Thames but also sparked a wider conversation about responsible waste disposal, urban waterway health, and the role of collaboration in environmental stewardship. It stands as a model for future clean-ups and a call to action for individuals, industries, and policymakers alike.

“The estimate of 5 million wet wipes is staggering. This ‘island’ was a direct result of people flushing away wet wipes containing plastic and shows the damage that is caused by putting the wrong things down your toilet. We’ve been pleased to collaborate with the PLA and Thames21 to tackle Wet Wipe Island; however, what our rivers need now is for people to change their behaviour.

John

Head of Tideway Integration Group at Thames Water



Our Water Future - Inspiring the next generation

With the looming threat of a one billion litres per day water shortfall by 2050, Thames Water is taking bold steps to engage the very generation that will be most affected - young people. Through its Strategic Resources team's educational outreach programme, thousands of children and teenagers across the region are being inspired to understand the challenges of water scarcity and become active participants in shaping sustainable solutions.

The Challenge - Climate change, population growth, and environmental pressures are converging to create a serious water supply crisis. Without urgent action, Thames Water forecasts a significant shortfall that could impact homes, businesses, and ecosystems. Today's youth will inherit this challenge - making it essential to involve them in the conversation now.

Engaging with Young Minds - From Steventon to Kingston, the education team has delivered a diverse mix of workshops, debates, and creative sessions tailored to different age groups and communities. These activities are designed to:

- Foster awareness of water issues
- Encourage critical thinking and curiosity
- Empower young people to see themselves as part of the solution

Empowerment Through Debate - In collaboration with Debate Mate, students in Kingston, Richmond, and Hounslow explored the Thames Drought Resilience Abstraction (TDRA) project, which aims to deliver up to 75 million litres of water per day during drought. Through structured debates, students weighed the environmental and social impacts of new infrastructure and explored the different perspectives of stakeholders within their communities. One student voiced concern about construction disruption but acknowledged the importance of water security - highlighting the nuanced thinking these sessions inspire.

Engineering Meets Curiosity - In Twickenham, nearly 100 Beavers, Cubs, and Scouts took part in hands-on sessions exploring tunnel construction and geology. Engineers brought history to life with 45 million-year-old fossils and a LEGO tunnel boring machine, making complex engineering concepts fun and accessible.



Our Water Future - Inspiring the next generation

Creative Design - Workshops focused on the proposed Oxfordshire reservoir, which will serve 15 million people across the South East. Using LEGO bricks, students imagined features like observation towers, nature centres, and wildlife trails—ideas that are now helping shape the site’s Masterplan. These sessions show how infrastructure can be designed not just for utility, but for community and connection with nature.

Building Resilience Through Education - With 2025 declared the warmest UK summer on record and England experiencing its driest spring in over a century, the urgency of water resilience is clearer than ever. Many Thames Valley customers experienced a hosepipe ban in 2025, underscoring the need for long-term solutions.

This programme helps young people not only understand the scale of the challenge but also see themselves as agents of change. By involving them early, Thames Water is fostering a generation that’s informed, engaged, and ready to advocate for sustainable water use.

Looking Ahead - Thames Water’s proposed infrastructure project - including the Oxfordshire reservoir and TDRA - are of national significance. The education team will continue to prioritise listening to young voices, integrating their ideas, and building a future where water is secure, accessible, and respected.



“We are exploring creative opportunities to engage children and young people, raising awareness of our proposed projects and bringing learning to life. Last autumn during the Statutory Consultation period for the reservoir, we facilitated debating workshops in schools around Abingdon to understand student views and opinions, while supporting Geography GCSE curriculum objectives

Emilie

Strategic Resources team Education Manager, Thames Water

SandSCAPE – Cleaning water with robots and innovation

Thames Water is leading a groundbreaking project called SandSCAPE (Science and Novel Devices for Sustainable Cleaning and Productivity Enhancement), which has received nearly £1.9 million in funding from Ofwat's Water Breakthrough Challenge. The goal is to revolutionise how we clean and maintain one of the oldest and most sustainable water treatment methods: slow sand filtration (SSF).

Making slow sand filters more productive - Slow sand filters have been providing clean, chemical-free drinking water for nearly 200 years, serving over 8 million people today. These filters work by allowing water to slowly pass through a bed of biologically active sand, naturally removing impurities. But there's a catch: over time, the sand gets clogged and needs to be cleaned.

Currently, cleaning SSF is a manual and disruptive process. Technicians must drain the filter, remove and wash the top layer of sand, and then restart the system. This not only wastes water and energy but also temporarily reduces the filter's capacity by up to 20%.

Using robots to clean the filter - SandSCAPE is testing underwater robotic technology to clean these filters without draining them. This could turn SSF into a continuously operating system, saving water, energy, and time - while protecting the delicate biological ecosystem within the filter.

