

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 Operational Directors responsible for water, waste water and customer services were kept up to date with and involved in planning our winter event operations. Each had multiple conversations each day with their teams before the severe weather began and throughout it to provide guidance and support. The three Directors also talked to each other on a daily basis to share updates and discuss any need for escalation. Our CEO was kept informed at regular intervals throughout.

Whilst the weather was severe, our operational teams are experienced at planning well in advance for these type of events and so were not caught off guard.

2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.

We use the Met Office Hazard Manager system to provide weather alert notifications and our water, waste water and customer Directors receive these routinely alongside other people across the business.

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.

See 1. above.

4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

Yes. Regular updates were provided throughout the severe weather to the operational directors and they were fully engaged in and aware of the scale and severity of the event as it occurred across our regions.

