

# YTL UK Sustainability report 2024-25

Click to enter ➞



**YTL UK**  
YTL GROUP



Build The Right Thing



# YTL UK Sustainability report 2024-25

## Overview

Pages 3 - 8 →

Foreword  
Introduction to YTL UK Group  
YTL UK companies  
Our sustainability framework

## Society, customers and communities

Pages 9 - 22 →

Essential services and public wellbeing  
Customer experience  
Communities, places, and our stakeholders  
Resilience and infrastructure  
Security and customer privacy

## Environment

Pages 23 - 33 →

Water environment - quantity and quality  
Greenhouse gas emissions  
Nature and biodiversity  
Land, materials, resources

## Our people

Pages 34 - 42 →

Health, safety, wellbeing  
Knowledge, skills  
Culture, inclusion, diversity, engagement  
Labour practices, terms of employment

## Finance and governance

Pages 43 - 50 →

Business ethics, practices and governance  
Risk management  
Supply chain  
Financial performance, investor relations

## Further information

Page 51 →

Sources of information on YTL companies and the recent performance  
Future sustainability indicators

*To navigate through this report, please use the menu bar at the top of each page*



# Foreword

---

I am pleased to introduce our first sustainability report and the work of the companies that make up YTL UK Group.

As a group, we exist to enhance quality of life - through essential services, nature, communities and experiences.

We achieve this through our people who have extensive skills and knowledge, and who care about doing the right thing. We also benefit from the backing of a long-term owner - YTL Power International.

Sustainability is a central theme for all YTL UK Group companies. As a core principle it is one that we have embraced for a long time. Wessex Water made its original commitment to sustainability in 1996, and from the outset the company understood it to be a holistic idea, bringing together a range of environmental, social and economic imperatives.

Rolling forward to today, we are facing very clear challenges and opportunities now and in the years ahead.

The climate and ecological emergencies are severe. While the impacts in the west of England may seem modest in comparison with what is faced in other parts of the world, we can still feel the cascading effects of upheaval through society and the economy. We know that we need to help with nature recovery in our own region, and climate change poses growing risks for the future here if we do not build resilience.

We face similar socio-economic issues to other business: growing customer expectations; the competition for talent; and being able to build a workforce with a diversity of expertise, perspectives and backgrounds.

We also feel a clear push for action across the full suite of sustainability issues from our stakeholders: government and regulators, investors, domestic and commercial customers, people moving into the communities we are building, and NGOs.

Alongside these challenges are a host of opportunities.

It is widely understood that more investment is needed in the water and wastewater services we provide - to keep up with the effects of population growth and climate change, and also achieve step-change improvements in the quality of the water environment. This will mean an unprecedented level of investment during 2025-30. In addition, we are seeing more interest in the catchment and nature-based solutions for which we have advocated over many years, and have the opportunity to deliver through Wessex Water and YTL Construction.

YTL Developments and YTL Construction are creating Brabazon new town, at one of the UK's largest brownfield developments, located just north of Bristol. This is a great opportunity to demonstrate what sustainable communities can look like. Homes, offices and flats are being built with solar panels and air source heat pumps as standard, and each part incorporates biodiversity, active travel, surface water management and placemaking. The site includes YTL Live, which will feature an entertainment arena that aims to be the most sustainable in Europe.

Meanwhile, we are in the middle of a technological revolution centred on data and digital. Across our activities there are multiple applications, for example to monitor the quality of the environment; to fine tune the operation of building and urban infrastructure; and to provide real-time information to the public. We are keen to embrace these where they enable better outcomes for people and planet.

This report will show how we are addressing these challenges and opportunities - I hope you find it an informative read.



**Colin Skellett**  
CEO, YTL UK Group

*Sustainability is  
a central theme  
for all YTL UK  
companies*

# Introduction to YTL UK Group

YTL UK Group is made up of nine distinctive award-winning companies, each with ambitious plans for the future. They work across various sectors, including water, engineering, property and entertainment, renewable energy, nature recovery, and business services, and they share a common aim of delivering excellence. Our teams across these companies offer unrivalled experience and skills in planning and development, investment, design, procurement, construction, customer services and operational management. A profile of each company is provided on the following pages.

YTL UK Group is part of a worldwide business operating in 12 countries that was founded in 1955. It works in power, water, rail, digital communications, construction, cement manufacturing, property development and investment, and hotel development and management. It has operations, investments and projects under development in Malaysia, Singapore, the United Kingdom, Indonesia, Jordan and the Netherlands.

Together, the YTL UK Group of companies contribute to the well-being of our stakeholders by responding to specific needs, notably clean water and sanitation; a healthy water environment and properly functioning ecosystems; more resilient communities; places to live with good quality of life; and venues for entertainment and events.

Our companies have built up their capabilities over many decades, notably in designing and building infrastructure and operating processes; providing great services to all people from all walks of life; applying technical expertise; managing projects and programmes; and working with others through partnerships. This is reinforced by what our companies and our people are passionate about: serving customers; providing essential services; improving the environment; going the extra mile; doing a great job and making a difference.

In doing so we create economic value: by supporting and adding to our local economies; innovating and doing things better; and by finding efficient ways to deliver what people want.

## Our vision and values

Together, the YTL UK Group of companies are contributing to the well-being of our YTL Group is committed to 'Building the right thing'. We have a long held strategy of building profitable businesses that last, driven by our overriding philosophy of always doing right for people, society and the business itself. This vision shapes our business mind set, guides our culture and defines everything we do at YTL UK Group.

Our values - honesty, dedication, responsibility, belonging and innovation - are the essence of who we are and how we deliver, and also define what we choose to do.

## Group structure

The principal activity of YTL Utilities (UK) Ltd is that of a holding company. Beneath this there are two principal groups, Wessex Water Group which undertakes activities related to utility services, and YTL Land and Property Group whose activities relate to construction and land development.

### Wessex Water Group

The parent company is Wessex Water Ltd (WWL), a holding company and 100% subsidiary of YTL Utilities (UK). WWL has the following main subsidiaries:

- Wessex Water Services Ltd (WWSL), known as Wessex Water,
- Water 2 Business Ltd, known as water2business
- Wessex Water Enterprises Ltd (WWE)
- EnTrade Ltd
- Bristol Wessex Billing Services Ltd, trading as Pelican.

### YTL Land and Property Group

In 2016, the YTL Land and Property Group was created for the purpose of developing Filton Airfield, north of Bristol, into a mixed housing and commercial property portfolio. The parent company YTL Land & Property (UK) Ltd is a 100% subsidiary of YTL Utilities (UK). YTL Land & Property Group's companies include:

- YTL Developments (UK) Ltd
- YTL Construction (UK) Ltd
- YTL Arena Ltd
- Turnbull Infrastructure & Utilities Ltd, known as Turnbull.



## YTL UK companies

### Wessex Water Group



**Wessex Water** is a regional integrated water and sewerage business serving 2.9 million domestic and non-domestic customers across the south west of England. It is recognised by its regulators as one of the leading water and sewerage companies in England and Wales. It plays a critical role that goes beyond the responsibility of providing an essential public service. There is an opportunity to help tackle the climate and ecological emergencies, to support the communities the company serves and contribute to the growth of the UK economy. These opportunities form the core of its Strategic Direction Statement and Business Plan, reflecting its long-term commitment to build a sustainable future with the support of its customers, communities, employees and stakeholders.

A long-term business, Wessex Water's social and environmental goals are summarised by eight outcomes: safe and reliable water supply; an effective sewerage system; affordable bills; excellent customer experience; sustainable water abstraction; excellent river and coastal water quality; net zero carbon; and increased biodiversity. These are supported by six enabling competences: individual safety, wellbeing and engagement; skills, knowledge and opportunity; culture, inclusion and diversity; being well managed, open, ethical and transparent; resilient financial stewardship and market-led outcomes.



**water2business** is a leading UK water retailer, delivering tailored water and wastewater management solutions to commercial and industrial customers across England and Scotland. The company was created by Bristol Water and Wessex Water in 2017 when the retail element of non-household companies was opened to competition and has evolved into a trusted partner for businesses seeking to optimise water usage, reduce operational costs, and enhance sustainability. With a strong focus on customer service, regulatory compliance, and environmental stewardship, water2business leverages industry expertise and innovative practices to support organisations in achieving efficient and responsible water management.



**Wessex Water Enterprises** undertakes commercial water and wastewater related activities in the Wessex Water region and beyond. It includes GENeco, a recycling and renewable energy company that provides sustainable solutions to over 700,000 tonnes of biosolids, food waste and liquid waste every year. GENeco was established in 2009 and has multiple, award-winning UK firsts such as the development of the CompAer process; and the Bio-Bus which inspired a fleet of biogas powered buses in Bristol. GENeco's biomethane to grid plant at Avonmouth was the largest of its kind when commissioned.

Wessex Water Enterprises also includes Wessex Searches which is the official producer of the Drainage and Water Enquiry in the Wessex Water region. Providing a full searches service, Wessex Searches carries out drainage and water searches as well as providing a range of other products including chancel checks and flood reports. It provides a comprehensive review of the water and sewerage services affecting a property, playing a critical role in identifying any issues that may affect the property and reducing the risk of any future liabilities.



Wessex Water Group *(continued)*

**EnTrade**'s mission is to increase the level of private investment in nature recovery, enabling businesses to mitigate their impact on the environment and to play their part in restoring the local landscapes where their people live and work. As the UK's first end-to-end environmental market operator, EnTrade facilitates investment from companies into local nature-based projects that enhance water quality, biodiversity and reduce greenhouse gas emissions. This enables farmers and land managers to earn income from environmental projects and helps businesses to meet their environmental goals. EnTrade markets can help by generating revenue streams for the services provided by nature such as cleaner water and increased wildlife and creating mechanisms that can enable the beneficiaries of those services to pay. The company's vision is to see high integrity markets in nature-based environmental services being a major driver of nature recovery across the UK.



As a trusted provider of integrated business services, **Pelican** applies its people skills and technical expertise to everyday business processes. Operating as a joint venture with Bristol Water, this includes meter reading, accurate and timely billing and collections, and debt management, and the company is proud to help its clients deliver excellent service. Pelican delivers an award-winning customer experience, consistently thinking and acting from the customer's perspective to foster a culture of innovative service excellence. The company upholds a common set of values that define what it stands for, which have been shaped by the company's history, its work, and the experiences of its people and customers.





## YTL Land and Property Group



### YTL Developments YTL GROUP

**YTL Developments** (YTL D) is an ambitious, innovative and aspirational UK property development company. It brings an adventurous approach to placemaking, creating sustainable new communities that understand and meet the needs of people. The central ambition of YTL D is to create neighbourhoods designed to promote the happiness, wellbeing and creativity of the people who live, work and visit them. They will achieve this by harnessing new technologies and using building methods and designs fit for the 21st century; delivering quality and sustainable developments that set the business apart from other developers; and investing in the communities that it creates for the long term. One of the company's flagship projects is Brabazon New Town, in north Bristol, located on the former Filton Airfield. This iconic site, once home to Hurricane and Spitfire aircraft during World War II and the birthplace of Concorde and supersonic travel, is now being transformed into a vibrant new town that will create 6,500 new homes, 30,000 jobs and 62 acres of employment space. The first phase of development at Brabazon has established a residential quarter which sets the tone for the transformation of this 400-acre site. Brabazon is envisioned as a dynamic new town that seamlessly integrates residential, commercial, and cultural spaces to foster a thriving, connected community. This development exemplifies the company's commitment to sustainability, innovation, and creating a lasting legacy for future generations. The UK Government's new towns taskforce has recommended Brabazon as one of its 12 designated new towns.



### YTL Construction UK YTL GROUP

**YTL Construction UK** (YTL C) provides integrated construction and engineering services for infrastructure, residential, commercial, retail and leisure, industrial energy and environmental services, with a turnkey capability from planning and design to construction and delivery. YTL C is a forward-thinking company dedicated to delivering innovative and sustainable solutions. It brings together YTL's international expertise and resourcing reach and our UK construction capabilities and engineering skills (within a subsidiary, YTL Infrastructure). The construction team are already delivering the Brabazon development. Committed to sustainability, YTL C integrates eco-friendly practices and cutting-edge technologies into their projects, aiming to build smarter, greener, and more resilient spaces for future generations.

YTL Infrastructure, a 100% subsidiary of YTL C, is responsible for delivering major works in relation to Wessex Water's capital programme, through the provision of programme management, civil construction, mechanical and electrical installation, design, planning and commercial services. YTL C has an additional subsidiary, YTL Plant & Fleet Solutions, established to serve as a comprehensive provider of plant and fleet services across all YTL UK group companies.



### YTL Live YTL GROUP

**YTL Live's** vision is to put Bristol and the South West on the world stage for live music and entertainment, through the repurposing of the iconic Brabazon Hangars which were home to all UK Concorde. YTL Live will be a world-class entertainment complex and one of the largest of its kind in the UK, including a 20,000 capacity arena and conference and exhibition space, hosting 140 live music events and 100 conferences and exhibitions per year. It will integrate historical significance with modern design to create a vibrant, multifunctional space. Sustainability will be 'centre stage'; it is YTL's goal to create the most responsible and sustainable arena in Europe, and to be operationally carbon neutral from day one.



**Turnbull** is a leading provider of integrated infrastructure solutions, providing sustainable, end-to-end services for civil, mechanical, and electrical engineering projects. With expertise from design and build to facility management and maintenance, together with environmental services, ensuring comprehensive solutions for their clients. Turnbull was established to support the installation and operation of Hinkley Point C nuclear power station. Off the back of their successful tried and tested approach, Turnbull will take their learnings and apply these to various nuclear projects that are in development across the UK. The company's involvement in these projects underscores its commitment to supporting the UK's transition to a low-carbon future, contributing toward the target achievement of net zero. Through strategic partnerships and a focus on innovation, safety, and sustainability, Turnbull continues to play a pivotal role in shaping the infrastructure landscape, furthering the YTL Group's presence across the wider construction community.

# Our sustainability framework

Sustainability and sustainable development are central principles for government, business and civil society, as we address the challenges and opportunities of the 21st century. YTL UK is committed to embedding the principles of sustainability into its work. They are fundamental to our strategies for growth, and for balancing business opportunities and risks to create lasting value for all stakeholders.

We have always viewed sustainability as a holistic concept; this was demonstrated in Wessex Water's sustainability vision produced in 2003, which evolved into its 25-year strategic direction statement. YTL UK's initial sustainability framework builds on this approach.

To produce this framework we reviewed common themes and topics set out in established sustainability frameworks, such as the UN Sustainable Development Goals; UN Global Compact; the EU sustainable finance taxonomies; the International Sustainability Standards Board's General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1); FTSE4 Good; the Global Reporting Initiative; the sustainable reporting indicators of Bursa Malaysia (the stock exchange on which our parent company is listed); and ratings agencies such as Sustainable Fitch and Sustainalytics.

From there, we created our framework with the most frequently occurring topics, plus some less frequently occurring items that are nonetheless of greater relevance for YTL UK (eg, the quality of the water environment). In the next few years we anticipate using this sustainability framework in a number of ways, for example:

- to support individual Group companies with their own sustainability strategies
- to identify and address material sustainability risks and opportunities
- to accompany sustainable bond issuances and other financial activities, as well as dialogue with ESG analysts and ratings agencies
- to assist annual reporting, internal awareness-raising, induction programmes, communicating improvement initiatives
- as supporting material for commercial exercises eg, bids, planning applications.

The following sections of this report explain how the topics in this framework apply to YTL UK Group companies; resulting activities that are carried out or are being planned in the Group; and highlights from 2024-25.

As an initial sustainability report, this edition acts as an introduction to the Group. Future editions will add detail, for example covering analysis of material risks and opportunities, and further performance data as it becomes available.

Essential services and public well-being

Customer experience

Communities, places and stakeholders

Resilience and infrastructure

Security and customer privacy

## Society

Water environment - quantity and quality

Greenhouse gas emissions

Nature and biodiversity

Land, materials, resources

## Environment

## Governance and finance

Business ethics, practices and governance

Risk management

Supply chain

Financial performance, investor relations

## Our people

Health, safety, well-being

Knowledge, skills

Culture, inclusion, diversity, engagement

Labour practices, terms of employment



# Essential services and public wellbeing

## Overview

The provision of essential services is a common thread across our activities. Companies in the Group aim to support customers and the wider public with high quality and reliable water and wastewater services; with the infrastructure that supports those services, and housing which is built with the future in mind. Included within this are the issues of reliability, quality, public health, access to services and affordability.

