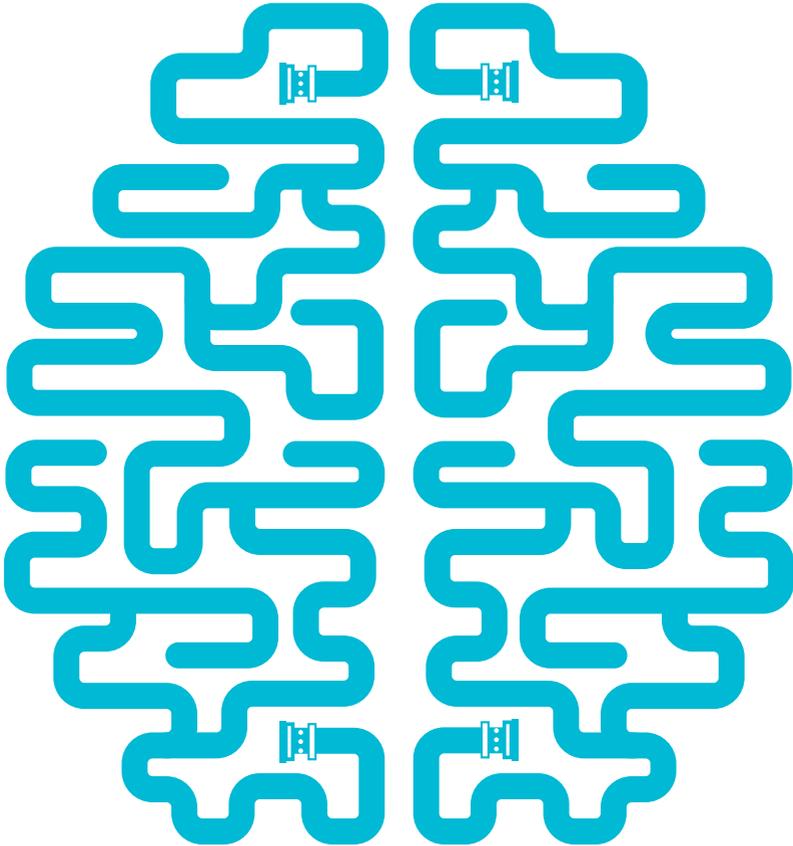


# Our ambitious plan for 2020 to 2025



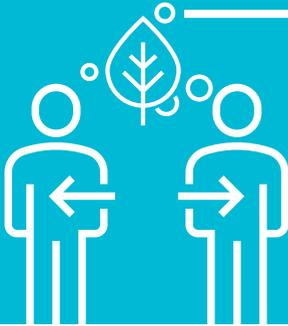
Customer satisfaction,  
responsibly delivered



## AN AMBITIOUS PLAN

We are good at getting the important basics right but we have stretched our ambitions in our plan. Here is how:

- A new approach to understanding and engaging with customers – so that customer satisfaction is responsibly delivered



- a comprehensive suite of **35** performance commitments including **12** specifically around vulnerability and the environment

- setting a new tone of trust and transparency with our society-wide responsible business commitments



- developed smarter collaborative toolboxes to deliver our services in a new way

# A PLAN BUILT ON STRONG FOUNDATIONS

We have made a step change in the way we work by measuring customer satisfaction across much of our service. That has been supported by:

- 
- **Being self-assured and using the same Company Monitoring Framework approach for our plan**
  - **strong service improvements in other areas – particularly SIM, complaints, leakage and our satisfaction measures**

We continue to learn from our mistakes and how we can improve – the recent supply interruption and hot summer learnings have been built into our plan in the following ways:

- **Resilience in the round and our resilient customer concept**
- **performance commitments that measure the satisfaction of vulnerable customers during supply interruptions**
- **asset investment and network resilience plans**



# A NEW WAY OF UNDERSTANDING OUR CUSTOMERS

## MEETING THEIR NEEDS AND EXPECTATIONS

Our attitudinal segmentation means we know what makes customers tick.



**MINDFUL OPTIMISTS**



**GLOBAL ADVOCATES**



**JUST ME AND MINE**



**CAREFUL NEIGHBOURS**



**BUSY JUGGLERS**



**LIVING FOR TODAY**

In addition our vulnerability engagement has been a key focus of our plan so that our services are accessible, affordable and protective.