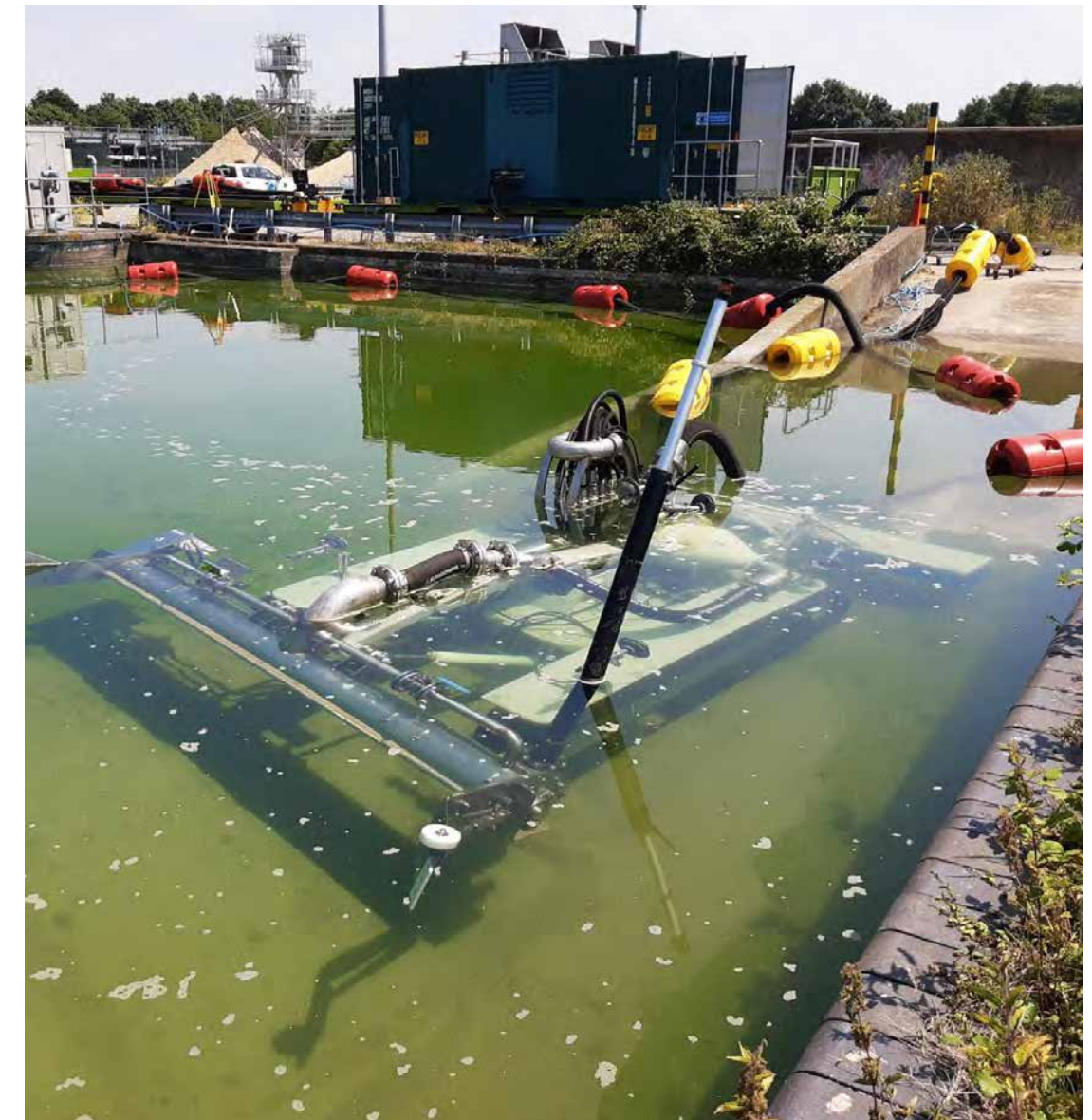
Two types of robots are being tested:

- One robot cleans and resets the sand in place, removing dirty water
- Another extracts sand and particles for external cleaning and processing

In addition to removing the need for manual cleaning, a robotic pond cleaner will tackle natural plant growth that can interfere with filter performance.

What are the benefits? - This project isn't just about robots - it's about sustainability, resilience, health & safety and smarter water management. By making SSF more efficient and less wasteful, SandSCAPE supports:

- Automating the process to make it more sustainable by reducing manual intervention and cutting both water and energy consumption.
- Climate resilience by ensuring reliable water treatment during extreme weather.
- Customer benefits through improved service and reduced operational disruptions.



SandSCAPE – Cleaning water with robots and innovation

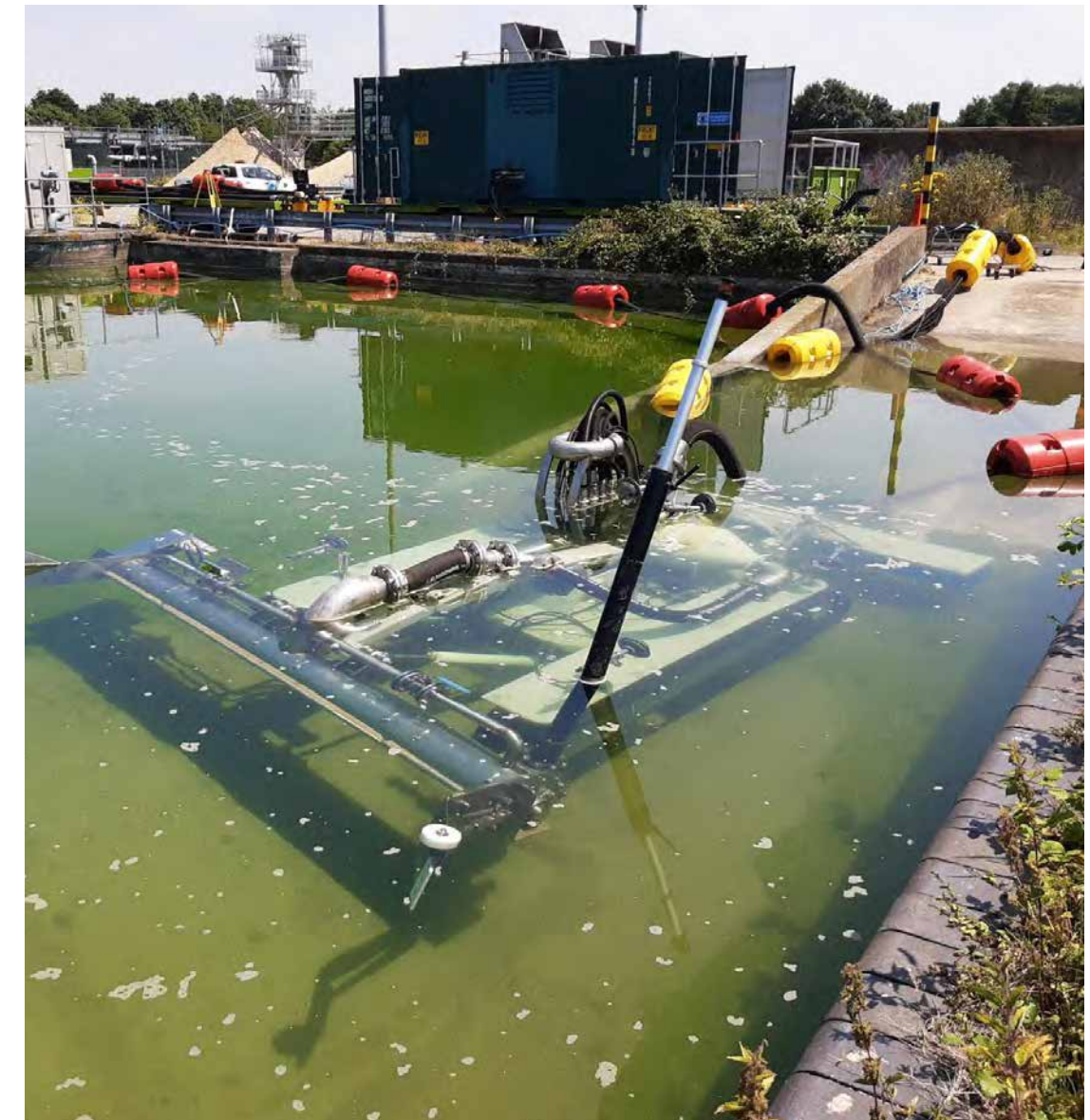
Collaboration - Thames Water is working with a consortium of partners including:

