



Consumer Involvement Rule Our Forward Plan

June 2026



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1. Understanding how Thames Water listens to customers

1.1.A simple guide to our Consumer Involvement Plan

2. Why are we sharing this?

2.1.Water is an essential service, and the decisions we make can affect millions of people every day.

2.2.Whether we're investing in new infrastructure, improving customer services, responding to incidents or planning for the future, we know those decisions can have a real impact on customers and communities.

2.3.That's why understanding what matters most to the people we serve is so important.

2.4.This guide explains how we'll listen to customers, how feedback helps shape our decisions and how we'll show the difference customer involvement makes.

3. What are we already doing?

3.1.We know that listening to customers is important. That's why we gather feedback every day, using what we learn to make changes and improvements to our services.

3.2.The Consumer Involvement Rule builds on these existing activities. It introduces new expectations around identifying decisions that are likely to have a probable material impact on customer matters and being clear about how customer views have influenced those decisions.

4. What's the Consumer Involvement Rule?

4.1.The Consumer Involvement Rule was introduced by Ofwat, the regulator for water companies in England and Wales.

4.2.The Rule requires water companies to involve customers in decisions that are likely to have a probable material impact on customer matters.

4.3. In practice, this means we should understand customers' views, consider those views when making important decisions, learn from customer feedback and explain how customer views have influenced our actions.

5. How do we listen to customers?

5.1. We gather feedback in lots of different ways, including surveys, focus groups, workshops, consultations and day-to-day interactions.

5.2. Each year, we speak to thousands of customers to understand their experiences and priorities.

5.3. We also work with independent research specialists and customer representatives who help provide challenge and different perspectives.

6. How does customer feedback influence decisions?

6.1. Customer feedback helps us understand what's important to customers and where we should focus our efforts.

6.2. Customer insight is one of several factors we consider when making decisions.

7. Which decisions involve customers?

7.1. Not every decision has the same impact on customers.

7.2. We've also carried out research with customers to understand the types of issues they consider to have the biggest impact on their lives. Their views have helped shape how we identify decisions that are likely to have a probable material impact on customer matters.

7.3. Where decisions are likely to have a probable material impact on customer matters, we'll make sure customer views are considered as part of the decision-making process.

8. What happens after a decision is made?

8.1. We'll continue gathering feedback to understand how customers experience our services and the impact of our decisions in practice.

8.2. We'll use those lessons to help improve future decisions and services.

9. How will we report back?

9.1. We'll publish information each year explaining how customer views have been considered in decisions that are likely to have a probable material impact on customer matters.

10. Our commitment

10.1. Listening to customers is already part of how we work, and the Consumer Involvement Rule gives us an opportunity to strengthen that further.

10.2. Over the next year, we'll continue improving how we identify decisions with a probable material impact, demonstrate the role customer views have played in decisions and learn from the outcomes of past decisions.

10.3. We'll continue considering these views in our long-term plans and day-to-day activities, alongside other information and requirements.

10.4. We won't always get everything right, but we'll keep listening, learning and looking for ways to improve.

| What we already do | What we'll strengthen |
|---|---|
| Gather customer feedback through research, surveys, day-to-day interactions and after incidents | Improve how we identify decisions with a probable material impact |
| Use customer insight when making decisions | Better demonstrate how customer views have influenced decisions and continue considering these views in our long-term plans and day-to-day activities |
| Learn from complaints and feedback | Strengthen how we learn from the outcomes of past decisions |
| Work with independent research specialists | Increase transparency through annual reporting |