With widespread concern about public services, we have an important role in providing excellent quality today, and sufficient capacity to accommodate mounting pressures such as population growth and climate change. The communities and customers served by the Group companies are experiencing significant financial pressure driven by the continued cost of living crisis. Escalating costs across all sectors and broader inflationary trends have placed a considerable strain on households, businesses and other organisations. Customers seek greater value and support in navigating financial uncertainty, and YTL Group companies are integral to supporting everyone, including those who need it most.

## Safe and reliable water supply, and effective sewerage services

Wessex Water provides essential water and wastewater services to millions of customers across the south west of England, who want safe and reliable water supplies, and an effective sewerage system which does not pollute the environment. Wessex Water takes pride in its ability to deliver high quality services that its customers can depend on every day. Through proactive maintenance and significant investment in infrastructure, the company works to minimise disruptions and maintain consistent service levels. The company's long-term view is essential, given the potential impacts of climate change and other stresses on the reliability and quality of the services provided to customers.

Reliable water supply is one of the most important services as rated by the company's customers at 9.5 out of 10 in importance, followed closely by preventing sewage leaks (9.3), delivering

excellent customer service (8.8), supporting customers who need extra help (8.7), and working with communities (8.1).

Wessex Water treats and supplies 338 million litres of drinking water to 1.4 million customers every day. Around 74% of the water supplied comes from groundwater sources, and the remainder from 11 surface water reservoirs fed by streams and rivers. Downstream of its water treatment works, the company operates an extensive network of more than 12,100 km of water mains. Wessex Water works hard to locate and repair leaks on the network to help save water, and is committed to achieving a 19.8% leakage reduction by 2030 (from a 2019/20 baseline). Wessex Water continuously invests to maintain and improve its water supply network, including renewing ageing water mains. Its £230m supply grid project, completed in 2018, allows water to be redistributed from areas where there is surplus to where it is needed most. This ensures customers have a more reliable supply and less water is abstracted from the environment, so river flows are improved. 50,000 samples are assessed every year to ensure the water supplied is of the highest quality. The Drinking Water Inspectorate (DWI) also monitors drinking water quality to ensure standards and regulations are met.

Wessex Water treats 472 million litres of wastewater every day from 2.9 million customers and more than 62,000 businesses. Over the past five years, the company has invested nearly £100 million to upgrade its sewerage network, including £50 million for north Bristol and £39 million for Somerset. Through continued investment, the company's water recycling centres consistently achieve 99.9% compliance with environmental standards.

While sewage flooding is rare, tackling it is a key objective. Such incidents occur mostly due to blockages caused by wet wipes being flushed down the toilet, or fats, oils and grease being poured down the sink. Wessex Water has been improving monitoring and maintenance of sewers, while also raising customers' awareness about the impact of sewer misuse. Wessex Water is the first company in the world to commit to using AI technology across an entire sewer network to detect blockages, which will help prevent pollution and sewer flooding.



The company has been using machine learning technology to detect blockage formations in real-time, with a 92% accuracy in identifying early-forming blockages, and all critical storm overflows are now covered by this technology. The company has also been a leader in the introduction of various technologies for surveying and repairing tunnels and sewers in situ, without having to dig trenches to do so.

## 2024-25

- While Wessex Water was consistently in the top two water and sewerage companies for the drinking water quality compliance risk index during 2020-25, the company missed its zero stretch target for the index.
- Although unplanned outages rose largely due to increased network load associated with elevated rainfall, the company met its performance targets in each year of 2020-25.
- Above-average rainfall, including some extreme weather events, led to missed internal sewer flooding targets.
- Targets for external sewer flooding were not met across the 2020-25 period due to both 2023-24 and 2024-25 being exceptionally wet years.

	2024-25
Water quality compliance risk index <sup>1</sup> ; events risk index <sup>2</sup>	1.31 69.4
Water supply restrictions (numberr)	0
Water supply interruptions (duration/property/ year)	00:10:00
Leakage - % reduction (3-year average from baseline)	4.5
Internal flooding per 10,000 properties (number)	1.56
External flooding per 10,000 connected properties (number)	17.11
Risk of sewer flooding in a storm (% of population)	7.98

1 Indicates the risk from treated water compliance failures. Lower numbers indicate better performance.

2 Indicates the risk arising from water quality events. Lower numbers indicate better performance.

## Affordable services and assistance for vulnerable customers

Wessex Water aims to eradicate water poverty (with no one spending more than 5% of their disposable income on their water bill) by 2030, ensuring that everyone has access to the water they need without financial hardship. Its vulnerability strategy and social tariffs help customers that need it most. These are part of a long-standing and extensive programme of support for customers whose circumstances make them potentially vulnerable - either financially, or through disruptions to their water supply or sewage service. It is also influenced by Ofwat's customer focused licence condition, which mandates high standards in communication, support during incidents, and tailored assistance for customers who need extra help. Wessex Water's Tailored Assistance Programme is designed to help customers manage ongoing water charges and repay any debt, ensuring that financial difficulties do not hinder access to essential water services. It includes:

- low-rate tariffs, with an aim to increase the number of customers enrolled to 140,000 by 2030
- flexible payment plans and debt repayment solutions tailored to suit individual needs
- practical advice to help customers reduce their water and energy bills (including water efficiency initiatives and smart metering)
- collaborations with debt advice agencies to offer comprehensive support, with funding through the Wessex Water Foundation.

The company aims to increase the number of households on its Priority Services Register to around 290,000, and to contact customers on the Priority Services Register at least every two years to check their needs and details are up to date.

Ofwat's Final Determination for 2025-30 means that typical bills for Wessex Water customers in 2025-26 are rising by approximately 20%. This, in addition to government support fully unwinding and the cost of living impact to household finances, is resulting in more customers signing on to the company's social tariffs. Wessex Water will continue to engage closely with its partners and expert advisors and is ready to flex its





suite of support as and when required. Wessex Water also has certification of compliance the British Standard for inclusive service provision (BS 18477).

2024-25 saw the strongest growth (within the 2020-25 period) in the number of customers on the social tariff, Assist, with customers fast tracked at first point of contact. The bill cap scheme WaterSure had a large turnaround and the ‘Discount for Low Income Pensioners’ continued to grow well. Wessex Water was 99% compliant with Ofwat’s Paying Fair Guidelines, which set out minimum service expectations for customers struggling to pay, or in debt. The company introduced a new care leavers scheme pilot, enabling those leaving care to automatically access Assist up to the age of 21.

With bill increases over the past couple of years, more customers have had to seek support. As a result, Wessex Water saw an upturn in the general volume of applications from debt advice partners and consequently an uplift in the number of customers being added to its affordability schemes. Wessex Water increased the number of households on its Priority Services Register by 34%.

	2024-25
Total bill reduction to customers on social tariffs per 10,000 households (£)	102,805
Priority services for customers in vulnerable circumstances	12.1
Reach (%)	
actual contact (%)	
attempted contact (%)	
Successful applications for assistance received by independent advice sector	2,935

Commercial water and wastewater services

Turnbull’s water management team expertly operates customer networks and assets, exceeding regulatory requirements and performance standards while maintaining a safe working environment. Additionally, its water treatment team, provides first class service in maintaining process and waste networks. Turnbull’s expertise spans design, build, operation, and

maintenance, delivering sustainable, end-to-end solutions for civil, mechanical, and electrical engineering projects.

Turnbull’s largest project is operating and maintaining water and wastewater services at Hinkley Point C, where 14,000 people are working daily. By supporting this client, Turnbull is contributing to the eventual production of electricity for powering six million homes which will see nine million tonnes of CO2 avoided per year (when substituting gas power stations). By integrating reliability and innovation, Turnbull ensures that its projects meet the highest standards of quality and efficiency, supporting the long-term needs of its clients and the communities served. Turnbull believes in doing things right, by understanding the needs of its customers to deliver efficient and sustainable projects on time and on budget.

Providing sustainable homes and workplaces

YTL Developments is committed to providing essential services through innovative and sustainable development of housing and commercial premises. The company uses its extensive expertise in planning, design and operational management to create vibrant, mixed-use communities that cater to the needs of modern living. YTL Developments’ projects, such as the Brabazon New Town in north Bristol, exemplify its dedication to transforming spaces into thriving neighbourhoods with integrated infrastructure, residential, commercial, and environmental services. By focusing on reliability and sustainability, YTL Developments ensures that communities are built to last, offering high quality living environments that support the wellbeing of current and future generations. At Brabazon there have been significant efforts made to ensure that 1,700 of the 6,500 high quality homes are affordable ie, for social rent or shared ownership. Incentives to ensure housing is more affordable include a new rate reducer and a 5% deposit contribution.



# Customer experience

## Overview

Customer satisfaction is central to all YTL UK companies. We have a profound dedication to meeting and exceeding expectations. This helps to maintain long-term relationships with existing customers and also attract new customers. Building on strong foundations and a 'going the extra mile' ethos, we aim to provide services and experiences that are better than the current industry best in each of the Group's businesses. How well we serve our customers will define our long-term success. Pursuing excellence in customer experience has benefits beyond just customer satisfaction. Great customer experience underpins our ability to gain greater trust from our customers and enhance our reputation.

The means of providing great customer experience are evolving fast. Notably, digital interaction gives quicker service to those who need it and expectations in this area are growing as companies in other sectors develop leading digital services. At the same time, personal human contact remains a top priority for many.

## Water and wastewater services

Customer service is at the heart of everything that Wessex Water does. Alongside its customer-centric, 'go the extra mile' culture and ethos, Wessex Water continues to personalise its service based on real-time feedback from customers, stakeholders, businesses, retailers and developers, while learning from best practice and innovation in other sectors. This is done in partnership with Pelican, which provides billing services for Wessex Water.

A clear demonstration of this is the company's score for C-MeX (customer measure of experience), which is the method used by Ofwat to rank companies' performance and to encourage them to provide the best customer experience. C-MeX scores are based on a customer service survey which is answered by customers who recently made contact about a billing, supply or waste issue, and a customer experience survey answered by random members of the public within the company's water supply area.

During 2020-25, Wessex Water was ranked the top water and sewerage company for customer service every year, and top of all water companies for customer service for three of the five years. Alongside this, Wessex Water has a 4.7-star Trustpilot rating, and consistently ranks among the best performers in the sector regarding complaints. It has held the Customer Service Excellence award since 1996.

Looking ahead, the company aims to be a top 10 customer service provider in the UK across all sectors by 2050 as measured by the Institute of Customer Service, while continuing to maintain its leading position in the water industry – with Pelican playing a vital role in delivering this ambition

water2business is committed to customer experience. Its approach is rooted in understanding the unique needs of each business served, through water audits, leak detection, or navigating complex trade effluent regulations. Customers benefit from a dedicated support team that provides expert guidance on everything from billing to regulatory compliance, ensuring that even the most technical challenges are handled with clarity and care. The company's Assist Programme exemplifies its commitment to proactive service, helping businesses reduce consumption and prepare for potential disruptions.

Water2business was the first water company to be awarded 5-star rating on Trustpilot. The company responds to any review below four stars which is treated as a formal complaint and escalated to Director level for resolution. This proactive and responsive approach has helped water2business maintain consistently high scores since it began collecting reviews in 2020. It now uses this feedback as a key part of its customer engagement and marketing strategy.

## In 2024-25:

- Wessex Water was placed second overall out of 17 water companies for the C-MeX score. This meant that the company was in the top three of all companies during each year of 2020-25, although there was a steady decline in this metric throughout the five-year period. Wessex Water was seventh

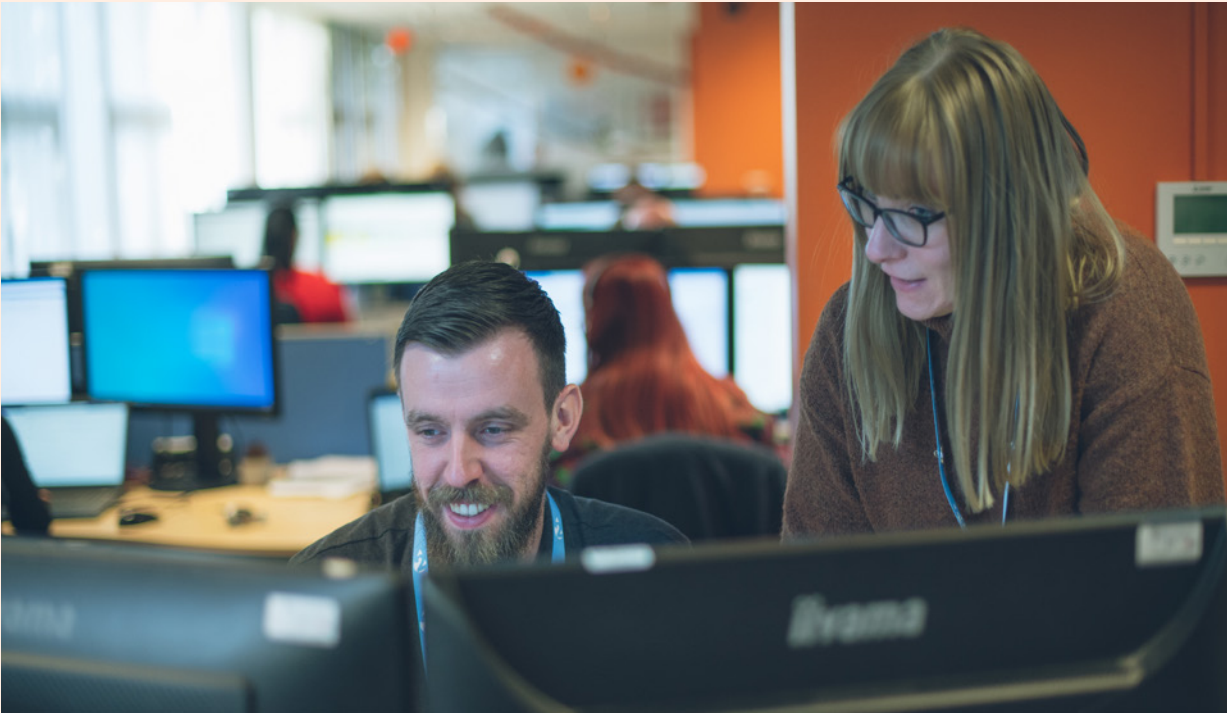




- of all 17 companies for D-MeX. This is a measure of customer satisfaction based upon feedback from companies and individuals who need new water or sewer connections.
- The Consumer Council for Water named Wessex Water the best-performing company for household complaint handling. Wessex Water continues to have the lowest rate of complaints in the water and sewerage industry, at 21.57 per 10,000 connections (properties served).
  - Customer satisfaction remains strong, with 69% rating their experience between 7 and 10. Perceptions of affordability are improving, with 56% agreeing that charges are fair. Wessex Water’s Trust Index score stands at 74.1, underscoring the confidence customers place in the company’s services and values.
  - For the Customer Service Excellence award, Wessex Water increased its score to 22 compliance plus, which means it exceeds requirements and demonstrated exemplary practices. The Centre for Assessment praised the company’s team approach, depth of customer understanding, inclusivity and culture of seeing challenges as learning opportunities. The report said: “Quality and continuous improvement are of the highest importance to Wessex Water and the organisational culture is one of prioritising the customer experience.”
  - Wessex Water’s average Trustpilot rating was 4.6 stars out of 5, and 83% of reviewers gave the top possible rating of five stars. water2business achieved a 5-star Trustpilot rating. It is the highest performing large water retailer with a number one ranking against Market Performance Standards, for the sixth year running. water2business achieved a market-leading Trustpilot rating of 5.0 stars, maintaining its position as the UK’s highest rated water retailer with more than 860 reviews and no ratings below four stars this year.