- South-West and Bournemouth Water
- Affinity Water
- Northumbrian, Essex and Suffolk Water
- Cranfield University
- Imperial College London
- Ross-Shire Engineering
- High Tech Alliance
- Panton McLeod

Together, we are exploring how robotic cleaning can reshape water treatment for the future. The project is set to be completed by October 2028, with findings expected to inform both upgrades to existing filters and the design of new systems.

“The SandSCAPE project will deliver significant benefits to both our customers and the environment. SandSCAPE is a testament to our commitment to sustainable and forward-thinking water management.”

Martin Padley
Water Operations Director,
Thames Water



ESG statement - Introduction

This is our eighth Environmental, Social and Governance (ESG) statement. It gives an overview of our ESG performance in one place to make it easier for you, our stakeholders, to find the ESG information you need.

The tables in the following pages bring together five years of data in an accessible and transparent format. As a company, we are committed to becoming more sustainable, promoting social responsibility, and maintaining high standards of governance in all aspects of our business. We continue to evolve and improve the data tables and believe that they provide a clear and balanced view of the company's performance against ESG measures.

Our goal is to provide a transparent and comprehensive overview of our ESG performance over the past five years.

Our ESG statement covers the following areas:



Our ambition is to create value for all of our stakeholders, including customers, employees, shareholders, and the communities where we operate. To help achieve this, we recognise that it is essential that we have, and demonstrate, a strong commitment to sustainability and ethical governance.

Environmental

In this section, we include metrics of our activities relating to minimizing the environmental impact of our operations. This includes efforts to manage carbon emissions, reduce leakage and pollution, improve water efficiency, and manage our resilience to the unavoidable impacts of climate change.



Environmental

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Water	Number of customers – water service (millions)	10.7	10.6	10.5	10.4	10.3	We supply clean, fresh drinking water to 10.7 million customers every day.	Annual Performance Report 2025/2026 Data Tables, 4R.28
	Compliance Risk Index - target 0.0	4.32	2.04	1.43	10.96	2.59	Our Compliance Risk Index performance this year was 4.32. Compliance Risk Index was designed by the Drinking Water Inspectorate to illustrate the risks arising from treated water compliance failures.	Annual Performance Report 2025/2026 Data Tables, 3A.3
	Daily water into supply (MI/d)	2568.31	2534.03	2524.25	2574.10	2547.60	We supply 2.6 billion litres of clean, fresh drinking water to 10.7 million customers every day.	Annual Performance Report 2025/2026 Data Tables, 6B.38
	Compliance with water abstraction licences (%)	99.78	99.97	99.79	99.84	99.97	During 2025/26, we achieved 99.78 % compliance with our daily water abstraction licences.	Thames Water Water Resources Team
	Leakage performance (MI/d), based on a rolling three-year average	571.1	584.3	591.9	598.3	603	Our 3-year rolling average leakage has reduced to 571.1 MI/d.	Annual Performance Report 2025/2026 Data Tables, 3D.2
	Leakage performance (MI/d), annual average	573.7	569.1	570.4	613.5	591.8	Our annual average leakage has increased this year to 573.7 MI/d.	Annual Performance Report 2025/2026 Data Tables, 3D.1
	Per Capita Consumption (l/p/d), annual average	139.2	137.8	138.2	138.7	143.9	Per Capita Consumption has increased this year to 139.2 litres per person per day.	Annual Performance Report 2025/2026 Data Tables, 3D.10
	Number of new smart meters installed	270,117	100288	126910	145494	163521	We installed 270,117 new smart meters this year.	Thames Water Smart Metering Team
Wastewater	Number of customers – wastewater service (millions)	16.4	16	15.9	15.6	15.6	We collect and treat the wastewater of 16.4 million customers every day.	Annual Performance Report 2025/2026 Data Tables, 4R.28
	Discharge Permit Compliance	88.22	98.69	99.22	99.48	98.96	This metric is the percentage of our treatment works that are compliant with their discharge permit conditions. Compliance decreased to 88.22 %, reflecting the introduction of tighter permit limits.	Annual Performance Report 2025/2026 Data Tables, 3A.5
	Wastewater treated (MI/d)	4,343	4,707	5,100	4,272	4,586	Over 4.3 billion litres of wastewater were treated at our sewage treatment works each day before being returned to rivers.	Annual Performance Report 2025/2026 Data Tables, 7C.13