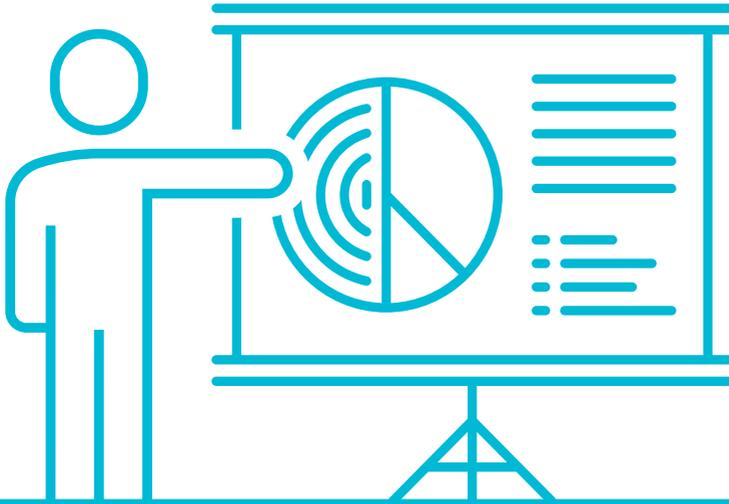
Our engagement has had extensive scrutiny from our CCG which acknowledges:

- **The step change in the number, range and quality of our engagement**
- **how that journey is evolving – currently scored as 7/10 due to an historic stop-start approach and late creation of an overall engagement strategy**
- **the CCG is assured that the company is delivering outcomes that the majority of customers and society value**
- **overall, it has grounds for optimism that we are on the right track, having developed exciting and innovative approaches for this plan**



**FIRST COMPANY TO HAVE ACHIEVED FULL ACCREDITATION WITH THE BRITISH STANDARD FOR INCLUSIVE SERVICE PROVISION (BS 18477:2010)**

# A COMPREHENSIVE SUITE OF PERFORMANCE COMMITMENTS



Our ambition is not only about the stretch of the targets themselves, but our intentions too – hence we have:

- 6** environmental performance commitments
- 6** new vulnerability performance commitments – covering number, satisfaction, protection and stakeholders
- 6** new segmented satisfaction measures

That ambition results in a plan which will drive the following improvements:

More customers on our Priority Services Register – up **500%**

Extra financial support for customers who need it – up **200%**

A **40%** reduction in appearance contacts

A **44%** reduction in taste and odour contacts

Per capita consumption down **9%**

Leakage down **14%**

Water supply interruptions down **90%**

Greenhouse gas emissions down **80%**

# SETTING A NEW TONE OF TRUST AND TRANSPARENCY

## ✓ DEVELOPING INNOVATIVE SOCIETY-WIDE RESPONSIBLE BUSINESS MEASURES



Partnership community projects on water use and vulnerability



Fair pay, reward and recognition for all our employees

Campaign to reduce plastic bottled water



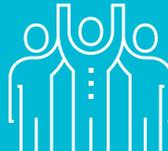
Natural capital accounting



Renewable energy measures



Transparency of reporting



Improving health, safety and wellbeing of our people and communities



Trusted corporate governance

## ✓ ALSO SUPPORTED BY

Environmental measures e.g. other water abstractors performance commitments

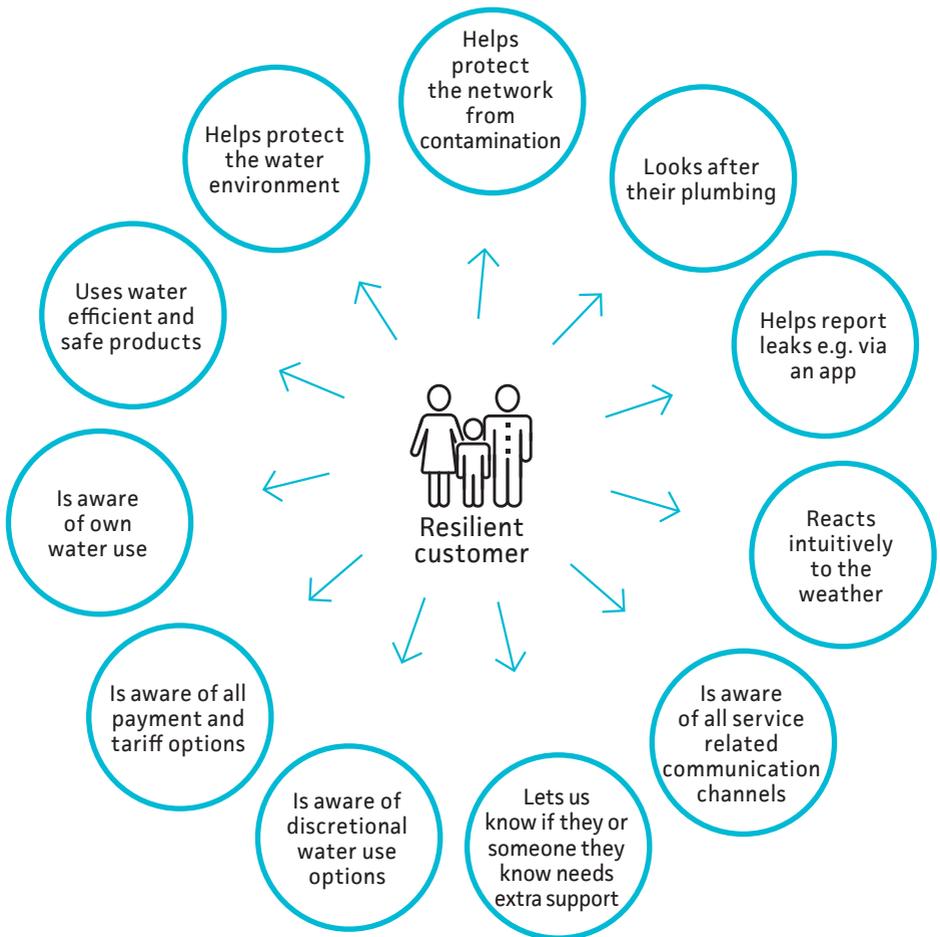
New vulnerability measures – covering number, satisfaction, protection and stakeholders