	2024-25
C-MeX (customer measure of experience) out of 100	79.71
D-MeX (developer measure of experience)	90.0
Value for money %	72

*83% of Trustpilot reviewers gave the top possible rating of five stars*





### Living, working and recreation

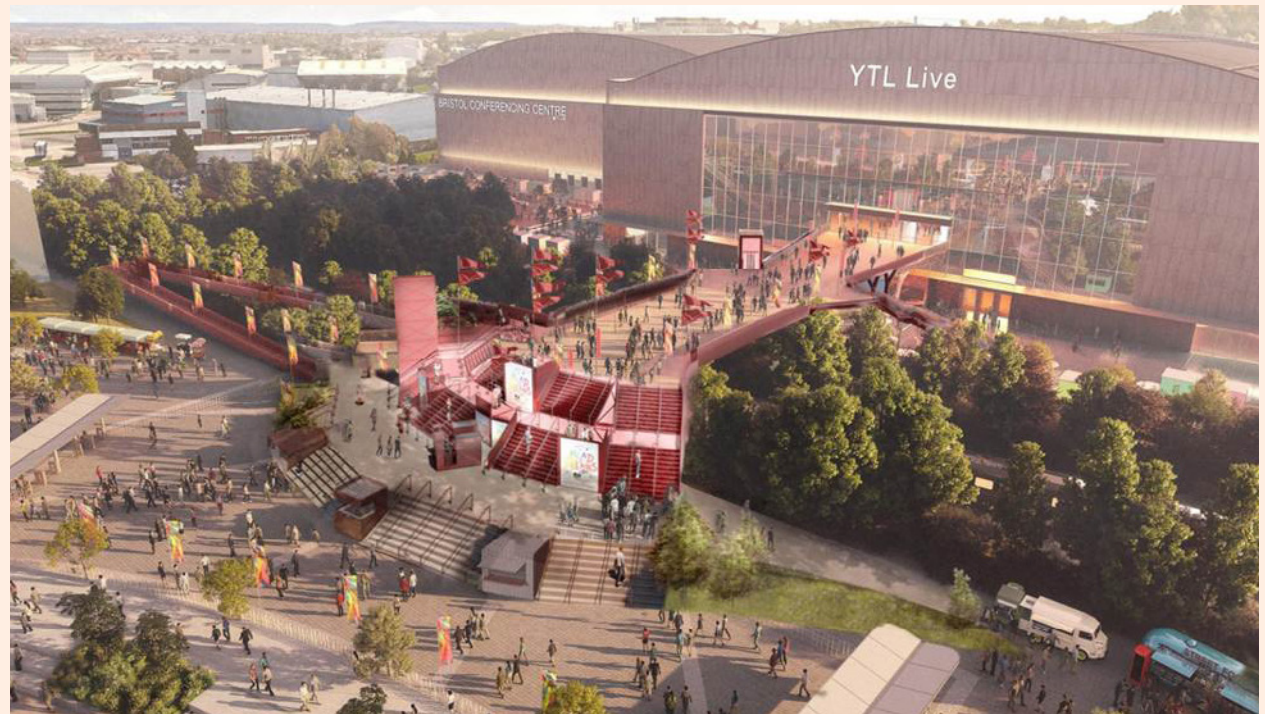
The day to day experience of people living and working in Brabazon New Town is of paramount importance. The site is designed to give people access to all their daily needs, services and amenities within a 15-minute walk or bicycle ride from their home or workplace, and thus reduce the need for car journeys, creating a more sustainable area. Brabazon will create opportunities for all age groups with schools, a research campus and accessible spaces for community groups in a connected landscape.

YTL Developments is committed to providing quality support to their customers. A customer relations team delivers personalised on-site support to customers, starting prior to them moving into their new homes and continuing for up to two years following completion. This service offers wide coverage, from handling general queries and facilitating resident meetings to defect management. The warranties offered within Brabazon are among the most robust in the industry, reflecting commitment to quality. This dedication to customers is consistently recognised through rising customer satisfaction, as seen in improving reviews on Trustpilot and Google.

A core aim of the YTL Live entertainment complex is to provide a 'return again experience'. It will breathe new life into the historic Brabazon Hangars, transforming them into an exciting, vibrant destination that is open all year round, offering a range of live entertainment events, and creating a new place to work and visit. Visitors to the complex will experience more than a show - with vibrant food and drink areas, lounges and bars, and live pre-show entertainment on a community stage, showcasing local talent. There will also be conference and exhibition space attracting a wide range of events.

The quality of customers' experiences will be influenced by the provision of physically comfortable, safe and secure spaces, and pleasant internal and external environments in terms of air quality and access to natural light. The aspiration is to create a place that promotes wellbeing through design, that stimulates the senses, provides opportunities for rest and relaxation while simultaneously promoting active lifestyles.

*A core aim of the YTL Live entertainment complex is to provide a 'return again experience'*



# Communities, places and stakeholders

## Overview

YTL UK Group has a very important role in the lives and wellbeing of our customers and communities - it is a privilege to be entrusted to provide essential public services to millions of customers. With this responsibility, our companies work hard to build strong, lasting relationships with our stakeholders, including customers, community, and interest groups, employees, and regulators. This in turn helps build the purpose, strategy, values, and culture of our companies.

To foster these connections, we use we use dedicated communication channels to hear the views of others on important topics that affect our work. This helps us understand what matters most, respond effectively, and create long-term value. We regularly review which issues are deemed the most important, what we've heard and how we've acted on it, so we can prioritise and keep improving.

## Communities across our region

Wessex Water's engagement with its stakeholders and communities helps to foster strong, collaborative relationships. It actively seeks feedback through regular consultations, community meetings and customer surveys to ensure that its services meet the needs and expectations of those they serve. Their dedicated community engagement team works closely with local organisations, schools, and charities to support educational initiatives, environmental projects, and social programmes. Maintaining open lines of communication and being responsive to stakeholder concerns helps build trust and transparency.

Wessex Water's community engagement strategy is grounded in education, environmental stewardship, and strong local partnerships that foster long-term relationships and positive outcomes. Through its education programme, the company works with hundreds of schools and thousands of students each year, offering free sessions on topics such as the water cycle, climate change, and responsible water use. These sessions are delivered in schools and at the company's treatment and water recycling sites, providing hands-on learning experiences that connect students

directly to the infrastructure and science behind their water services. Community learning is also a key focus, delivered through drop-in events and a volunteer speaker service that brings water education to local groups and promotes public understanding of water and sewage treatment.

The Wessex Water Foundation, now in its fifth year, provides a range of funding targeting different types of support for the community. The Community Fund works to build stronger communities and in 2024/25 has supported more than 60 community projects with grants of up to £3,000. Recent beneficiaries include Love Glastonbury, which established a community fridge and pantry, and Boomsatsuma Creative CIC, providing support for young people in Weston-super-Mare. The Environment Fund supports grass-roots organisations saving water and improving their local environment. Groups funded include Grounded Community, a Bournemouth-based charity was awarded £1,500 to maintain and run a community garden and composting programme, aiming to create a closed-loop system that benefits the environment.

In addition, the Watermark Town Awards programme celebrates and supports towns demonstrating leadership in water efficiency and environmental action. These programmes reflect Wessex Water's belief that sustainable water management is a shared responsibility—and that empowering communities through knowledge and resources is essential to long-term resilience.

In 2024-25, Wessex Water strengthened its role as a community-focused utility, delivering services that go beyond supplying essential water and wastewater services. The company continued to deliver targeted programmes that address local needs and build resilience with initiatives to improve water quality, reduce pollution, and support nature recovery.

The company expanded outreach through schools, community groups, and digital platforms, to equip individuals with the knowledge needed to make sustainable choices around water use and environmental protection. A major highlight was the hosting of an open data day hackathon in March 2025, which brought together local academic institutions and data communities.





This initiative encouraged exploration of water-related datasets and supported innovation in areas such as pollution monitoring and climate resilience. The event formed part of Wessex Water's broader open data strategy, which is designed to improve transparency and empower stakeholders through accessible, reusable information.

The company supported five town councils to achieve Watermark town status through leading sustainable water communities in raising awareness and taking action.

'Around the Bend' tours of the company's water recycling centres continue to be popular, providing both entertainment and education to the public about sewage treatment processes and what not to flush. Customer feedback also shaped the company's educational priorities. Nearly half of respondents expressed interest in receiving more updates on water usage and cost, and many cited a desire to learn how to reduce consumption. In response, Wessex Water enhanced its communications and made data more user-friendly, supporting both formal education and informal learning.

Wessex Water launched new regular daytime drop-in sessions for customers to speak face to face with an adviser at a range of locations across its water supply region (see case study). This service is being expanded in partnership with Bristol Water and Bournemouth Water.

The Wessex Water Foundation distributed £676,000 in grants to local communities in 2024/25. Through grants to 173 organisations this supported more than 37,000 people and improved many areas of local environment and biodiversity.

Water Force staff volunteers worked with 26 local organisations, with 852 staff donating more than 4,500 hours of time. Staff helped with activities such as beach cleans, building a wildflower bank for a city farm, helping improve biodiversity areas for local wildlife trusts, packing food parcels with food banks and collecting used Christmas trees to raise funds for local hospice charities.

Wessex Water's target for education was set by Ofwat based on previous figures that included assemblies and other public engagements. These were restricted to people aged 18 or under in groups of up to 30 and lasted for a minimum of 20 minutes' engagement. The company was unable to meet the target for 2024-25, with numbers affected by fewer sites being available due

to construction work. However, the actual number of young people reached without this reporting restriction was higher and reflects the company's continued focus on quality of engagement with schools and young people.

## CASE STUDY

### Wessex Water community drop-ins

In June 2024 we launched new regular daytime drop-in sessions for customers to speak face to face with an adviser at a range of locations across our water supply region. This was expanded in early 2025 to reach our entire customer water and waste region, working in partnership with Bristol Water and Bournemouth Water.

We considered how best to reach a wide range of customers at specific locations in local communities. Our regular outreach sessions provided a point of contact for local communities and complemented our existing outreach activities including our free education service, community funding, volunteering and local events.

We visited more than 30 different locations and have a core of 24 towns we now visit every two months. Customers can book online for a dedicated time to meet an adviser or drop in during the open session times. We also worked with a wide range of existing support organisations who were able to refer customers for additional advice.

We helped with enquiries about bills, gave advice on what help is available for customers if they were struggling to pay or referred them to additional debt advice support. We also gave advice on saving water, information about local water quality and the environment, and about blockages, plumbing and drainage.

In the more rural parts of our region, EnTrade enables farmers, landowners and other local actors to participate in environmental trading schemes that deliver measurable improvements in water quality and biodiversity. By offering financial incentives for actions





such as reducing nitrate runoff or managing phosphorus levels, EnTrade empowers communities to become active partners in protecting their local environment. This approach not only supports sustainable agriculture but also fosters collaboration between organisations managing water, academic institutions, tech developers, and rural communities.

Turnbull understands the importance of community and actively explores opportunities to support local causes. Turnbull has supported children's football teams near Hinkley Point C (as kit sponsor) and Nailsea; and has sponsored the St Margaret's Hospice Charity Ball for two successive years. Turnbull regularly supports local schools with year 10 mock interview days, spending time with children to give them an insight into 'real life' interview experiences, and helping them develop the skills needed to face these situations with confidence. In addition, Turnbull team members take part in yearly volunteering days, participating in initiatives such as beach cleans, and helping at wildlife centres or local foodbanks.

### Brabazon New Town

For YTL Developments, building homes is only the beginning. The company's mission is to create sustainable, inclusive, and future-ready communities that enhance quality of life for generations to come. Guided by a long-term vision and a strong commitment to placemaking, the company is transforming urban landscapes into vibrant, connected neighbourhoods that reflect the needs and aspirations of the people who live there.

Its flagship project, Brabazon New Town, exemplifies this approach. Located on the historic site of the former Filton Airfield in north Bristol, Brabazon is being developed into a new town that blends heritage with innovation. The development includes thousands of new homes, a new train station, green public spaces, and a world-class entertainment venue.

Brabazon is designed to become a vibrant, self-sustaining community where residents have everything they need within a short walk or bike ride. The new town will feature a mix of homes, offices, schools, and community facilities, all seamlessly integrated to create a complete and connected community.

Ample green spaces - including parks and a 3 acre lake - will promote outdoor activity and relaxation. With local shops, cafés and restaurants, residents can enjoy a lively social scene without leaving the area. Excellent transport links, including a new rail station and MetroBus service, will ensure easy connectivity to the wider Bristol region. Beyond infrastructure, YTL Developments is deeply invested in community development. In partnership with local organisations such as Southern Brooks, the company has launched funding initiatives to support social cohesion, wellbeing and local engagement across north Bristol. It is estimated that Brabazon new town will provide 30,000 jobs.

'Putting people first' is one of the main themes for the design of the YTL Live entertainment complex. The venue, as well as the spaces around it, will be culturally diverse, open and accessible to all people even when there is no event on, stimulating new cultural and intellectual activities. Working with the city of Bristol, the YTL Live complex will be aligned to the goals of the Bristol One City Plan, and its priority themes of health and wellbeing, economy, homes and communities, environment, learning and skills, and connectivity.

At Brabazon New Town, YTL Construction works closely with YTL Developments to ensure their activities have a positive impact on the local community. This includes working together for volunteering events and supporting local charities and interest groups. YTL Construction actively engages with neighbouring businesses - for example, by organising tours and updates. Significant efforts are made to minimise nuisance, and its projects all score highly on the Considerate Constructors Scheme, with 100% achieved on the latest residential project.

Regarding other work around the Wessex region, keeping local communities and the wider public informed before, during and after capital schemes is extremely important. It is what customers expect and can often minimise inconvenience caused by construction work. Engagement with local people commonly takes place through the media and social media, parish council liaison, contacts with elected members, website information, customer letters, signage and exhibition boards, drop-in sessions and meetings, and educational visits.



## CASE STUDY

## Brabazon - The Spitfire Hangar

Built around 1915, Hangar 16U is an important part of Brabazon's heritage. Originally built for the Royal Flying Corps, this impressive Grade II listed building connected Bristol to the world. Beneath its Belfast trusses, a community of engineers and designers were driven by a common purpose, creating new technologies that shaped the future of flight.

Now this beautiful brick-built structure will have a new lease of life as a local, sociable community hub at Brabazon, known as 'The Spitfire Hangar'. The Spitfire Hangar will feature an open-plan café, perfect for catching up with friends over coffee or enjoying a family lunch. A community-focused fitness centre will offer a variety of cardio machines and weight training facilities, catering to all fitness levels for those wanting to stay active. Activity rooms will host a dynamic social calendar, with everything from antenatal classes to high energy Zumba sessions and youth activity groups ensuring there's something for everyone. And a spacious hall will provide the ideal setting for larger events, whether it's live music, comedy shows, public meetings, or family gatherings.

Visitors will spill out onto the 15-acre Brabazon Park to the west, complete with an exercise area, children's playgrounds, and sprawling public lawns, perfect for leisurely picnics. To the east, The Spitfire Hangar will open onto a new public square, designed as a hub for regular pop-up markets and street food stalls, adding a lively flair to the area.



*Built for the Royal Flying Corps,  
around 1915, Hangar16U connected  
Bristol to the world*



# Resilience and infrastructure

## Overview

All YTL UK Group businesses operate with longevity at their core. A key principle across the Group is the ongoing commitment to investment - ensuring resilience against future challenges and enabling the continued delivery of excellent service to customers.

Long term, the effects of climate change are the most critical issue for our resilience and adaptability. We are already experiencing warmer average temperatures, and milder, wetter autumn and winter seasons. We expect to see drier, warmer summers and weather events previously considered extreme or unusual are likely to occur more frequently. The resilience of our Group's activities is especially affected by extremes such as heatwaves, droughts, intense storm events and prolonged rainfall, more than by changes to averages.

## Water and wastewater services

Resilience is a key part of Wessex Water's strategic direction statement and its long-term vision. The organisation aims to deliver secure and reliable water and wastewater services, regardless of the constantly evolving shocks and stresses - whether local and global - that pose challenges.

The company recognises that building a resilient system requires a thorough understanding, assessment, and quantification of risk. Its integrated, systems-based approach to risk and resilience ensures a clear line of sight from risk identification through to the delivery of ambitions, objectives, and outcomes. Several systems and tools are employed to support resilience, as demonstrated by past investment such as the water supply grid and responses to adverse weather events.

The company's approach to resilience aligns with Ofwat's concept of 'Resilience in the Round' which considers the resilience of operational, corporate, and financial systems. Its resilience approach allows it to focus its effort on the areas where improvement is needed to maintain or strengthen resilience.

Wessex Water's risk management framework is set up to proactively identify, manage and communicate any risk that could have a material impact on the capability of the business to perform its function. The corporate risk register includes strategic, compliance, operational and financial risks, including health and safety and climate change related risks. The Risk Management Group scrutinises and challenges the risks included in the register and identifies any additional work necessary to better classify risks or explore other available mitigation controls.