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Wastewater	Event Duration Monitor (% compliance)	100	100	100	61.8	100	100% of confirmed storm overflows are fitted with event duration monitors (EDM). This link takes you to a map that provides near real-time storm discharge activity, as indicated by our EDM monitors. https://www.thameswater.co.uk/edm-map Note: this is a calendar year measure.	Thames Water Environmental Permitting Team
	Storm Overflows (Average number of spills per storm overflow)	17.94	39.4	27.9	17	31.9	The average number of spills per storm overflow has decreased to 17.94 this year.	Annual Performance Report 2025/2026 Data Tables, 3A.23
	Total Pollution Incidents per 10,000km of sewer length	35.42	43.13	32.12	30.37	24.87	Total pollution incidents per 10,000km of sewer length has reduced to 35.42 this year.	Annual Performance Report 2025/2026 Data Tables, 3A.24
	Serious Pollution Incidents	24	33	14	17	12	A total of 24 serious pollution incidents were recorded this year. These are defined as category 1 and category 2 pollution events.	Annual Performance Report 2025/2026 Data Tables, 3A.12
	Total sewage sludge produced (thousand tonnes dry solids/yr.)	371	374.5	365.6	353.9	371.7	Last year we treated 371 thousand tonnes of dry solids.	Annual Performance Report 2025/2026 Data Tables, 8A.3
	Sludge management compliance with regulations and codes of practice (%)	100	100	100	100	100	We were externally audited against the Biosolids Assurance Scheme standard in 2025 and found to be compliant.	Thames Water Bioresources Team
	Number of surface water management schemes delivered	0	47	19	5	3	Delivery for the first round of schemes in the AMP 8 Surface Water Management Programme is March 2027.	Thames Water Surface Water Management Team
	Volume of surface water disconnected from the public sewer system (m³)	0					Delivery for the first round of schemes in the AMP 8 Surface Water Management Programme is March 2027. Previously reported as "Area where surface water is disconnected from the public sewer system (Ha)".	Thames Water Surface Water Management Team
	Area where surface water is disconnected from the public sewer system (ha)		28.67	4.56	0.55	0.11	In AMP 7, we removed or attenuated surface water from 33.89 hectares of catchment, disconnecting it from our sewer system.	
Climate Economy	Traffic management waste recycled (kg)	24,025	34,712				This year we recycled 24,025kg of traffic management waste. The recycled material has been turned into new traffic cones and safety barriers.	Thames Water Sustainability Team
	Kg CO ₂ e avoided via traffic management waste recycling	57,148.5	82,164				Divergence from landfill and recovery of materials avoided over 57 tonnes of carbon emissions.	Thames Water Sustainability Team

Environmental

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Climate Change	Number of live Biomethane Gas-to-Grid installations	2	2	2	1	0	We have two biomethane gas-to-grid installations. Our AMP8 plans are focussed on electricity generation from CHP engines.	Thames Water Energy and Carbon Team
	Scope 1 emissions – water (kTCO ₂ e)	10.5	9.7	8.8	6.7	6.4	Includes fossil fuels, site process and fugitive emissions and vehicle transport (Fleet).	Thames Water Energy and Carbon Team
	Scope 1 emissions – wastewater (kTCO ₂ e)	758.6	220.2	215.9	213.7	222.5	In 2025/26 the water sector, in agreement with industry regulator Ofwat, has adopted an updated emissions factor for nitrous oxide (N O) emissions arising from the wastewater treatment process. This change reflects the adoption of the latest Intergovernmental Panel on Climate Change (IPCC) guidance and aligns the sector with the most up to date scientific evidence. As a consequence of this change, total greenhouse gas emissions attributed to wastewater treatment have increased.	Thames Water Energy and Carbon Team
	Scope 2 emissions (Market) – water (kTCO ₂ e)	0	1.6	0.002	0.0015	0	Market-based Scope 2 emissions for water were zero in 2025/26 following the completion of the 2024/2025 electric vehicle trial.	Thames Water Energy and Carbon Team
	Scope 2 emissions (Market) – wastewater (kTCO ₂ e)	0	0.3	0.004	0.0031	0	Market-based Scope 2 emissions for wastewater were zero in 2025/26 following the completion of the 2024/2025 electric vehicle trial.	Thames Water Energy and Carbon Team
	Scope 2 emissions (Location) – water (kTCO ₂ e)	87.9	103.6	104.7	98.0	96.3	Location-based Scope 2 emissions for water decreased following the securing of REGOs for third-party solar electricity.	Thames Water Energy and Carbon Team
	Scope 2 emissions (Location) – wastewater (kTCO ₂ e)	76.9	87.5	82.9	75.7	72.9	Location-based Scope 2 emissions for wastewater decreased following the securing of REGOs for third-party solar electricity.	Thames Water Energy and Carbon Team
	Scope 3 emissions (Market) – water (kTCO ₂ e)	49.5	42.1	46.9	47.7	32.0	Market-based Scope 3 emissions for water increased due to higher third-party emissions and small increases in business travel, fuel-related emissions and chemical use.	Thames Water Energy and Carbon Team
	Scope 3 emissions (Market) – wastewater (kTCO ₂ e)	67.4	78.5	84.4	93.1	81.4	Market-based Scope 3 emissions for wastewater decreased due to lower emissions from outsourced operations, chemicals and waste management activities.	Thames Water Energy and Carbon Team
	Scope 3 emissions (Location) – water (kTCO ₂ e)	72.3	64.7	70.2	71.1	55.1	Location-based Scope 3 emissions for water increased due to higher third-party emissions and small increases in business travel, fuel-related emissions and chemical use.	Thames Water Energy and Carbon Team
	Scope 3 emissions (Location) – wastewater (kTCO ₂ e)	87.3	98.1	103.0	111.2	99.7	Location-based Scope 3 emissions for wastewater decreased due to lower emissions from outsourced operations, chemicals and waste management activities.	Thames Water Energy and Carbon Team
	GHG emissions intensity (Market) – water (kgCO ₂ e/MI)	63.9	67.1	60.3	57.9	41.6	Market-based GHG emissions intensity for water decreased.	Thames Water Energy and Carbon Team
	GHG emissions intensity (Market) – wastewater (kgCO ₂ e/MI)	511.2	171.2	158.4	192.5	178.3	Market-based GHG emissions intensity for wastewater increased, as noted in Scope 1 emissions – wastewater (kTCO ₂ e) commentary.	Thames Water Energy and Carbon Team
	GHG emissions intensity (Location) – water (kgCO ₂ e/MI)	182.3	224.3	199.3	187.5	170.6	Location-based GHG emissions intensity for water decreased.	Thames Water Energy and Carbon Team