# COLLABORATIVE, SMARTER TOOLBOXES TO DELIVER OUR SERVICES

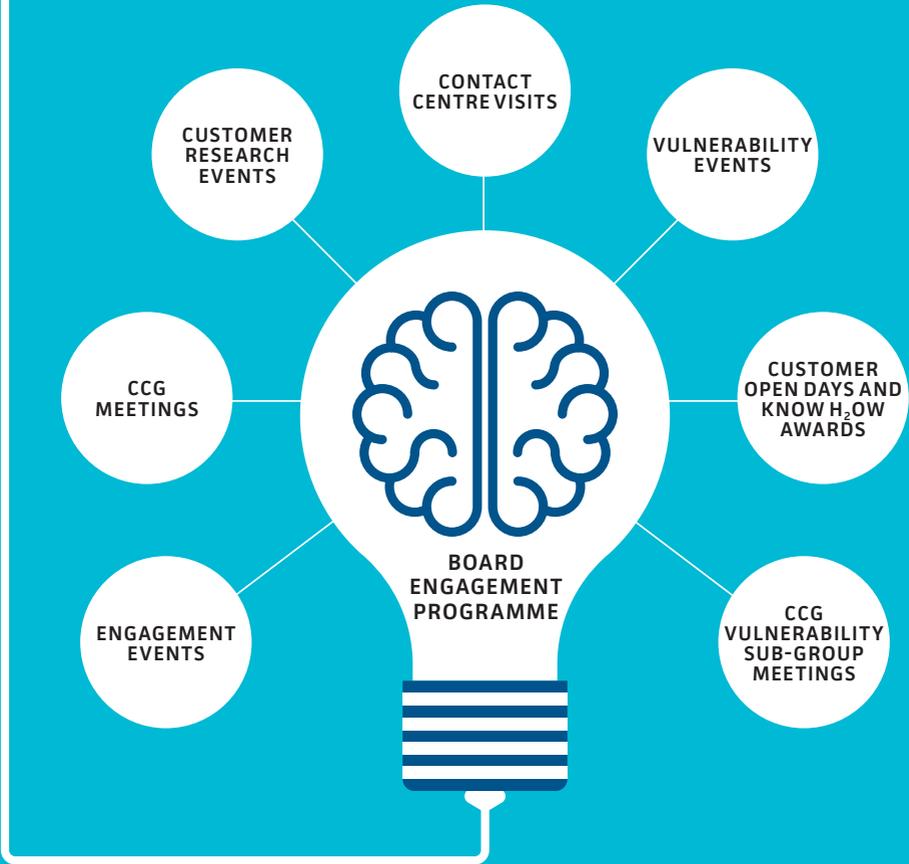
**Innovation strategy**  
focussed and targeted to where we can have the greatest impact and lead the sector

**Created new toolboxes**  
behaviour change, partnership and innovation as the delivery vehicles for our commitments

**Developed the resilient customer concept**  
for households, stakeholders, businesses, water retailers and developers



# BOARD ENGAGEMENT AND ASSURANCE OF OUR PLAN



The Directors of South East Water recognise our collective responsibility for this plan, and we have challenged, scrutinised and assured it in the following ways:

- **Full Board challenge on key components of our plan, drawing on the expertise and experience of our non-executive directors**
- **dedicated Board committees – both strategic and technical – to oversee the progress of our plan and key outputs, while also focussing on customer engagement, risk and return, financials and expenditure**
- **supported the development of a comprehensive assurance process based on our Company Monitoring Framework**