The company's long-term viability statement incorporates scenario analysis and stress testing to assess the impact of various uncertainties. Currently, the Board has determined that the appropriate period for the viability statement extends to 2030. Operational plans are being developed for the period beyond 2030, in anticipation of significant changes to the operating environment. Once these plans are finalised, the viability statement will be updated to extend to 2035.

Ofwat requires that company Boards provide assurance which a) states that the actual company is financially resilient over the 2025-2030 period and beyond, under its business plan (and under their actual capital structure); and b) sets out the steps they have taken to enable them to make that statement, the factors they have taken account of, and the suite of financial metrics used to ensure the company is financially resilient. Looking ahead to the next five years, Wessex Water plans to double its investment in infrastructure and resilience, subject to a satisfactory regulatory settlement. The company remains focused on delivering innovative, nature-based, and community-driven solutions that enhance system reliability and environmental performance.

In 2024-25, Wessex Water continued to strengthen its infrastructure and operational resilience in response to growing environmental pressures, customer expectations, and regulatory demands. The company prioritised investment in systems





capable of withstanding climate extremes, including more intense rainfall, drought risk, and rising groundwater levels. These efforts are part of a broader strategy to future-proof essential services and deliver long-term value for customers and communities. The company's drought resilience planning included reservoir optimisation, demand management, and community engagement. Through participation in Ofwat's innovation fund, the company also explored new technologies that improve efficiency and resilience across its operations. Key infrastructure upgrades focused on reducing supply interruptions, improving wastewater management, and enhancing water quality. Performance commitment data published through the company's open data platforms included metrics on mains repairs, sewer flooding, night flow monitoring, and pollution incidents. These datasets support transparency and enable stakeholders to track progress against resilience targets.

### The resilience of Brabazon New Town

Brabazon New Town is being developed with the future firmly in mind. As the UK continues to face a housing crisis, Brabazon will help ease pressure in the wider Bristol area by delivering 6,500 high-quality homes, including 1,700 affordable units. These homes are being built to the highest standards, and there is a target of achieving BREEAM Excellent status for the commercial buildings at the site. This ensures that Brabazon will not only meet today's expectations for quality and sustainability but will also remain resilient and efficient well into the future.

Brabazon has been assessed against likely significant effects of climate change, to determine main areas of vulnerability and the likely significant impact climate change would have, and to outline mitigation measures to adapt to projected climate change. Specifically, the risk assessment considers the implications of long-term changes to climate norms, heatwaves, low rainfall and drought, and heavy rainfall and flooding for future users of the site; infrastructure; ecology, landscaping and planting; and land stability.

As each plot comes forward into the planning process, details are provided in the planning application about the 'future proofing' mitigations to deal with a more challenging climate. These include measures to prevent overheating and maintain thermal comfort in buildings during heatwaves; management of excess surface water related to storms and prolonged wet conditions; measures to reduce water use and landscaping/planting with drought tolerant species.

	2024-25
Water supply restrictions (nr)	0
Water supply interruptions (duration / property / year)	00:10:00
Leakage - % reduction (three-year average from baseline)	4.5
Per capita consumption % reduction	3.4
Internal flooding per 10,000 properties (number)	1.56
External flooding per 10,000 connected properties (number)	17.11
Risk of sewer flooding in a storm (% of population)	7.98
Total pollution incidents per 10,000km of sewer length (nr)	62.10
Serious pollution incidents	0

External flooding per 10,000 connected properties (number)  
The company also published the fourth edition of its [climate change adaptation report](#).



## CASE STUDY

# Avonmouth and Saltford

The largest project in Wessex Water's current capital programme is the expansion of Avonmouth Water Recycling Centre. This is a £100 million investment that will significantly improve and increase sewerage services to the ever-expanding Bristol area, and is being delivered by YTL Construction UK's infrastructure arm. The project will improve the quality of wastewater released into the Severn Estuary, treating a greater volume of sewage to mitigate environmental impacts.

The expansion site has up to 170 people working on the construction at peak times. Since construction began, nearly 19,000 tonnes of earth have been moved and 86,000 tonnes of material laid down, with more than 3,500 concrete piles driven into the ground for the foundations. A record-breaking concrete pour took place in autumn 2024, with more than 3,600 tonnes (1,509 cubic metres) laid across an 18-hour period - surpassing Airbus' record for the largest concrete pour in Bristol's history.

Engagement with the local community has been a priority. Relationships have been forged with local groups, and a significant fund has been set up for local activities and support for children, health and wellbeing initiatives, and access to job-related skills and training. Work is also underway to improve the condition of the adjacent Mere Bank Scheduled Monument, a 12th century flood defence, and improving public access to the area.

YTL Construction UK is also delivering a £35 million expansion project at Saltford Water Recycling Centre. The scheme was recognised this year with an Institution of Civil Engineers award for the recent construction of Saltford Bridge, which provides a new access route across the river Avon, allowing traffic to reach the water recycling centre. ICE South West judges were impressed by the significant long-term investment in the ecology of the area, centred around three new ponds that provide new habitat to amphibians, invertebrates, mammals and wetland birds, resulting in more than 55% biodiversity net gain. The bridge also provides public access to allow local communities to see the environmental improvement over time.





# Security and customer privacy

## Overview

Cyber security is an increasingly prominent issue for businesses operating in a technology-dependent world. The 2024 Cyber Breaches Survey highlights the scale of the challenge, with 50% of UK businesses reporting a cyber security breach or attack in the past year. The National Cyber Security Centre's (NCSC) Annual Review 2024 describes the threat landscape as "diffuse and dangerous", with persistent threats from hostile states and organised crime. As global geopolitical tensions rise, cyber security systems are being tested more than ever. In the UK, high profile incidents have affected both local and central government: businesses and essential service providers have been targeted. These incidents underscore the critical importance of building resilience across YTL UK.

## The Group's approach

Cyber security begins with people - employee awareness and training are fundamental to building resilience in a volatile threat landscape. YTL UK is committed to fostering a culture of cyber awareness, ensuring that all staff understand their role in protecting the organisation's digital assets.

The Group adopts a comprehensive approach to managing both cyber and physical security risks. Its key priorities include monitoring and mitigation of cyber threats; robust data protection controls; compliance with regulatory requirements, including the Data Protection Act 2018 and GDPR; and operational risk reporting. The organisation deploys a range of technical and procedural measures, such as strong password policies; regular software updates; employee training on cyber security best practices; incident response plans for cyber attacks or data breaches; and notification protocols for affected parties. The Group also remains informed of the latest trends and technologies in cyber security, collaborating with industry partners and government agencies to share intelligence and best practices.

Protecting customer information is a top priority for the Group. The organisation is committed to handling personal data with care and transparency, ensuring that customer details remain secure. Its data management practices align with UK legislation and international standards, and it continuously monitors developments in data protection laws and industry best practice. In this way the company can enhance its safeguards and ensure the ongoing security and privacy of customers' data.

While new technologies present opportunities to improve efficiency, safety, and service delivery, they also introduce new risks. The Group recognises that innovation must be balanced with robust cyber security measures to protect its operations, intellectual property, and competitive advantage.

Cyber security is a critical concern for all providers of essential infrastructure, particularly in light of recent cyber attacks on two UK water companies. Wessex Water is making strong progress across a range of initiatives that collectively enhance its cyber defences, safeguarding both customers and operational continuity. The company is fully committed to compliance with data protection legislation. It recognises the importance of personal data to its operations and the obligation to uphold individuals' privacy rights. All employees are responsible for adhering to the policies and procedures in place to ensure personal information is handled in accordance with legal requirements. Wessex Water currently holds ISO 27001 certification, a globally recognised framework that encompasses legal, physical, and technical controls for managing information risk. The company's information security policies and compliance measures are aligned with this standard.

As a provider of essential services within the UK's Critical National Infrastructure, Wessex Water is also governed by the Network and Information Systems Regulations, introduced in 2018 to strengthen cyber security compliance. In addition, the company is required

to comply with the Security and Emergency Measures Direction (SEMD), which mandates the maintenance of plans to ensure continuous water supply, including robust security provisions. An independently attested SEMD report is submitted annually to the Drinking Water Inspectorate (DWI).

Wessex Water recognises the 2022 update to SEMD as a vital framework guiding its commitment to national resilience. This includes the protection of essential water and wastewater services during emergencies such as cyber attacks. In response, the company is making significant investments between 2025 and 2030 to enhance system resilience, protect infrastructure, and ensure uninterrupted service delivery.

The company continues to collaborate closely with regulators and national security bodies to assess emerging risks and strengthen its existing systems. As part of its proactive approach, Wessex Water conducts regular phishing simulations to test and improve employee awareness and response to cyber threats.

The Group continued to refine data minimisation practices, ensuring that only essential information is collected and retained. Where appropriate, it adopted anonymisation techniques to protect personal data while enabling valuable insights that improve service delivery. It also maintained clear, accessible privacy communications to help customers understand how their data is used and the protections in place.

Turnbull's core focus is the nuclear industry, supporting the various of nuclear projects in the UK such as new build, decommissioning, fusion and hydrogen. To meet eligibility requirements to tender for work in this sector, Turnbull has increased its level of cyber security accreditation to meet the requirements of the Office of Nuclear Registration.



# Water environment – quantity and quality

## Overview

The health of the water environment is a core issue across the YTL UK Group, with two main aspects:

- water quantity and flows in rivers and streams, which are affected by abstraction of water for public supplies. Abstraction must be carefully managed to reduce the risk of low or intermittent river flows, lowered lake and groundwater levels, the drying up of wetlands, and pollutant concentrations in water quality
- water quality in watercourses and coastal water, which can be affected by both treated effluent and unforeseen pollution incidents from sewers and water recycling centres, as well as diffuse pollution from a range of urban and rural sources. Pressures on the water environment will increase as a result of population growth, climate change and changes in land and water use.

## Water quantity

Wessex Water's Water Resources Management Plan (WRMP) outlines how the company will maintain a balance between water demand and supply while protecting the environment over a minimum 25-year period. This approach ensures sustainable levels of water abstraction. The WRMP considers a range of factors, including population growth, customer demand, environmental pressures, and the impacts of climate change on river flows, reservoirs, and groundwater recharge. Detailed climate risk assessments are conducted as part of the WRMP process. These assessments evaluate the effects of changing rainfall patterns, evaporation rates, and temperature trends on river flows, reservoir levels, groundwater recharge, deployable output, and water demand.

Weather conditions are also a factor. Droughts lead to shorter recharge periods in groundwater and for reservoirs, leading to lower levels and reduced yields, as well as reduced river flows which can lead to pressure to reduce abstraction to protect the freshwater environment. At the same time, higher temperatures in the summer months can increase daily and peak demands for water.

In the 2019 WRMP, the company forecasted a surplus of supply over demand through to 2045. However, it has since become evident that significant reductions in water abstraction are required by 2035 to protect river ecology, particularly in vulnerable catchments such as the Hampshire Avon. Without intervention, the company now forecasts a supply-demand deficit of more than 130 million litres per day (ML/d) by 2079/80 under a dry year critical period scenario. As abstraction from environmentally sensitive sources will be reduced to protect river ecology, the preferred plan includes measures to reduce water demand through water efficiency visits and the rollout of smart metering. These initiatives will also support compliance with statutory water demand reduction targets. Additionally, the plan includes actions to reduce leakage across the network.

Reducing demand is crucial in order to meet future reductions in the amount of water abstraction that is permitted by regulators, as well ensuring new growth can be met through existing abstraction. Water wastage and unnecessary usage will be met by targeting a 50% leakage reduction by 2050. Leakage reduction will be enhanced via the implementation of acoustic logging, smart networks, and data-driven leak detection and repair processes to meet government expectations of halving leakage and reducing personal consumption.

Advanced water efficiency measures will be integrated across Brabazon new town. While all homes at Brabazon must meet current Building Regulations for water efficiency as a minimum, the development will draw on Wessex Water's in-house knowledge to go beyond compliance, embedding best practices in sustainable water use from the outset.

Turnbull manages the supply of 424 ML of potable water to the Hinkley Point C site, for both drinking water and construction. Operating and maintaining a 35km network on the site, the company ensures effective supply to welfare facilities and construction platforms, supported by a comprehensive quality monitoring process with samples analysed by the Wessex Water laboratory.



## 2024-25

The notably dry spring of 2025 following the wet weather of 2024 left Wessex Water's reservoirs and aquifers at healthy levels. Heading into summer 2025 the company continued to meet its performance commitments for the abstraction incentive mechanism (AIM) at two sites - Mere and Stubhampton. Under this arrangement, the company is incentivised to voluntarily reduce its abstraction from environmentally sensitive water sources when river flows are low. Wessex Water's abstraction at Mere was under AIM restrictions for only 62 days in 2024-25; a similar level to 2023-24 due to above average rainfall. The target to export at least 100 megalitres less than the baseline during the AIM window was met.

The business continues to encourage responsible use of water while working to decrease leakage from its supply network and successfully continued to reduced leakage compared to 2023-24. However, given that this performance commitment makes use of a three-year average which currently includes significant breakouts from 2022-23, the reduction is not immediately evident. Consumer demand, measured by per capita consumption, also using a three-year average, is now benefiting from stable data and has shown a reduction in comparison to 2023-24. These improvements will help decrease the volume of water we abstract from rivers and boreholes, with environmental benefits. The company aims to reduce the 145 litres per day currently used on average by customers to 135 litres by 2030, and cut leakage by another 3.5MI/d by 2030.

Turnbull implemented a solution to reduce the amount of clean water used for dust suppression at Hinkley C. It did this with water from a water management zone, to better utilise the resource that was available, reducing costs to the client and also saving water.

## Water quality and rainwater management

Wessex Water's Pollution Incident Reduction Plan is dynamic and data-driven. Based on evidence from

previous initiatives, the company is focusing its pollution reduction efforts on technology-led solutions and stakeholder engagement, including:

- network monitoring: building on the success of previous work, Wessex Water plans to increase the number of in-sewer monitors from 3,500 in 2025 to 10,000 by 2030. AI-based analysis tools will be enhanced to incorporate data from Water Recycling Centres (WRCs) and Sewage Pumping Stations (SPSs), enabling proactive responses to abnormal data patterns
- SmartWaste trial: a pilot at Westbury WRC will explore the use of installed equipment and integrated data from WRCs, SPSs, and the sewer network to improve the identification and response to potential pollution incidents or performance issues
- sewer burst detection: tools are in place to quickly identify rising main bursts. The company will expand the use of pressure and flow monitors on SPSs to improve visibility and response times
- customer education: sewer misuse remains the leading cause of pollution incidents. Wessex Water is targeting the root causes through customer engagement campaigns to reduce blockages and associated pollution.

A significant portion of the organisation's 2025-30 investment will focus on reducing levels of phosphorus and nitrogen in treated wastewater discharges. Notably, 43% of the Wessex Water region is subject to nutrient neutrality rules, the highest proportion of any UK water company. The company has proposed £1.13 billion in expenditure to meet legal obligations requiring nutrient removal through wastewater treatment upgrades or catchment-based approaches in nutrient sensitive areas. This investment is essential to support continued housebuilding and economic growth without further harming the water environment.

Between 2025 and 2030, Wessex Water will improve the performance of 143 storm overflows through a £550 million investment programme, which includes:

- nature-based solutions
- monitoring the water quality impact of WRC and storm overflow discharges (nearly £100 million)
- increased investment to reduce groundwater infiltration into sewers and maintenance holes.

Wessex Water's core plan for flooding and storm overflow improvements includes a 20% increase in design rainfall intensity to account for climate change. This allowance reflects current best practice in the design and construction of climate resilient infrastructure. For its long-term delivery strategy, the company has used hydraulic computer models to assess the impacts of a more adverse, high climate change scenario (RCP 8.5).

The masterplan for Brabazon New Town includes fully integrated surface water and wastewater systems, enhancing flood resilience, biodiversity and public amenity. The site takes advantage of its position between two catchments, enabling gravity-fed drainage to the Henbury Trym to the West, and the Stoke Brook to the East, and is committed to capturing surface water and managing runoff. A key component is sustainable drainage systems (SuDS) strategy, developed in alignment with the site's Flood Risk Assessment. The development's surface water management proposals and SuDS features include a network of filter drains and planted swales; gravity-based conveyance systems; wetland habitats and waterbodies; urban channels, and underground storage to support infiltration, reuse, and amenity value. Street tree planting will be combined with underground storage zones, providing trees with uncompacted soil conditions while also managing runoff and attenuation.