Environmental

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Climate Change	GHG emissions intensity (Location) – wastewater (kgCO ₂ e/MI)	574.6	234.7	212.4	251.8	232.8	Location-based GHG emissions intensity for wastewater increased, as noted in the Scope 1 emissions – wastewater (kTCO ₂ e) commentary.	Thames Water Energy and Carbon Team
	Total electricity consumed (GWh)	1254.4	1274.6	1260.4	1248.9	1244.3	In 2025/26 our electricity consumption decreased.	Thames Water Energy and Carbon Team
	Grid electricity consumed (GWh)	931	913.9	905.7	897.9	874.6	Thames Water purchases 100% renewable electricity from its suppliers. Grid electricity consumption is affected by a number of operational and seasonal factors. For example, the amount of pumping required around our network and availability of on site renewable generation.	Thames Water Energy and Carbon Team
	Renewable grid electricity consumed (GWh)	931	913.9	905.7	897.9	874.6	Thames Water purchases 100% renewable electricity from its suppliers. Grid electricity consumption is affected by a number of operational and seasonal factors. For example, the amount of pumping required around our network and availability of on site renewable generation.	Thames Water Energy and Carbon Team
	Renewable electricity self-generated (GWh)	253.3	249.5	268.5	266.8	297.1	Renewable electricity is self-generated and used on site through CHP, SPG, wind and solar PV assets. One additional solar generating station was installed during 2025/26.	Thames Water Energy and Carbon Team
	Renewable energy self-generated (GWh)	474.6	475.3	497.6	488.5	486.1	Renewable energy includes electricity and heat generated and used on site through CHP, SPG, wind, solar PV assets and process boilers.	Thames Water Energy and Carbon Team
	Renewable electricity self-generated consumed (%)	20.2	19.5	21.1	21.3	23.8	20.2% of total electricity consumption was met using renewable electricity generated by our own CHP, SPG, wind and solar PV assets and consumed on site.	Thames Water Energy and Carbon Team
	Renewable energy self-generated consumed (%)	25.5	25.8	27.3	27.1	27.2	25.5% of total energy consumption was met using renewable energy generated by our own CHP, SPG, wind and solar PV assets and heat, and consumed on site.	Thames Water Energy and Carbon Team

Environmental

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
River Health	Average Bathing Water Quality Classification Score (%)	44.3					An average bathing water quality classification score of 44.3 % was recorded. This metric reflects Environment Agency classifications of bathing waters, weighted across three sites. This is a new measure for AMP 8.	Annual Performance Report 2025/2026 Data Tables, 3A.18
	% reduction of phosphorus emissions into our rivers	25.44					A 25.44 % reduction in phosphorus emissions from wastewater treatment works was achieved against the 2020 baseline. This is a new measure for AMP 8.	Annual Performance Report 2025/2026 Data Tables, 3A.25
Biodiversity	Biodiversity – Sites of Special Scientific Interest in favourable condition (% of Ha)	94.7	94.7	94.7	94.5	94	Natural England have classified that 94.68 % (hectares) of our SSSI land are considered to be in a healthy state and are being conserved by appropriate management.	Thames Water Biodiversity Team
	Biodiversity – Sites of Special Scientific Interest favourable condition/ unfavourable recovering (%)	100	100	100	99.8	100	100 % of our SSSI land area is classified as ‘favourable’ or ‘unfavourable recovering’ by Natural England.	Thames Water Biodiversity Team
	Number of sites improved for biodiversity (in year)	36					A total of 36 sites were improved for biodiversity during the year. This measure was previously reported alongside access and recreation and is now disclosed separately.	Thames Water Biodiversity Team
Invasive Species	INNS - Number of sites with improved biosecurity measures (in year)	1	0	0	0	0	One site was improved with enhanced biosecurity measures during the year, including installation of washdown stations and signage.	Thames Water Biodiversity Team
Policies	Environment Policy	Yes	Yes	Yes	Yes	Yes	We are committed to continually improving our environmental performance, protecting and enhancing the environment in which we operate, preventing pollution and sustainably managing water resources.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Climate Change Policy	Yes	Yes	Yes	Yes	Yes	We believe that a twin track approach of managing the unavoidable impacts of climate change on our business (‘adaptation’), combined with a reduction in our greenhouse gas emissions (‘mitigation’), is essential if we are to manage the challenges that climate change represents.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Biodiversity Policy	Yes	Yes	Yes	Yes	Yes	To balance the needs of the animals, plants, birds and insects that call our sites home we are committed to continually improving our biodiversity performance at those sites and beyond, whilst aiming to deliver our services in the most sustainable way.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies

Social

In this section, we cover metrics relating to our social commitment and being a responsible employer. This includes local communities, diversity, equity and inclusion (DEI), employees, data protection, privacy and customer satisfaction.



