

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred. Our business continuity arrangements are certified to ISO22301 standard. We were the first water utility to achieve this. We have documented policies and procedures for management of severe weather events. These are based on principles of preparedness, response and recovery. Defined triggers escalate our business on to a level of heightened readiness. These arrangements are overseen by our Resilience Steering Group, consisting of CEO, Directors of Water Services, Water Recycling, Wholesale and Customer Services, IS, Strategy and Risk , and Group Head of Business Risk and Resilience
2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred. Automatically forwarded to Operational Directors. First advanced warning received on 20.2.18 at 14.21. Twice daily status update calls from Senior Operational Managers.
3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any “business as usual” winter preparedness planning, unless the planning specifically considered the freeze and thaw event. On receipt of first yellow and Amber weather warning, escalation and preparation calls were held with Operational teams. Our OMC Incident Room opened on Our incident room opened on Weds 28th February, in order to ensure we were prepared for the events to come and after defined triggers (temperatures not greater than zero degrees Celsius for two days, and lowland snow deposits of >10cm) had been met. On opening of the Incident Room Director of Wholesale and Customer Services became accountable Director. Regular updates and discussions with CEO.
4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event. Regular discussions between Director Wholesale and Customer Services, Director Water Services and CEO, from opening of OMC Incident Room on 28.2.18. Company Incident Room opened on Sunday 4<sup>th</sup> March, 24 hour Incident Director coverage until 7<sup>th</sup> March. CEO kept fully informed during period who also kept Board appropriately informed throughout and after the incident.