SuDS will be provided across the YTL Live entertainment complex site, seamlessly integrated within the landscape to ensure reduction of surface runoff. Rainwater harvesting will be integrated into the site so that mains water consumption is reduced by more than 70%, and 100% of water collected will be used to flush toilets in the venue.

At Hinkley Point C, Turnbull operates and maintains all wastewater, surface water and construction water networks, delivering treatment and quality monitoring services to ensure compliance with all discharge permits. This includes 125km of surface water network, and five surface water treatment plants, which collectively treated 765 megalitres (Ml) during 2024-25. Management and removal of groundwater are critical in enabling construction works to progress safely. Turnbull operates and maintains the 10km groundwater network, compliantly discharging 147 Ml of groundwater via a dedicated pumping station and quality monitoring system. Turnbull provides all wastewater treatment services for the project, with 148 Ml of treated effluent discharged through the site’s sewage treatment works. Alongside this, the company provides foul waste tankering services to ensure remote facilities across the project are fully supported. Turnbull environmental samplers collect over 1,100 annually of water quality samples across boreholes, surface water and foul water systems. These are analysed at UKAS accredited laboratories, with results processed, analysed and reported to the client in support of environmental permit and regulatory compliance.

EnTrade has been pioneering a new approach to improving the water environment. Specifically, it facilitates the sale of environmental credits to businesses and developers, enabling investment in projects that deliver measurable benefits to the local environment. By leveraging private equity, the organisation supports initiatives that contribute to the UK’s ambitious nature recovery targets. Operating as an environmental marketplace, EnTrade connects landowners, farmers, and developers to deliver high quality, nature-based solutions.

In collaboration with conservation experts, the platform helps landholders implement projects that reduce eutrophication, the process where excess nutrients in watercourses promote the growth of microorganisms, leading to oxygen depletion and harm to aquatic life. Projects aimed at mitigating nutrient pollution include the creation of new wetlands and the adoption of

sustainable farming practices, such as planting cover crops and establishing vegetative buffer zones. EnTrade also works with conservation specialists to certify and quantify nutrient reductions using standards approved by the Environmental Markets Board, which also regulates the marketplace. To ensure long-term integrity, a credit reserve is maintained to manage risk, and legal agreements are put in place to guarantee ongoing project maintenance.

2024-25

Wessex Water met all its statutory obligations under the Water Industry National Environment Programme (WINEP), but narrowly missed the target (399.9km) for the cumulative length of river with improved water quality, by 3km.

The StormHarvester AI tool helped Wessex Water prevent at least 38 potential category 1-3 pollution incidents in 2024. The technology, adopted following one of its early marketplace challenges, generates alerts when sewer levels deviate from the expected level for the conditions, indicating a potential issue.

Despite having no serious pollution incidents, the intense rainfall during September to January 2024 contributed to an increase in total pollution incidents. Consequently, Wessex Water received a two-star Environmental Performance Assessment rating from the Environment Agency for 2024. The company invested further in monitoring – going from just over 3,000 to 10,000 in-sewer monitors – to give advanced warning of issues, as well as an enhanced maintenance programme, customer behavioural engagement, and a new ‘solve at source’ approach that will take a holistic attitude to managing wastewater catchments.

Wessex Water leads the industry in its AI-powered smart river monitoring to protect waterways and improve water quality, and conducted trials at 12 sites and installed real-time monitoring for recreational users at two coastal, two river, and one estuarine site.

Metrics	2024-25
Compliance with abstraction licences (%)	100
Abstraction Incentive Mechanism, Mere*	-136
Abstraction Incentive Mechanism, Stubhampton*	-111
Per capita consumption (% reduction in year consumption)	3.4
Volume of water saved by efficiency engagement (megalitres per day)	6.1
Customer reported leaks fixed within a day (%)	90
Treatment works compliance (%)	99.7
Leakage (megalitres per day)	4.5
Mains repairs (nr per 1000 km)	121.7
Pollution incidents (nr/10,000km of sewer)	62.10
Length of river improved with water quality (WINEP) (km)	397.0
Length of river improved (non-WINEP) (km)	28.8
Delivery of WINEP	Met
Working with communities to improve bathing water experience (nr projects)	54
Satisfactory sludge disposal compliance (%)	100

\* Mere and Stubhampton are two environmentally sensitive sites. The number is how much water (in megalitres) we abstracted below a set baseline, during periods when stream flow or levels were below an agreed point. The lower the number, the better the performance.



## CASE STUDY

# Real-time monitoring in Bournemouth and Boscombe

Wessex Water was the first UK company to publish data on storm overflow operations at bathing waters and other recreational areas 365 days a year. Now, real-time monitoring at a number of sites in the region is improving understanding of water quality status, allowing people to make more informed decisions when using bathing waters for recreational use.

Wessex Water has developed an artificial intelligence (AI) app, linked to two buoys that have been deployed in the sea off the coast of Bournemouth. The buoys will provide real-time updates to beachgoers and swimmers, about water quality and bacteria risks.

Sensors on the buoys are already interpreting a variety of water quality parameters, such as turbidity, temperature, dissolved oxygen and pH. Data from the buoys is cross-referenced with samples analysed at Wessex Water's Saltford laboratory to understand the conditions that indicate a bacteria risk. This ground-breaking initiative has been developed in partnership between Wessex Water and Bournemouth, Christchurch and Poole Council.



# Greenhouse gas emissions

In 2023, the Intergovernmental Panel on Climate Change stated that human activities, principally through emissions of greenhouse gases, have unequivocally caused global warming, with global surface temperature during 2011-20 reaching 1.1°C above the 1850-1900 level, and that limiting human-caused global warming requires net zero CO2 emissions.

The UK's 2008 Climate Change Act sets the framework for domestic action to decarbonise and adapt to the effects of climate change. The UK has committed to reach net zero greenhouse gas emissions by 2050, with any residual greenhouse gas emissions balanced by removals. The UK Climate Change Committee notes that "the private sector has a proven record of innovating and delivering rapid transitions in technologies and consumer choices, provided the right incentives are in place. As technologies such as renewable electricity and electric vehicles become cheaper than fossil fuel-based alternatives, global markets for many of the technologies needed to decarbonise economies are growing."

Our parent company YTL Power is committed to reaching carbon neutrality in operations by 2050. All of the YTL UK Group companies are contributing to this goal, as well as the UK's nationwide commitment through investments and innovation in renewable energy, energy efficiency, and low carbon technologies for construction and the day to day running of infrastructure and buildings. Increasing attention is being given to the measurement of emissions in the Group companies' operations and capital projects, supporting accounting and reporting.

## Water and wastewater

Wessex Water aims to achieve net zero operational carbon emissions by 2030; these are the company's annual emissions linked to energy use, transport, and other greenhouse gases that are emitted from sewage and sludge treatment processes. In 2021, the company published its route map to net zero operational carbon emissions, showing the actions needed for a more sustainable and low carbon future. These will include a

combination of both readily available and innovative technologies and ways of working. For example:

- improving energy efficiency of sewage treatment
- introducing monitoring and control of nitrous oxide from sewage treatment
- electric cars and vans, and biofuels in HGVs
- increasing the amount of biogas generated from anaerobic digestion
- pursuing opportunities for wind and solar power, either as generators or as the end user
- reducing water use and leakage
- promoting nature-based solutions that avoid energy use
- advanced thermal conversion of biosolids.

More information can be found at [Net zero carbon](#).

The company is also addressing 'embodied carbon' emissions linked to construction materials, consumables such as treatment chemicals, and other parts of the supply chain. The company is increasingly using tools that provide detailed estimates of the whole life carbon of capital schemes to assist its decision making, and incorporating lower carbon materials, especially where cement and concrete are used.

Wessex Water's gross location-based operational emissions during 2024-25 fell by 11 kilotonnes compared with 2023-24. This was due to a number of factors including: electricity consumption falling with the return to drier conditions than in 2023-24; natural gas consumption falling by 2 GWh; less sludge being processed through conventional anaerobic digesters, with more treated by liming; and a methodology change involving reallocation from operational emissions to capital carbon of any emissions from third party contractors used for projects or maintenance work that are part of its capital programme. Renewable energy generated by the company in 2024-25 amounted to 20 gigawatt hours of electricity and 77 gigawatt hours of biomethane.





The company's proposals for nitrous oxide monitoring and control during 2025-30 were approved by Ofwat. This will be an important step in better understanding wastewater process emissions at the company's largest water recycling centres. With this they are able to build upon experimental work carried out in the past few years and carry out monitoring at 20 different sites. There will also be investment to reduce methane emissions from biosolids being stored after anaerobic digestion, prior to reuse on agricultural land.

At Avonmouth Water Recycling and Bioresources Centre, GENeco produces renewable energy in two forms, from two different waste streams. The two types of energy are electricity generated by combined heat and power units, and biomethane. Both are generated from biogas produced by anaerobic digesters, which process sewage sludge and food waste. Biomethane can be used as a renewable alternative to natural gas. To this end, the company operates a unit at Avonmouth which exports up to 1,900m<sup>3</sup> per hour to the local gas grid. It has also demonstrated the use of biomethane as a vehicle fuel for cars, refuse collection vehicles and buses.

Turnbull is working on early stage carbon accounting, (including establishing its emissions baseline) and identifying actions to be taken reduce emissions. These include reducing the number of diesel generators used in its operations and using more sustainable transport options for business travel. Turnbull has reviewed its tanker fleet mileage and the need to transport waste offsite and has implemented changes to the treatment capacities available on the site instead, reducing travel costs and emissions.

The use of soil stabilisation by YTL Construction as an alternative to conventional methods, such as concrete piling, has led to an estimated 30% reduction in carbon emissions, totalling 15 tonnes CO<sub>2</sub>e so far and an estimated cost saving of £130,000. The company is using amended mixes for concrete, by incorporating other materials with a lower carbon footprint than conventional cement. Examples include ground granulated blast-furnace slag in structures and tarmac

in paving and hard standing. Working with contractors, some lower carbon equipment is being introduced such as battery and diesel hybrid generators, and solar powered battery charging stations for electric tools.

### Brabazon New Town

The development of the Brabazon masterplan is expected to extend beyond 2030, potentially continuing up to 2050. The proposed energy strategy for the site will be a key factor to delivery of a net zero carbon future, and includes opportunities for heat networks, renewable energy generation and storage, smart grids and micro grid distribution. Thermal efficiency, roof mounted solar panels and air source heat pumps are among the features in buildings that have been completed, are in planning or construction. Sustainable travel is hardwired into the development which includes a new rail station, extensive provisions for cycling and pedestrians, and electric vehicle charging points.

YTL Live will be net zero carbon in its operation from day one and the UK's first entertainment venue of its type to operate with no fossil fuels. Solar panels covering 10,000m<sup>2</sup> combined with two megawatts of battery storage will allow solar harvesting for peak time use. Air source heat pumps will provide ambient heating and cooling, while LED lighting will be used throughout the complex, linked back to an intelligent building management system.

By repurposing the Brabazon Hangars, it is estimated that the venue will save approximately 18,600 tonnes CO<sub>2</sub> from being emitted, compared to building a completely new structure. The concrete floor, which supported every UK-built Concorde, will be retained as the event floor. Visitors will be actively encouraged to choose sustainable forms of travel, enabled by a new train station connecting the venue to Bristol Temple Meads in 15 minutes, along with a new Metrobus service to Bristol and beyond. These measures are central to its aim to be the most responsible and sustainable arena complex in Europe.

*The proposed energy strategy for the Brabazon site will be a key factor to delivery of a net zero carbon future*

# Nature, biodiversity

## Overview

YTL UK Group companies are very aware of the global climate and ecological emergencies. Important steps are being taken to protect nature and biodiversity, by promoting positive action and preventing or reducing adverse impacts. There is also good potential for nature-based solutions to mitigate climate impacts, meet regulatory requirements and the growing expectations of stakeholders, and ensure the availability and quality of natural resources for future generations.

## Work in the Wessex region

Wessex Water's biodiversity action plan (BAP) draws on a long tradition of wildlife conservation work and has continually adapted to meet the many challenges facing the habitats and species within the region. The BAP has a number of components, including conserving and enhancing wildlife on company land; investigating and mitigating any potential impacts on the environment and wildlife of capital projects; and a partners programme that funds projects carried out by wildlife organisations to conserve and enhance biodiversity. Meanwhile, the company's capital investment programme is increasingly dominated by the state of the water environment, especially via the Water Industry National Environment Programme (WINEP), including significant investment to reduce nutrient levels in watercourses and improve their ecological condition. Recent work has included:

- creation of two wetlands to improve the quality of water entering Durleigh reservoir and to enhance wildlife and biodiversity, supporting work with local farmers to reduce pesticides and silt entering Durleigh Brook
- increasing the treatment capacity of Salford Water Recycling Centre by 40% to reduce nutrient levels entering the River Avon, as well as new ponds and habitats that support amphibians, invertebrates, mammals and wetland birds. Combined, these efforts contribute to a 55% net biodiversity gain

- creation or restoration of more than 30 hectares of priority habitat across the company's land
- ongoing work with farmers in the Poole harbour catchment, delivering nutrient management solutions with additional biodiversity enhancements
- planting over 100,000 trees since 2020. This includes more than 2,400 trees in a staff forest at Durleigh reservoir, which celebrates people's contributions to the company while also improving biodiversity
- installation of dip tanks, washdown facilities and boot scrubs at sites with higher risk of invasive non-native species.

The Partners Fund provides strategic funding over five years for environmental improvements in partnership with wildlife organisations. The Wider Wylfe Strategy and Dorset Wild Rivers are two complementary initiatives that aim to enhance river catchments. This includes restoring natural processes and improving river systems, delivering biodiversity improvements, and implementing sustainable catchment management practices while actively engaging local communities and land managers. Together, these projects demonstrate a shared commitment to ecological restoration, community involvement and long-term environmental stewardship.

In 2024/25 the company carried out actions to improve the condition of Sites of Special Scientific Interest (SSSI) that are part of its landholding. By the end of 2024-25 it had delivered 100% of the actions agreed with Natural England. All of its WINEP delivery obligations in 2024/25 were also met, including 163 outputs from environmental investigations that have informed potential enhancements during 2025-30.

Other work included:

- 20.8 ha of Priority Habitat with restoration management implemented
- 98 ha of habitat improvements in catchment management areas against a target of 95 ha





- 42 catchment-based partnership projects delivered, against a target of 37
- 14.34km of river / watercourse improved (a cumulative total of 47km since 2020)
- 566 schemes were assessed for environmental impact and 300 ecological surveys carried out.

The company gained permission from DEFRA to trial nature-based solutions at 31 groundwater-influenced storm overflow trials across the region, and pioneering a nature-based solutions skills bootcamp for employees, funded by the West of England Combined Authority. There were also 49 community environmental projects which received up to £2,000 through the Wessex Water Foundation Environment Fund.

Between 2025 and 2030, the company is improving the biodiversity of more than 200 hectares of land, including its own land that contains or adjoins priority habitats for protected species. It will also improve the management and condition of 50 hectares of woodland and investigate options for peatland restoration.

Working within the construction and nuclear industry, Turnbull understands the importance of taking nature and biodiversity into consideration when undertaking work. The company has worked with its client at Hinkley Point C to convert an old water management zone into a nature reserve, providing habitat for wildlife away from the construction areas.

### Brabazon New Town

The Brabazon New Town development includes opportunities to retain and enhance wildlife, ecosystems and habitats locally, as well as setting the standard for sustainable development with a focus on biodiversity. Strong ecological connectivity will be established across the development, including connections to the wider landscape via frameworks for trees, green infrastructure and planting, which will create corridors and habitats for wildlife. Brabazon aims to deliver at least a 10% Biodiversity Net Gain.

Brabazon New Town's green infrastructure framework

comprises public open space, areas of open water, SuDS and landscape belts. These will contribute to site-wide ecology and habitat corridors, as well as having aesthetic value. The planting framework includes ecological habitat corridors, species rich grassland and wildflower meadow, and species rich woodland meadow. Other features to be created include:

- an ecological receptor site and minimum 50m green infrastructure buffer to development along the Trym valley
- extension of Hayes Wood - broad leafed woodland along the northern boundary
- a wet woodland along the southern boundary
- a series of 30m wide green linear parks
- a 50m wide green connector running north to south
- nesting boxes and safe havens for known fauna
- a minimum of 35% green/biodiverse roofs on buildings
- newt ponds and surface water SuDS attenuation to create localised wetland habitats.