Social

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Customer	C-MeX - scored out of 100	50.13	61.44	64.86	67.06	68.86	Our C-Mex score is now 50.13. We have improved our industry performance and rank 16th out of 17 WaSCs.	Annual Performance Report 2025/2026 Data Tables, 3B.10
	D-MeX- scored out of 100	75.9	79.88	74.49	80.46	79.64	Our D-MeX score has improved to 75.9. We have improved our industry performance and rank 14th out of 17 WaSCs.	Annual Performance Report 2025/2026 Data Tables, 3B.17
	Priority Services Register, number of customers registered	744,200	619,253	450,375	358,899	280,000	We have increased the number of customers on our Priority Services Register to 744,200.	Thames Water Customer Strategy Team
	Number of customers helped to pay their water bills through our customer assistance fund	3,105	2,970	3,357	9,608	5,000	We helped support 3,105 customers to pay their water bills through our customer assistance fund.	Thames Water Customer Strategy Team
	Customers on social tariffs (WaterHelp and WaterSure) (No.)	593,987	408,670	358,357	306,506	267,033	We are now helping 593,987 customers on our WaterSure and/or WaterHelp schemes. For qualifying customers, these schemes cap and/or reduce charges.	Thames Water Customer Strategy Team
	Internal sewer flooding (incidents per 10,000 sewer connections)	1.43	1.83	1.88	1.91	3.46	Internal sewer flooding has reduced to 1.43 incidents per 10,000 sewer connections.	Annual Performance Report 2025/2026 Data Tables, 3A.21
	External sewer flooding (incidents per 10,000 sewer connections)	17.75	20.05	21.45			External sewer flooding has reduced to 17.75 incidents per 10,000 sewer connections.	Annual Performance Report 2025/2026 Data Tables, 3A.19
Community	Number of sites improved for access and recreation (in year)	14					Last year, 14 sites were improved to enhance public access and recreational use, increasing availability of community green spaces. This measure was previously reported alongside biodiversity improvement and is now disclosed separately.	Thames Water Nature Reserves Team
	Number of collaborative streetworks projects delivered	14					This is our new bespoke performance commitment that rewards us for delivering streetworks interventions collaboratively through a ‘Dig-Once’ approach to investment in London. This is a new measure for AMP 8.	Annual Performance Report 2025/2026 Data Tables, 3A.31
Health & Safety	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 - https://www.thameswater.co.uk/about-us/governance/our-policies-and-internal-policy
	Lost time injury frequency rate - Employee (over 1 day per 100,000 working hours)	0.15	0.15	0.12	0.18	0.15	Our lost time injury frequency rate (LTIFR) was maintained in the reporting year.	Thames Water Health, Safety & Wellbeing Team
	Number of lost time injuries - Employee	28	25	21	22	27	A total of 28 lost time injuries were recorded among Thames Water employees this year, representing an increase on the previous year.	Thames Water Health, Safety & Wellbeing Team

Social

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Health & Safety	Number of fatal employee accidents	0	0	0	0	0	There were no fatal employee accidents in the reporting year.	Thames Water Health, Safety & Wellbeing Team
	Number of customer or community accidents	0	0	0	0	0	There were no customer / community accidents in the reporting year.	Thames Water Health, Safety & Wellbeing Team
	Number of fatal customer or community accidents	0	0	0	0	0	There were no fatal customer / community accidents in the reporting year.	Thames Water Health, Safety & Wellbeing Team
	Contractor - Lost time injury frequency rate (over 1 day per 100,000 working hours)	0.10	0.05	0.13	0.15	0.15	The contractor lost time injury frequency rate increased to 0.10 during this reporting year.	Thames Water Health, Safety & Wellbeing Team
	Contractor - Number of lost time injuries	23	11	20	10		A total of 23 contractor lost time injuries were recorded this reporting period.	Thames Water Health, Safety & Wellbeing Team
	Number of fatal contractor accidents	0	0	0	1		There were no fatal contractor accidents in the reporting year.	Thames Water Health, Safety & Wellbeing Team
	Number of lost time injury days (employee and contractor)	1143	844	2792	1183	1309	Lost time injury days increased to 1,143 this year, including one incident resulting in an extended absence.	Thames Water Health, Safety & Wellbeing Team
Corporate Responsibility	Charitable grants and community investment (£million)	0.45	0.12	0.145	1.13	0.93	A total of £0.45 million was invested in charitable grants and community initiatives, including support for a community investment fund, a microgrants fund, and the launch of a new partnership with London Youth Rowing.	Thames Water Corporate Responsibility Team
	Charitable grants projects (No.)	20	36	34	43	97	A total of 20 projects were supported through the microgrants scheme, with grants of up to £5,000 awarded.	Thames Water Corporate Responsibility Team
	Community projects supported (No.)	16	0	14	40	68	A total of 16 community projects were supported, including 13 projects funded through the ActionFunder grant programme (up to £50,000 per project) and the launch of a multi-year partnership with London Youth Rowing.	Thames Water Corporate Responsibility Team
	Employee choice charity support (£k)	15,000	120,519	26,000	72,543	72,542	We ended our Macmillan partnership having raised a total of £161k over 2.5 yrs. Our new employee choice charity is London and Thames Valley Air Ambulance.	Thames Water Corporate Responsibility Team
	WaterAid support (£K)	207	156.3	233	140	108	£207k was contributed to WaterAid this year, including funds raised through corporate events, as part of the third year of the Madagascar project.	Thames Water Corporate Responsibility Team
	Employee volunteering (Hours)	4,597	4,966	4,670	3,724	2,602	Last year, our employees volunteered for nearly 4,600 hours.	Thames Water Corporate Responsibility Team
Human Resources	Equity, diversity and inclusion policy/statement	Yes	Yes	Yes	Yes	Yes	Our equity, diversity and inclusion statement provides employees and managers with the knowledge, guidance and support needed to ensure Thames Water is a diverse and inclusive great place to work.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Employee diversity (% female employees)	32	31	32	32	32	32% of our whole business salaried employees are female.	Annual Report 2025/2026, p22
	Manager diversity (% female managers)	32	32	32	32	33	32% of our management level salaried employees are female.	Thames Water Human Resources Team