At YTL Live, habitat diversity of the existing site is relatively low. The site's development aims to encourage existing wildlife and create new habitat opportunities. There will be 80-90% native planting in garden areas and 100% in habitat areas, with tree canopy managed to encourage bird roosting. Bird and bat boxes will be integrated into the planting strategy to support local bird populations and encourage bats. A planted corridor will enhance the existing green corridor and



planting structure to boost slow worm habitat. These actions will help increase the site's ecological value. Where appropriate reuse of suitable salvaged materials (eg, timber and crushed brick) will be used for habitat creation or shelter for invertebrates and birds. During recladding of the arena's roof a peregrine falcon roost will be created on the wider site, in consultation with ecologists.

### Markets for biodiversity

EnTrade has established itself as the UK's leading marketplace for nature recovery. It is driving private investment into nature recovery by making it easy for businesses and landholders to trade certified environmental services in the markets the company manages. It does this by running 'two-sided' markets. Businesses make bids for the environmental services they need locally, including biodiversity gain and nutrient mitigation, then landholders make offers to deliver and maintain nature-based projects - such as creating woodland or planting cover crops - that provide these services. These markets comply with market rules set and overseen by the Environmental Markets Board which aim to ensure market integrity. EnTrade ensures that environmental services from verified nature-based projects are traded transparently, fairly and efficiently. This also simplifies the process and reduces the risk for participants such as businesses, landholders and local planning authorities.

In 2024-25, a joint venture between global engineering and sustainable development consultancy Arup and YTL UK Group was established to accelerate private investment in nature recovery nationwide. The joint venture will allow the model EnTrade has established in its Bristol Avon and Somerset Catchment Markets to be scaled up across the country. Those pilot projects have led to significant environmental improvements, with 95 hectares of nature-based projects backed by more than £1.3 million private investment. Projects include cover crops and arable reversion delivering water quality improvements as well as the wetlands and biodiversity gain projects (grasslands, scrub, hedgerows and ponds).



## CASE STUDY

# EnTrade – Speeds Wet – nature market-funded wetland for nutrient mitigation

*Location:* Curry Rivel near Langford, South Somerset

*Project Size:* 0.66 hectares *Watershed Area:* 100 hectares

*Phosphorus reduction:* 14 kg TP/year

*Planning permissions enabled:* 12.

In an innovative approach to nutrient mitigation, Speeds Wet, a 0.66-hectare wetland in Somerset was created to reduce phosphorus pollution entering the Somerset Levels and Moors Ramsar Site. Funded entirely through the sale of nutrient credits via the Somerset Catchment Market operated by EnTrade, the project demonstrates how nature-based solutions can be financed without compromising agricultural productivity. The wetland was engineered to transform a straight waterway into a meandering system with sediment traps and seven wetland cells. This design slows water flow, enhances phosphorus removal, and reduces flood risk in nearby Drayton village.

Using the EnTrade/Arup nutrient reduction standard, the project quantified its environmental impact, translating each kilogram of phosphorus removed annually into a tradable phosphorus credit. A 20% reserve was held to ensure precautionary compliance. The credits were purchased by developers, including care homes seeking to meet nutrient neutrality requirements. Credit prices averaged £45,000, with bridging credits (from

cover crops and arable reversion) allowing construction to begin before the wetland was fully operational. This flexible model ensured fair compensation for landholders and timely progress for developers.

Despite its success, the project faced regulatory hurdles. Delays in planning consents and Environment Agency licensing pushed construction from September 2024 to April 2025. However, lessons learned reduced future delays in subsequent market rounds.

Speeds Wet exemplifies how well-governed nature markets can unlock long-term environmental gains while supporting sustainable development. It's a blueprint for scalable, cost-effective nutrient mitigation across the UK.





# Land, materials, resources

## Overview

The intensifying pressures of population growth, urbanisation and resource scarcity necessitate a comprehensive approach to managing waste and utilising resources more effectively. At YTL UK Group, we recognise the importance of integrating circular economy principles into our resource and waste management strategies, as failure to do so negatively impacts the health of the environment and local communities.

## Water and wastewater service

Wessex Water's largest waste stream is the biosolids, commonly referred to as sewage sludge, produced as a by-product of sewage treatment. It is essential that biosolids are treated and recycled in a safe, reliable, and sustainable manner. The company aims to maximise the nutrient and energy potential of sludge, helping to reduce both the cost and carbon footprint of its bioresources service. Between 2025 and 2030, the company plans to maximise sludge treatment via anaerobic digestion, which increases renewable energy generation and reduces the volume of sludge requiring disposal. To enhance resilience, additional capacity will be provided through lime treatment.

The company recycles 100% of treated biosolids to agriculture. As biosolids are rich in nitrogen, phosphorus, and organic carbon, it is applied to agricultural land as an organic fertiliser. The sludge treatment process begins with anaerobic digestion, which reduces sludge volume and generates renewable energy in the form of methane. The resulting digestate is then dewatered into biosolids cake, which is spread across farmland. This not only returns nutrients to the soil and supports the circular economy, but also complies with all relevant environmental regulations and codes of practice, ensuring it remains a safe and sustainable method of sludge recycling.

Wessex Water's Poole Bioresources Centre plays a vital role in the company's long-term strategy to deliver safe, reliable, and sustainable sludge treatment. As one of five anaerobic digestion sites, Poole is undergoing refurbishment to maximise

its digestion capacity and support regional resilience. This investment aligns with AMP8 (2025-2030) objectives to increase renewable energy generation, reduce carbon footprint, and comply with evolving environmental regulations such as the Industrial Emissions Directive. The upgraded facility will contribute to treating a greater proportion of sludge through anaerobic digestion, thereby enhancing operational efficiency and environmental performance.

The future of sludge-to-land practices in the UK is under increasing scrutiny due to public concerns about odour, microplastics, and contaminants such as PFAS, often referred to as "forever chemicals." Although the practice has long been considered a sustainable way to recycle nutrients, recent media attention and local opposition have prompted regulatory reviews and calls for tighter controls. The Environment Agency and Defra are currently reviewing the Sludge (Use in Agriculture) Regulations and the Safe Sludge Matrix. Their focus is on improving transparency, enhancing monitoring, and tightening contaminant thresholds. There is also growing momentum toward higher treatment standards before land application, including advanced digestion and thermal drying, to further reduce environmental and health risks.

Wessex Water's approach to waste management goes beyond regulatory compliance, focusing on rethinking resource use, designing out waste, maximising reuse and recycling, and sending zero waste to landfill. A key component of this approach is the segregation of waste materials, which enables more effective recycling and reduces contamination. Plastics, metals, cardboard, and other recyclables are separated at the point of disposal, while hazardous and organic wastes are managed through specialist channels to ensure safe and sustainable treatment. Operational waste reduction is further supported by a strong culture of staff engagement. Regular site audits, clean-up initiatives, and training programmes empower employees to take ownership of waste management practices. As a result of these efforts, Wessex Water currently diverts 99.9% of its waste from landfill.



Working closely with local communities over the past five years, the company has installed 24 public water refill points in its region to reduce the use of single-use plastic bottles and lessen the impact they have on the planet, while also keeping people hydrated when out and about. Over 2024/25 the general public's use of these refill points led to an equivalent of 343,000 single-use plastic bottles being diverted from landfill, rivers and the sea.

Turnbull is working with its PPE supplier to reduce waste. This has led to a circular workwear solution being implemented, with team members being issued with high visibility PPE made from recycled PET plastic which is also fully recyclable back into new workwear garments. Turnbull and its PPE supplier have also removed all single use plastic from deliveries, with the PPE arriving instead in reusable bags.

### Brabazon New Town

The Brabazon development has a Construction Environmental Management Plan (CEMP) which includes mitigation measures for transport, materials, waste and air quality during construction, and also a Material Management Plan. The aim of the latter is to efficiently use the material present on the site to minimise the import and export of materials.

Central to this is the practice of reusing excavated material within the overall Brabazon site. For example, any concrete removed to clear the way for the station ticket office and office building will be crushed to make stone for reuse on later projects on the site. Similarly, topsoil has been tested and graded, and stored for reuse within the Brabazon site. The principle of reducing material use in construction is also being exercised.

Again, for the station building, the design enables reduced upper floor slab thickness, and reduced pipes and ductwork. The design team aims to avoid the need to install ceiling and floor finishes that are subsequently removed by tenants.

Modern construction methods have been integrated into Brabazon, including modular construction at the purpose-built student accommodation (PBSA) to accelerate works ahead of student occupancy. Modular construction involves sections of the build being built off site and being assembled on site. Precast panels arrived with windows pre-installed and paint grade internal finishes, eliminating the need for scaffolding, reducing on-site labour and enabling a safer working environment. Pre-manufactured shower pods were installed in sequence with the build, streamlining resources and shortening the overall programme. These modules are transported and assembled on site, allowing faster delivery, improved quality control, and reduced disruption compared to traditional construction methods.

YTL Live will operate a zero waste to landfill policy during construction and operation. The use of virgin materials during construction will be minimised through reuse of the existing structural frame, while an embodied carbon assessment will inform the material selection. All materials used during construction will be procured in line with a sustainable procurement plan, maximising the proportion of materials which are responsibly sourced.





# Health, safety, well-being

## Overview

Health, safety, wellbeing, the need to prevent harm and ensure a safe working environment is at the heart of everything YTL UK Group does. The Group of companies maintains a strong and consistent commitment to health and safety, recognising its paramount importance across a diverse range of operations and activities.

## Our approach

A robust Health & Safety (H&S) culture is embedded throughout the organisation, driven by leadership's unwavering focus on creating a safe and healthy workplace. The Group continues to enhance its H&S performance through shared programmes, climate surveys, campaigns and a common reporting platform that facilitates the systematic collection and analysis of leading and lagging data from all operating business units. This information is used to ensure processes that identify hazards and control risks are optimised to minimise incidents and improve operational health and safety.

To strengthen H&S governance, key business units have established Workplace Safety and Health (WSH) committees and corresponding policies. These committees are particularly vital in units with elevated hazard risks. Meetings include representatives from a variety of departments, as well as employee union representatives. Outcomes, proposed initiatives and developments are regularly communicated to senior management.

The Group has implemented dedicated reporting platforms to ensure consistency in reporting standards across all worksites. These platforms enhance visibility, enable effective action tracking, support continuous improvement and through analysis and active intervention drive proactive safety management. Safety leading and lagging indicators including observation data is used to identify behavioural influences and guide intervention strategies.

Ensuring competence through comprehensive training plays a central role in building a strong safety culture. The Group conducts routine evaluations of safety action plans, incident reporting protocols, and training materials to ensure alignment with the latest equipment, procedures, and standards. Training and awareness programmes are delivered throughout the year, covering a wide variety of health and safety topics that are aligned to business risk and activity.

In 2024-25, the YTL UK Group recorded a 77% reduction in Lost Time Injury Frequency Rates over the last 4 years, with a 63% reduction in RIDDOR injuries over the same period. The current RIDDOR injury rate is 0.99 cases per million hours worked. While this demonstrates improving performance, the companies in the Group plan for continuous improvement and strive to drive out any complacency.

## Water and wastewater services

The continued development and implementation of health and safety and process safety policy, strategy, and practice has remained the primary focus of Wessex Water's Board's attention throughout the year. The company's Health and Safety Committee, supported by an independent Process Safety Advisory Board, continues to review major risks and controls, and challenges the company as it drives performance improvement in both personal health and safety and process safety disciplines. Performance against the Occupational Health & Safety (OHS) strategy is monitored by the Health and Safety Steering Group and overseen by the Health and Safety Board Committee.

The company uses the Eco Online EHS environment, health, safety and security reporting system. This helps capture behavioural factors as part of root cause analysis and "Make it Right" reviews. Reporting volumes are expected to grow as the system matures and engagement increases. Colleagues actively report improvement opportunities.



In 2024-25, Wessex Water's Health and Safety Committee, reviewed and considered a range of critical topics including:

- 1 process safety management at Avonmouth and other biogas sites
- 2 Control of Major Accident Hazards (COMAH) at Avonmouth
- 3 application of high-hazard process controls at non-COMAH facilities
- 4 review of findings from structured investigation processes
- 5 high potential safety incidents and near misses: including analysis of root causes and implementation of corrective actions
- 6 training and competency development
- 7 reviewing internal audit outcomes on health and safety topics, including temporary works and occupational health surveillance.

During the year, the committee, Board members, and all senior leaders participated in executive level process safety training. This training has been systematically cascaded throughout the company to reinforce the importance of cultivating a strong process safety culture. There was a continued improvement in overall personal health and safety performance compared to 2023-24 and previous years. Notably, there was a reduction in safety incidents, including fewer reportable injuries and a decline in lost time incidents. Ongoing enhancements to the process safety management system and the recruitment of specialist expertise, alongside targeted hazard study programmes, have contributed to a deeper understanding of process safety risks. In response, remedial work programmes have been initiated to mitigate these risks, supported by performance indicators to enable continuous monitoring and evaluation. Employee feedback was sought through an employee survey, which confirmed strong understanding of the company's expectations and commitment. The company retained its ISO 45001

certification (occupational health and safety) which has been aligned to the assessment and certification processes for ISO9001 (quality management system) and ISO14001 (environmental management systems).

For Turnbull, working in the nuclear industry has driven a best in industry safety culture, developing successful, accountable structures at all levels of the company, providing clarity on roles, organisational efficiency, and effective communication. Further details of Turnbull's health and safety work are provided in a case study below.

YTL Enterprises received the Highly Commended Award from RoSPA in the Renewable Energy category, acknowledging its commitment to safety in emerging sectors.

### Construction work

YTL Construction UK places the greatest importance upon the health, safety and wellbeing of its employees and others in the working environment. The company encourages a culture that recognises that health and safety is integral to everything we do and is not an "optional extra. It is committed to providing safe and healthy working conditions and preventing work related injury and ill health. It aims to continuously improve its systems and processes in the areas of occupational, process safety and COMAH; eliminate hazards, and reduce environmental and business risks. The company holds ISO45001 (Health and Safety Management) and ISO 14001 accreditation. In addition to this, the company is seeking to further accreditation of ISO 9001 in the upcoming year.

Specifically, YTL Construction UK will:

- comply with health and safety legislation, codes of practice, HSE guidance and other relevant standards
- develop, operate and maintain its health and safety management systems to ISO45001
- safeguard the health and safety of work colleagues and others who may be affected by its activities

- continue to develop its health and safety initiative "Make It Right"
- provide suitable arrangements in line with ISO45001 to prevent accidents or work-related ill health
- implement the Principles of Prevention
- employ competent people, provide proper supervision and suitable information and instruction
- provide training that meets nationally recognised standards
- promote a safety culture.

YTL Infrastructure, part of YTL Construction UK, retained its ISO 45001 certification and was awarded the Royal Society for the Prevention of Accidents (RoSPA) President's Award, recognising 12 consecutive gold awards for excellence in health and safety.



## CASE STUDY

# Health and safety at Turnbull

Working in the nuclear industry has driven a best-in-industry safety culture, developing successful, accountable structures at all levels of the company, providing clarity on roles, while improving organisational efficiency, and effective communication. Over the past seven years and millions of hours worked by its people, Turnbull has recorded zero RIDDOR reportable accidents/ incidents, while working on the largest construction site in the UK in a high risk environment. Turnbull trains all its staff to required national standards and ensures all activities are conducted with care and precision.

Turnbull has implemented an in-depth, structured series of well-defined steps that all workers follow to ensure compliance with the Office of Nuclear Regulation. Examples include using Quality Control Plans (QCPs) and Inspection Test Plans (ITPs) to ensure activities are performed according to the required standards and specifications. Regular audits and inspections are carried out to monitor compliance with quality standards and identify areas for improvement.

To cover Turnbull's commitment to wellbeing, a company-wide anonymous feedback survey is conducted every six months to obtain honest feedback and suggestions for improvement. Using this feedback, Turnbull has implemented its People Promise, which covers communication, health, safety and wellbeing, people development and leadership, and reward and recognition. Each section involves promises, set by the senior leadership team, which Turnbull will action during 2025-26. These promises are reviewed after three months to track progress, and after six months in line with feedback from the survey. Turnbull also has working groups to help team members to get involved. The Safety Champions group discusses health, safety and wellbeing, often reviewing whether personal protective equipment remains sufficient for meeting the workforce's needs.

To support its culture, the company actively embraces innovation, such as implementing HAVs Pro software which provides line managers with 'real time' hand/arm vibration data to greatly reduce the health risks associated with vibrating tools.

The RoSPA gold award has been secured for seven consecutive years, for exemplary safety performance. Turnbull also holds ISO 45001 Occupational Health and Safety Management and ISO 9001 Quality Management certifications.



# Knowledge, skills

## Overview

The success of any organisation depends on its people. The development and application of knowledge and skills in the workplace are critical to driving performance, innovation, and long-term resilience. Investing in the personal and professional development of the workforce is not only essential for supporting current employees but also for attracting the talent needed to meet future challenges. Research consistently highlights that the effective application of knowledge, and translating it into practical skills and competencies, is at the heart of a productive and efficient workforce. Skills development is central to the UK Government's Missions and Plan for Change. It underpins ambitions for growth and opportunity, supports broader societal goals, and is vital to delivering major national programmes, including the target to build 1.5 million homes over the next five years.

## Our approach

In this context, the Group's approach to workforce development is both a strategic imperative and a contribution to national progress. As such, the Group recognises the importance of aligning its skills and training strategy with national careers and skills frameworks to ensure relevance, impact, and long-term value.

The Group's vision for careers is to build an innovative, inclusive, and responsive approach that reflects the diverse characteristics of its multi-generational workforce, while actively engaging Millennials, Generation Z, and Generation Alpha. This vision is supported by a set of strategic objectives designed to ensure the Group remains a competitive and attractive employer, now and in the future. These objectives cover issues such as identification of skills gaps and workforce development needs; development plans that support job profiles; development solutions for the existing workforce that focus on improving efficiency, productivity, and operational optimisation; and inspiring and attracting future generations to the Group as a significant employer of choice across its sectors and regions. To support these objectives, the

Group has expanded its careers programmes, moving beyond a traditional early careers focus to a broader, more inclusive model. This enhanced approach is delivered by a larger, dedicated team and reflects the Group's commitment to long-term workforce sustainability.

A key initiative in this strategy is the YTL Wessex Academy, launched in 2022 to deliver recognised water industry apprenticeships in house. The Academy follows the learning principles of "Know it, Show it, Live it", and is accredited as an Employer Provider of Apprenticeships. This status subjects the Academy to the same rigorous standards as schools, colleges, and approved training providers, under both ESFA and Ofsted oversight. To address recognised skills shortages, the Academy has also introduced Skills Bootcamps, funded by the West of England Combined Authority (WECA) as part of the Government's Levelling Up agenda. These bootcamps complement the Group's in-house training offer and provide accelerated pathways into skilled roles.

Strategic oversight of learning and development is provided by the Learning and Development Steering Group, an Executive Director forum that ensures a consistent corporate approach across the Group companies. The Group also actively participates in national and regional skills focused networks, sharing best practice and learning from its wider business community.

Wessex Water adopts a forward-thinking and inclusive approach to training, apprenticeships, and skills development, recognising that investment in people is fundamental to delivering high quality essential services and building a resilient future workforce. Through a diverse range of apprenticeship programmes, the company provides hands-on experience across engineering, project management, and technical operations, often in collaboration with local colleges and training providers. Beyond formal apprenticeships, Wessex Water actively engages with schools through career workshops, mentoring sessions, and team building activities. These initiatives help young people build confidence, develop employability skills, and gain awareness of career opportunities within the water industry.





The company's apprenticeship scheme is a strategic investment in its future. It offers a wide range of roles spanning engineering, construction, business administration, and environmental science. The programme combines practical experience with academic learning and is delivered in partnership with regional education providers. Apprentices receive funded qualifications, mentoring, and a clear progression pathway. Many apprentices transition into permanent roles within the business, reflecting the scheme's success. The programme continues to prioritise inclusivity and innovation in its design and delivery.

Activity in 2024-25 included:

- recruitment of seven graduates, 13 placements and 48 apprentices
- committing to the Care Leavers Covenant, providing additional recruitment support to those young people leaving care
- 58 existing staff undertaking apprenticeships, further or higher education, a 34% increase from the previous year
- 189 careers-based information, advice and guidance (IAG) discussions
- the YTL Wessex Academy had its first full Ofsted inspection with a consistent grade of 'good' across all areas reviewed
- Skills Bootcamps centred on CAD and nature-based solutions in construction, with 58 people undertaking bootcamps. A further 37 new starters have undertaken a Water Industry Fundamentals bootcamp, providing underpinning knowledge and training required for operational roles
- attendance at 67 education-based events to promote careers opportunities and 59 work experience placements hosted. The careers team also provided four insight days to teachers working in partnership with the national Careers & Enterprise Company.

Turnbull recognises that learning and development should not end upon entering the workplace. The company places strong emphasis on continuous personal and professional growth, offering access to a variety of training opportunities including online workshops and courses. Progress is supported through regular one-to-one meetings with management, as well as an internal mentoring programme designed to help employees achieve their career goals and aspirations. Training at Turnbull extends beyond job-specific competencies. The company introduced its apprentice and graduate programme five years ago, which is continually improved based on apprentice and graduate feedback. The company has been recognised by the UK Department for Education as one of the top 50 apprentice SME employers, based on apprentice feedback. In addition to the apprentice and graduate programme, there is a company-wide skills and development framework which outlines requirements for roles across the business and how team members can own their professional development.

Team members are encouraged to use one to one sessions to share aspirations with their line managers so a development plan can be put in place. The company also prioritises education in cultural awareness, inclusion, and diversity, fostering an inclusive working environment across its workforce by making this training compulsory for all new starters. To set up new starters for success, each individual is required to complete a Permission Granted training session which covers real life scenarios they may encounter on a construction site, and equips them with tools to handle these scenarios, empowering the workforce to speak up if they feel something is not right. In addition, all people managers have recently completed a suite of management development training courses to ensure a consistent, developmental and motivational approach is applied across all teams.

YTL Developments recognises the importance of ongoing personal development, and supporting the personal and professional development of its people. The company provides access to a catalogue of training courses, including workshops and online courses; job-specific training to help participants improve skills and progress; management development training for all line managers; an internal mentoring programme; and educational sessions on culture and diversity to promote inclusive ways of working.

YTL Construction UK has a comprehensive company induction in place for all new starters, to ensure everyone has a robust health and safety briefing, an appreciation of the company vision and strategic objectives, and understands how their role is integral to the overall success of the business.

A full suite of soft skills and technical training courses is in place to ensure everyone is set up for success to achieve their objectives. Individual development needs and objectives are discussed in regular one-to-one conversations with managers.

# Culture, inclusion, diversity, engagement

## Overview

Inclusion, diversity, and a strong culture are of critical importance, especially in sectors such as those represented within YTL UK Group that serve diverse communities and rely on collaborative, high-performing teams. Success in delivering public services and assets, addressing complex problems, meeting stakeholder expectations and innovating is more likely with a workforce that has a broad range of backgrounds, experiences, and perspectives. Inclusive cultures can also improve employee engagement and enhance retention - this is crucial in industries where skilled labour is in high demand.

## Our approach

The Group is committed to fostering a workplace culture where every individual feels valued, respected, and empowered to thrive. Its vision is to create an environment where employees enjoy their work, feel treated fairly, and are given every opportunity to progress in their careers. This commitment is embedded in the Group's approach to culture, inclusion and diversity, and is supported by policies on Human Rights and Ethics, as well as the Code of Conduct and Business Ethics. These frameworks outline the ethical principles and standards expected of all employees and are accessible via the corporate website, reinforcing transparency and accountability.

The Group actively promotes a diverse and inclusive culture by empowering staff with the skills, knowledge, and opportunities needed to succeed. Equal opportunity and respect for human rights are central to this approach, helping employees grow both personally and professionally.

Wessex Water Services Limited is an equal opportunities employer. Policies and procedures aim to ensure no person or group of persons applying for a job with the company is treated less favourably than any other person or groups of persons because of their gender, race, class, colour, nationality, ethnic origin, marital status, sexual orientation, age, trade union membership or activity, religious belief or physical or mental disability. The company aims to ensure that everyone has the

chance to succeed, and that everyone who interacts with it is treated fairly, from applicants and interviewees to new starters and experienced employees.

A range of initiatives have been implemented to support inclusion and employee engagement. These include employee surveys, 'Ask the CEO' sessions, roadshows, staff seminars, Learn at Lunch talks, and the presence of Mental Health First Aiders. The company also supports employee-led groups such as the ARC Alliance (LGBTQ+), Working Families Group, the Menopause Network, Race at Work Group and Equal Ground (formerly Women at YTL), alongside its commitments to the Armed Forces Covenant (of which we have recently been awarded Silver status), Autism at Work Programme, Disability Working Group and Disability Confident Employer status (Level 2). The company uses Viva Engage as an online platform through which colleagues can join topic groups that can be used for sharing information, raising awareness and celebrating successes.

All people managers are expected to complete the company's in-house diversity management training course and it encourages a diverse panel in its recruitment process for CV sift, interview and decisions around job offers to ensure the removal of any bias in the selection processes. The company has a culture, inclusion and diversity (CID) working group which is managed by the head of talent and inclusion and includes executive presence from the senior team. Meeting regularly to review data for applicants, employees and leavers, their role is to identify any trends and ensure the CID strategy remains on point and impactful.

As a result of proactive recruitment from areas in the region with a high percentage of disadvantaged postcodes, the percentage of employees from a less privileged background increased from 7.25 to 8.81%.

Regarding new starter feedback, an overwhelming 97% felt they were treated with respect during the recruitment process, and 80% felt a strong sense of belonging since joining and believe everyone is treated fairly. In the most recent staff survey, 97% rated Wessex Water as a good company to work for. Staff retention in 2024-25 stood at 89.3%.





Pelican network ensures that all individuals are treated with respect, have access to non-judgmental support services, and are involved in shaping inclusive policies and practices - all of which reinforces Pelican's commitment to psychological safety and inclusion.

Turnbull is committed to being a fully inclusive employer and promotes equal opportunities through various initiatives and partnerships including Health and Wellbeing Champions, Mental Health First Aiders, Culture, Inclusion and Diversity (CID) Champions, The ARC Alliance, Working Parents' Network, Sustainability Working Group, People's Council, the Armed Forces Covenant, Disability Confident Employer, and partnership with the National Autistic Society. Its employees are encouraged to participate in people-focused working groups, helping shape a workplace experience that reflects their needs and aspirations. A successful partnership with the Women's Work Lab charity is in place, including a four-week work placement programme. The company also demonstrates its allyship by participating in the Bristol Pride march, showing visible support for the LGBTQIA+ community within the

business and the wider YTL UK Group. The company actively seeks feedback from its employees through a half yearly engagement survey, bi-monthly company briefs and a Peoples Council Working Group.

The company prioritises education in cultural awareness, inclusion, and diversity. Training in this is compulsory for all new starters, and each are required to complete a 'Permission Granted' training session which covers real life scenarios they may encounter on a construction site and empowering them to speak up if they feel something is not right.

15.5% of Turnbull's workforce are women. This is close to the average for the construction industry in the UK (15%) and is an aspect that Turnbull will continue to promote and work to improve. To target a wider audience, Turnbull continues to build its presence across multiple social media channels, and has seen significant growth across Facebook, Instagram, and LinkedIn impressions, helping to increase its brand awareness and audience. Turnbull actively monitors its average time to hire; in 2024 it was 17 days, which is well ahead of the national average.

All people managers recently completed a suite of management development training courses to ensure a consistent, developmental and motivational approach is applied across all teams. Turnbull runs a network of sustainability champions, consisting of passionate and empowered employees. Within this group, team members are helping to promote, capture, deliver, communicate and report sustainability initiatives and achievements.

Turnbull's July 2025 iSay survey showed that 84% of the workforce said that they 'agree' or 'strongly agree' that Turnbull is a good place to work. This statistic underlines the work the company is doing to ensure its culture is one where its people feel safe and supported. To support team members with developing their skills, 80 training courses have been undertaken in 2025 to date.

*To target a wider audience,  
Turnbull continues to build  
its presence across multiple  
social media channels*



## CASE STUDY

# Culture, inclusion and diversity

Several concurrent initiatives are driving the culture, inclusion and diversity programme across YTL UK.

Equal Ground has active volunteers and working groups covering women's health, personal development, promotion and opportunities, challenging barriers and male allyship. The Disability Working Group had a strong focus on neurodivergence in 2024, including an iLearn course to provide awareness and education around learning differences and how we can support our colleagues. We also worked with Bath University on their Bath Employment Support School for Autism programme to support neurodiverse students with their career aspirations. A learn@lunch was created and delivered by three leaders to raise awareness of the symptoms of the menopause and how they impact on both our female and male colleagues.



The Race at Work Group, supported by Race Equality Matters, launched the use of 'my name is' to ensure names are pronounced correctly. Race Equality Matters awarded us a Trailblazer award for our initiatives supporting colleagues from ethnically diverse backgrounds. The Race at Work Group also prepared interactive exercises, quizzes and articles to celebrate key cultural events this year including Chinese New Year, South Asian Heritage Month, Southeast Asian Heritage Month, Diwali, Yom Kippur, Shavuot, Ramadan (including the Iftar meal), Eid, Passover and Black History Month.

As well as signing the Armed Forces covenant we established a new Armed Forces community group for our colleagues and added 'ex-armed forces' as sensitive data to our HR system. The recruitment team have proactively sourced from areas in our region with a high percentage of disadvantaged postcodes.





# Labour practices, terms of employment

## Overview

The value of a thriving organisation is built on the foundation of a workforce that feels valued, empowered and respected. Within the framework of a secure and healthy workplace, we strive to offer all employees equal access to resources and benefits, as well as opportunities to build skills for further career advancement. This approach not only helps employees grow individually but also drives sustainable business growth.

## Our approach

The Group's approach is supported by policies and codes of conduct related to human rights and business ethics. Further information is provided in the following section on 'Business ethics and practices'.

Wessex Water is committed to fostering a positive and inclusive work environment where every employee feels valued and respected. The company's labour practices are designed to ensure fair treatment, competitive compensation, and opportunities for professional growth. Wessex Water adheres to comprehensive terms of employment that include clear job descriptions, equitable pay structures, and robust benefits packages. Regular reviews of employment terms help ensure Wessex Water remains a competitive and attractive employer. In recent years, this ongoing work has led to a number of positive changes, including increased holiday entitlement, improved sick pay for new starters, enhancements to standby and availability payments, expanded maternity and paternity benefits, and

improvements to benefits such as pension and life cover schemes, along with the introduction of Health Assured.

The company's employee relations strategy emphasises open communication, regular feedback, and collaborative problem solving. It actively engages with its workforce through various channels to understand employee needs and address concerns promptly. By prioritising employee wellbeing and development, the company aims to create a workplace culture that not only meets regulatory standards but also promotes mutual respect and continuous improvement. Supporting documentation and initiatives include the Wessex Water Employee Handbook, Codes of Ethics Policy, Business Ethics Policy, employee surveys, and support for various groups such as those focused on autism, the Armed Forces Covenant, and Disability Confident Employer status.

Wessex Water operates a robust job evaluation process and maintains a framework of grades and pay ranges within each grade. At 5 April 2025 Wessex Water's mean gender pay gap was -2%, and its median gender pay gap was 2%. The median gap is well below the national median and the company is continuously working to close it further. Wessex Water has a robust job evaluation process and operates a framework of grades and pay ranges within each grade. The company remains confident that its approach to pay is not influenced by gender. Instead, the gender pay gap reflects the difference in average hourly pay received by men and women. It is distinct from equal pay, which ensures that men and women receive the same rate of pay for work of

equal or equivalent value.

The Group is committed to meeting the aims of the Modern Slavery Act 2015. The company strongly opposes slavery and human trafficking in its supply chains and in any part of its business. To be trusted to do the right thing is one of the company's core values. The Group would never knowingly engage with suppliers or contractors involved in slavery or human trafficking. In accordance with the requirements of the Act, Wessex Water published a Slavery and human trafficking statement on its website in 2018. The companies within YTL UK have their own Modern Slavery and Human Trafficking Statements, which are visible on their respective websites.