Social

Metric		2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Human Resources	Executive diversity (% female)	33	38	43	42	36	33 % of our executive team are female.	Annual Report 2025/2026, p22
	Number of direct employees	8,472	7,824	7,934	7,869	7,453	Salaried employees only. All Company employees are based in the United Kingdom.	Annual Report 2025/2026, p130
	Number of contractors	83	53	70	114		Contractors are defined as employees who are not directly employed by Thames Water but who occupy a permanent position in the headcount structure.	Thames Water Human Resources Team
	Number of organic new hires	987	281	-58			Organic new hires refer to the number of new employees joining the organisation, minus employee attrition.	Thames Water Human Resources Team
	Number of apprenticeships started	153	71	100	125	106	153 people started apprenticeships with Thames Water this year	Thames Water Human Resources Team
	Number of apprenticeship qualifications available	41	35	33	27	25	Thames Water offers 41 different apprenticeship qualifications.	Thames Water Human Resources Team
	Employee turnover - Total (%)	9	10	17	18	15	Last year our total employee turnover was 9 %.	Thames Water Human Resources Team
	Employee turnover - Voluntary (%)	6	8	12	13	13	Last year our voluntary employee turnover was 6 %.	Thames Water Human Resources Team
	Employee training (thousand days)	32.8 circa	31.5 circa	34.5 circa	25.5 circa	16.6 circa	During 2025/26 there were circa 32.8 thousand training days.	Thames Water Human Resources Team
	Employee absenteeism rate (%)	3	3	3	3	7.43	The rate is calculated by dividing the total number of sickness absence days in a 12-rolling months period by number of total number of planned working days in the same period.	Thames Water Human Resources Team
	Employee relations – strikes (No.)	0	0	0	0	0	There were no strikes in 2025/26.	Thames Water Human Resources Team
	Gender pay gap (%)	3.4	5.5	5.2	5.3	9.1	Last year, our gender pay gap reduced to 3.4 % . It is the difference in the average earnings between men and women, regardless of the work they do.	Annual Report 2025/2026, p22
	Employee engagement survey engagement score (%)	71		80	69	69	71 % of our colleagues responded to our annual engagement survey in April 2025.	Annual Report 2025/2026, p20
	Human Rights issues addressed	Yes	Yes	Yes	Yes	Yes	We acknowledge and operate in accordance with the United Nations 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 which ensure we’re compliant with these requirements, and they’re enforced throughout our business.	Annual Report 2025/2026, p52
	Statement on Modern Slavery	Yes	Yes	Yes	Yes	Yes	Our 2025 Modern Slavery Act statement can be found on our website.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Whistleblowing	Yes	Yes	Yes	Yes	Yes	We have a 24 hour anonymous "Speak-Up" facility, enabling robust reporting of whistleblowing and other staff concerns.	Annual Report 2025/2026, p52

Social

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Supply Chain	Procurement spend (£billion)	3.8	3.1	2.72	2.3	1.95	Last year our procurement spend was £3.8 billion.	Thames Water Procurement Team
	Average days taken to pay supplier on receipt of correct invoice (no. of days)	57	59	54	54	54.4	Last year the average days taken to pay supplier on receipt of correct invoice was 57 days.	Thames Water Procurement Team
	Number of strategic frameworks	165	177	164	165	175	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. Our partners are a big part of our success.	Thames Water Procurement Team
	Number of unique suppliers in strategic framework arrangement	440	473	450	433	431	We have a diverse network of suppliers delivering everything from everyday equipment to operations and maintenance services. They range from large multi-nationals to small micro businesses.	Thames Water Procurement Team
	Number of contractors/suppliers with a valid Achilles H&S audit	503	479	505	538		As part of our focus on “Zero Compromise,” we have a process for assessing the health and safety competency of our contractors and suppliers. Assessments are conducted independently on our behalf by the Achilles organisation using the utilities verification and assessment scheme UVDB verify.	Thames Water Procurement Team
	Honest and Ethical Behaviour policy	Yes	Yes	Yes	Yes	Yes	To provide the best possible service and safeguard our employees, we’re committed to conducting all aspects of our business in an honest, ethical and transparent manner. Our honest and ethical behaviour policy applies to our supply chain.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
Legal	Environmental prosecutions (No.)	0	0	1	0	2	No environmental prosecutions were concluded during the year.	Thames Water Legal Team

Governance

In this section we focus on metrics relating to governance, transparency, accountability, and ethical behaviour. We also include board diversity and structure, corruption and bribery, tax strategy and executive remuneration.



Governance

	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
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 2025/2026, p55
	Country of incorporation	UK	UK	UK	UK	UK	Thames Water operates solely in the South East of England. Our operating area follows the River Thames and stretches from Gloucestershire to Essex, covering countryside, villages, towns and our capital city of London.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-structure
	Board governance detailed and reported in Annual Report and Annual Performance Report	Yes	Yes	Yes	Yes	Yes	We describe compliance with the UK Corporate Governance Code 2018 in our Annual Report 2025/26.	Annual Report 2025/2026, p54
	Compliance with UK Corporate Governance Code Statement.	Yes	Yes	Yes	Yes	Yes	The Board ensures that the Company’s governance processes align with the UK Corporate Governance Code 2018, which applies to 2025/26, and Ofwat’s Principles of Board Leadership, Transparency and Governance, which are built into our own governance framework.	Annual Report 2025/2026, p54
	Independent Chairman	Yes	Yes	Yes	No	No	Sir Adrian Montague was appointed chairman in July 2023 and was independent on appointment.	Annual Report 2025/2026, p61
	Independent Board members (%)	67	67	50	55	55	The board is chaired by Sir Adrian Montague and consists of 3 Executive Directors and 8 Independent Non-Executive Directors, as of 31st March 2026.	Annual Report 2025/2026, p53-54
	Female Board members (%)	8	8	30	36	36	1 of 12 board members (8 %) are female.	Annual Report 2025/2026, p53-54
	Publicly report on Executive reward and remuneration	Yes	Yes	Yes	Yes	Yes	Our approach is grounded in a clear set of remuneration principles. These include reinforcing a strong performance culture, aligning remuneration with the Company’s strategic priorities, and ensuring outcomes are appropriately linked to value delivered for customers, the environment and wider stakeholders.	Annual Report 2025/2026, p76-92
	Corporate structure and explanation included in Annual 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 2025/2026, p55
	Provision in place to prevent disempowerment of investors	Yes	Yes	Yes	Yes	Yes	Thames Water Utilities Limited Articles of Association set out rules governing the Board, its directors, and shareholders.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-structure
	Political donations	No	No	No	No	No	We do not make political donations.	Annual Report 2025/2026, p93
Financial	Net pension surplus/deficit (£ million)	3.5	-86.2	-119.1	-176	-245	As of 31 March 2026, the net pension surplus was £3.5 million.	Annual Report 2025/2026, p150
	Regulatory CapitalValue (£billion)	22.7	21	19.9	18.9	16.6	The regulatory capital value (“RCV”) has been developed by Ofwat as a measure of the regulatory net book value of our assets. In the last financial year the RCV increased to £22,725 million.	Annual Report 2025/2026, p39

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	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
Financial	Underlying revenue (£million)	3,616	2602.6	2,401	2,180.7	2,092.0	Underlying revenue of £3,616 million represents an increase of £1,013 million (+39 %), compared with FY25. This increase was driven primarily by rises in our charges for water, wastewater and retail services, in line with our allowed tariff increase of 35 %.	Annual Report 2025/2026, p38
	Credit Rating	Caa3 stable	Caa3 stable	Baa3 negative	Baa2 stable	Baa2 stable	At the end of the reporting year, our credit rating was Caa3 stable.	Annual Report 2025/2026, p40
	Publicly available clear and transparent position on tax strategy	Yes	Yes	Yes	Yes	Yes	Our current tax strategy is available on our website.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Publicly available clear and transparent position on finances and financial structure	Yes	Yes	Yes	Yes	Yes	Our finances and financial structure are explained within our Annual Report 2025/2026.	Annual Report 2025/2026, p37-40, p55
	Underlying Operating Profit (£million)	1,282	556.1	445	271.6	344.4	Our underlying operating profit for the year was £1,282 million.	Annual Report 2025/2026, p38
	Tax paid (£million)	225	206	287	258	218	During this financial year, we paid significant contributions to HMRC totalling £225 million in business rates, national insurance contributions, PAYE and other taxes.	Annual Report 2025/2026, p38
	Dividends paid to external shareholders (£million)	0	0	0	0	0	No dividends were paid to shareholders in 2025/26	Annual Report 2025/2026, p39
	Bad debt (%)	3.6	3.8	4.3	4.0	3.2	Our total bad debt charge has reduced to 3.6 % of total household appointed revenue.	Annual Report 2025/2026, p38
	Outcome delivery incentive performance penalties (£million)	-140.075	-68.163	-38.564	-82.277	-35.528	Our performance this year means that we have incurred both penalties and rewards. The amount we incur is also known as outcome delivery incentives (ODI) and depends on how far we've missed or exceeded the target for an individual performance commitment, and specific calculation rules set by Ofwat.	Annual Performance Report 2025/2026, p11
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 2025/2026, p41-47
Stakeholder	Stakeholder engagement programme	Yes	Yes	Yes	Yes	Yes	Listening to and constructively engaging with our stakeholders throughout the year helps to shape and improve our decision-making, strengthen relationships and supports progress on the issues and outcomes that matter most to the people and places we serve.	Annual Report 2025/2026, p35-36

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	Metric	2025/26	2024/25	2023/24	2022/23	2021/22	Comments	Data Source
ESG	Environment, Social and Governance (ESG) Statement	Yes	Yes	Yes	Yes	Yes	As part of our commitment to increase transparency of the organisation we have developed this ESG Statement.	This Document
Policies	Public Value policy (Formerly Corporate Responsibility policy)	Yes	Yes	Yes	Yes	Yes	Our aim is to understand what others expect of us and to look for opportunities to work in partnership with them. We aim to be responsive to the needs of all our stakeholders, including our customers, employees, government, shareholders, investors, regulators, suppliers, alliance partners, and the wider community in which we operate.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Data protection policy (and privacy policy)	Yes	Yes	Yes	Yes	Yes	Our data protection policy sets out the data protection principles and obligations under the Data Protection Act 2018 with which we must comply. Our Thames Water privacy notice is available on our website. It explains how we process the personal data of our customers and other individuals with whom we have contact. We have a separate privacy notice outlining how we process our employees’ data. We regard sound privacy practices as a key element of corporate governance and accountability.	Internal policy
	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.	Internal policy
	Honest and Ethical Behaviour policy	Yes	Yes	Yes	Yes	Yes	To provide the best possible service and safeguard our employees, we’re committed to conducting all aspects of our business in an honest, ethical and transparent manner. Employees undertake mandatory Ethical Behaviour training annually.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Sustainability policy	Yes	Yes	Yes	Yes	Yes	Striking a balance, doing the right thing for people, for the performance of our business and for the natural environment is what being more sustainable means to us.	Thames Water website - https://www.thameswater.co.uk/about-us/governance/our-policies
	Procurement policy/standard	Yes	Yes	Yes	Yes	Yes	Our procurement standard incorporates our position on maintaining a sustainable supply chain and sets out how we source and procure all goods and services across the business responsibly, ethically and sustainably.	Internal policy



This document covers the period 1 April 2025 to 31 March 2026.
All data within this report is correct at the time of publication.