Turnbull aims to give its people options to better integrate their work and personal life. This is essential for ensuring that team members are able to thrive and for attracting the best talent as the company grows. Turnbull offers various working arrangements (eg, hybrid working, individual working patterns) in addition to standard contracts, in line with client and site requirements, and works closely with unions to ensure that schemes are implemented in line with what they are trying to achieve. Turnbull has networks for Working Parents and Women at Work which support the company's aim of having an inclusive flexible workplace. Through these various means, Turnbull can champion home/work life balance, while ensuring teams can function properly as the company delivers on multiple contracts.

*To be trusted to do the right thing is one of our core values*

# Business ethics, practices and governance

## Overview

YTL UK believes that good governance starts with integrity and ethics. This plays a vital role in integrating sustainability goals into our decision-making processes promoting transparency, managing risks and driving long-term success.

## Our approach

The Group's approach is supported by policies and codes of conduct related to human rights and business ethics. These frameworks outline the standards that Group companies work to, as well as the ethical principles and standards expected of all employees and are accessible via the corporate website, reinforcing transparency and accountability.

Expected standards of governance and behaviour are communicated through policies and reinforced by training - covering areas such as economic, financial crime, bribery, corruption, and modern slavery. All employees are expected to uphold the highest standards of professional and ethical conduct and are asked to certify compliance with key policies on an annual basis.

For Wessex Water, maintaining the highest standards of corporate governance is integral to the long-term success of the company. The company continues to embrace Ofwat's Board leadership, transparency and governance principles and is satisfied that it meets all the objectives. The Ofwat objectives are the primary governance framework against which the company reports, but the Board also follows the Wates Corporate Governance Principles for Large Private Companies (the Wates Principles). The company believes that its standards of corporate governance ensure that the company operates effectively and efficiently to the benefit of all its stakeholders, maintaining its position as a leading water and sewerage company for customer service, satisfaction, and environmental performance.

The company drives the right behaviours that contribute to its success and positive reputation, not least by showing strong governance, transparency, accountability, efficiency and financial resilience.

The company maintains its formal policy on business ethics. Directors and employees are expected to commit to the highest standards of professional and ethical conduct to protect the company's reputation and standing. Unethical behaviour, bribery and corruption are not tolerated. All directors and employees are made aware of the company's policy and that breaching it will result in disciplinary action.

The company's 'Raising a Concern' policy is supported by step-by-step guidance on how to raise concerns and a confidential helpline available 24-hours a day, seven days a week. The policy sets out how to report any concerns about wrongdoing or inappropriate activity across all areas of business, including water regulation, health and safety, bribery, corruption, and fraud. All 'Raising a Concern' reports are treated on a strictly confidential basis whether from internal or external sources, and all concerns raised are investigated. Reports are made to the Audit and Risk Committee.

Wessex Water has in place procurement rules that ensure awards of contracts for works, services and supplies are made in compliance with the Public Procurement Regulations 2023 or, for contracts below the relevant thresholds, in accordance with clear internal rules. The rules promote fair competition for potential suppliers. All relevant staff are required to certify to internal audit that throughout the year they have complied with the rules or disclose any non-compliance. No material instances of non-compliance were recorded during the year.

Wessex Water's Board is responsible for overseeing the conduct of the company's business operations and its financial and sustainability performance. The Board provides strategic leadership and oversight, combining deep operational expertise with independent challenge. It comprises executive directors who manage the day-to-day running of the business, alongside a majority of independent non-executive directors who contribute external insight and ensure the company consistently acts in the long-term interests of those it serves.





To support the Board, dedicated committees are in place. These include the Audit and Risk Committee, which oversees financial reporting, assurance, and risk management; the Remuneration Committee, which ensures fair and transparent pay practices; the Nomination Committee, which focuses on board appointments and succession planning; the Environment and Public Value Committee, which ensures environmental and social responsibilities are embedded throughout the organisation; and the Health and Safety Committee promotes a safe and healthy workplace for all.

The company also collaborates with the Wessex Water Customer Challenge Group – an independent panel representing the voice of customers. This group plays a key role in challenging plans and performance, helping the organisation remain focused on what matters most to the people and communities it serves.

Full details of Wessex Water's governance arrangements during 2024-25 can be found in the Governance Report at [integrated-annual-report-2024-25.pdf](#).

Wessex Water received strong scores on its governance practices from two external assessors: Sustainalytics and Sustainable Fitch. The company also published its first sustainable finance allocation and impact report.

No instances of a breach of the business ethics policy were recorded in the year. All senior staff are asked to certify to internal audit that throughout the year they have complied with the business ethics rules. No instances of non-compliance were noted during the year.



*YTL UK believes that good governance starts with integrity*

# Risk management

## Overview

The effective management of risk is central to how we can deliver effective and efficient services to our customers and minimise the impact we have on the environment. It is critical that we have a robust risk management framework in which material risks to the business are proactively identified, evaluated, communicated and the appropriate response defined and implemented.

## Our approach

The Group's processes are flexible to respond to changes in risk and ensure that the necessary controls and mitigation measures are put in place. Risks are defined as any event that can impede our ability to achieve our objectives. The most significant risks facing us are referred to as 'principal risks'.

For the companies within Wessex Water Ltd, the principal risks and uncertainties are integrated with the principal risks and uncertainties of the Wessex Water Services Ltd, the main subsidiary. The following section references the processes in place, with further discussion available in the company's annual integrated report. The company responds to changes in risk and ensures that the necessary controls and mitigation measures are put in place. Risks are defined as any event that can impede its ability to achieve its objectives. The Board oversees the 'principal risks', risk appetite and risk tolerance.

Wessex Water's policy on risk assessment and management is subject to regular review by the Board. Identification and management of risk is delivered through a hierarchy of risk management reviews from operational colleagues, senior management and Executive Directors. The Board reviews and is ultimately responsible for risk. It delegates its authority to the Audit and Risk Committee for the review and oversight of the effectiveness of the risk management framework. The Audit and Risk Committee oversees the audit assurance plan that aligns to the principal risks when agreeing the annual Internal Audit programme.

Operational staff and senior management review and assess operational (including asset-based) risk monthly. Risks are

scored based on likelihood and impact on a 'five-by-five' scoring mechanism. Risk mitigation plans are recorded and implemented where appropriate and pre-and post-mitigation scores are monitored. Operational risks act as a foundation for separate risk registers which feed upwards into the corporate risk register.

The Corporate Risk Management Group maintains and reviews all business risks; the corporate risk register reflects strategic, compliance, operational, reputational, environmental, and financial risks, specifically including health and safety and climate change risks. It comprises senior managers from across the business. The risks are assessed by subject matter experts and are subject to independent challenge from risk experts. Risks are measured against the company's tolerance levels and additional measures to manage the risk exposure are put in place where needed. As well as monthly updates on emergent risks, every six months the Corporate Risk Management Group submits a summary of the corporate risk register and a report on the principal risks to the Executive Committee, comprising the Executive Directors.

The Executive Committee scrutinises and challenges the risks, ensuring that we have appropriate mitigation plans in place. In addition, any significant emergent risks or material changes in existing risks are reported to the Executive Committee and the board as they arise. The Chief Executive submits a bi-annual risk review paper to the Board. This paper details the risk process, identifies the current principal risks (listed below) to the business and the associated mitigation measures. It also records the status of emerging risks that have been identified as well as any proposed changes to risk appetite and tolerance for discussion at the Board.

During 2024-25, Wessex Water has maintained a stable risk profile. However, the company's overall risk exposure has increased due to a more volatile external environment, including regulatory shifts, climate pressures, and heightened public scrutiny. The regulatory environment remains a key area of focus, particularly following the Cunliffe Report and while waiting the decision of the Competition and Markets Authority. The company collaborates with regulators and policymakers. Political and customer scrutiny of the sector continues, but the company continues to uphold





transparent reporting and stakeholder engagement. Environmental performance and climate volatility remain high priority risks. Wessex Water continues to invest in enhanced monitoring and asset maintenance. The company has also advanced its climate adaptation planning, publishing updated drought and water resource management plans and progressing towards net zero targets. Operational resilience has been strengthened through improved asset management

systems and enhanced health and safety performance, including a notable reduction in reportable incidents. Workforce planning and skills development have been prioritised to support delivery of the AMP8 (2025-2030) programme, with a focus on leadership development and apprenticeship expansion.

Despite sector-wide financial pressures, Wessex Water remains well-regarded by investors, securing substantial funding and maintaining strong liquidity.

Principal risks for YTL Developments, YTL Construction, YTL Live and other parts of the Land and Property group include group-level exposure to property market fluctuations, regulatory and planning risks affecting subsidiaries, interest rate and financing risks, and environmental and sustainability compliance. These risks are managed through Group-wide governance, financial controls, and strategic oversight.



*The regulatory environment remains a key area of focus*

# Supply chain

## Overview

Excellent relationships with our suppliers are key to delivering excellent services to customers and nurturing business and innovation.

## Our approach

The diversity of YTL UK's business operations is mirrored in the company's extensive network of suppliers, business partners and service providers. Recognising the significance of responsible and sustainable supply chains, sustainability considerations are integrated into YTL UK's supply chain management and procurement practices. These consider social, environmental and economic impacts across the supply chain with a goal of delivering value while supporting long-term sustainability. Robust supplier evaluation and selection processes are key to ensuring that YTL UK companies work with partners aligned to our sustainability goals.

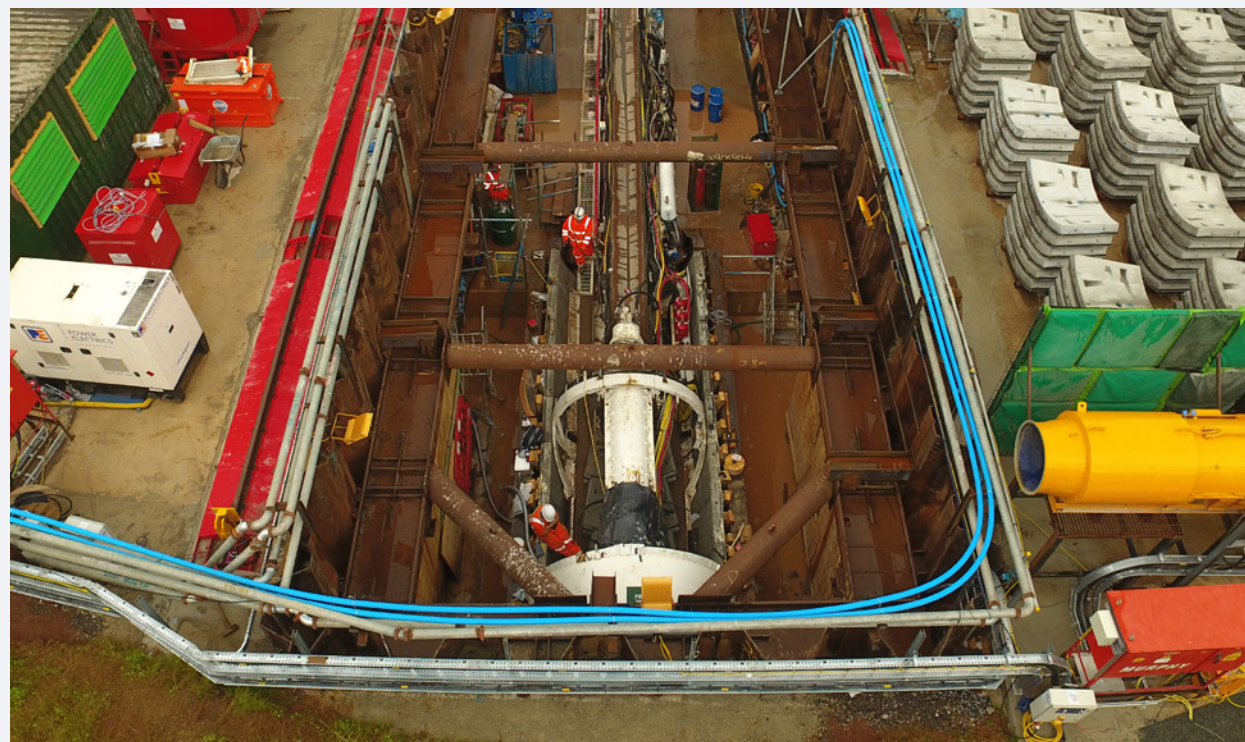
Partnering with suppliers ranging from local SME's to global engineering firms, the Group's companies provide fair, open and competitive opportunities in which all can participate, so that we and our supply chain can grow, learn and excel together. The Group treats its suppliers with respect at all times offering fair payment terms and assistance during times of economic hardship, so that they can support us in delivering critical services to our customers.

YTL UK companies are committed to meeting the aims of the Modern Slavery Act 2015. They strongly oppose slavery and human trafficking in their supply chains and in any part of their business activities. To be trusted to do the right thing is a core value, and YTL UK companies would never knowingly engage with suppliers or contractors involved in slavery or human trafficking, and their processes are designed to actively identify potential slavery risks. In accordance with the requirements of the Act the Group has published a slavery and human trafficking statement.

YTL UK's Procurement Hub is responsible for procurement across the Group. Sustainable sourcing practices, supplier ethics, and environmental safeguards are embedded in procurement processes. Pre-qualification tools such as Achilles UVDB and Jaggaer help us to review and analyse data provided by current and potential suppliers on their environmental, social, financial and risk management practices and performance. Sustainability is part of regular supply chain review meetings, with both the company and its suppliers providing insights and ideas as to how to collaborate more effectively to deliver sustainable outputs.

Supply chain resilience is one of Wessex Water's principal risks. Resource scarcity or supply chain disruptions can prevent the

*We partner with suppliers ranging from local SME's to global engineering firms*





procurement of products or services at the expected cost, availability, or quality. The company monitors these risks closely and is continually looking for ways to broaden its reach in the market and minimise dependence on a limited supply base. There is a particular concern about the chemical supply chain: several events over recent years have highlighted the fragility of some of the industry's suppliers, and the government has identified failure in the chemical supply chain as the most significant single risk to public water supplies. This is a market issue where Wessex Water has only limited means of proactively mitigating any supply chain loss, although the company is relatively well placed compared to other water companies. The company's controls are particularly important, and it has reviewed its business continuity arrangements for loss of supply of chemicals and loss of critical supplies generally.

The Wessex Water Marketplace is a collaborative open data platform which the company uses to share its challenges and associated data with interested parties. The Marketplace is about enabling and championing new ideas from its 'traditional' supply chain and beyond; being open-minded about who is best placed to deliver a solution; and collaborating to find the best and lowest cost options which may even address more than one issue at once.

Pelican ensures its suppliers meet stringent standards in quality, cost-effectiveness, and sustainability. Any new suppliers are expected to demonstrate ethical sourcing, environmental responsibility, and adherence to fair labour practices, including a firm commitment to eliminating human trafficking, slavery, and forced labour throughout their supply chains.

One of Turnbull's initial targets when beginning work at Hinkley Point C was to bring local companies and people together to support the project. Turnbull actively promotes the use of local companies as this supports with sustainability goals and reduces the carbon footprint of the supply chain. Turnbull operates with a separate supply chain to the YTL UK Group to meet requirements of its clients. Turnbull has gold level status with the Supply Chain Sustainability School and runs a network of sustainability champions, consisting of passionate and empowered employees. Within this group, team members are helping to promote, capture, deliver, communicate and report sustainability initiatives and achievements.



*The Wessex Water Marketplace shares challenges and data to enable and champion new ideas*

# Financial performance, investor relations

## YTL UK Group

The Directors have considered the financial position of the Group and cash flow forecasts for the period from the date of approval of these Financial Statements through 31 December 2026 (the going concern review period) and have concluded they will be able to meet their liabilities as they fall due and comply with the covenants for the going concern review period. In coming to this conclusion, the directors have evaluated the impact of current macroeconomic and geopolitics on revenues and debt, the repayment of loans maturing in the going concern review period, the required future financing requirements of the Group and for WWSL, Ofwat's announcement of the PR24 final determination and the subsequent referral of this determination to the Competition and Markets Authority.

Our approach to tax is fully aligned with our overall objectives. We seek to comply with the spirit and letter of UK tax legislation and claim all tax reliefs and allowances to which we are entitled. We will consider reasonable tax planning opportunities which are in line with our risk appetite. As a rule, we do not enter into complicated structures nor engage in any aggressive or artificial tax planning, because we do not believe it is the correct thing to do. We incur a range of taxes, including business rates, employers' national insurance and environmental taxes such as the climate change levy as well as corporation tax when payable.

Our Sustainable Finance Framework, which supports our financing ambitions to deliver tangible environmental and social benefits, is being refreshed to incorporate latest practice. The framework aligns environmental and social aims, business plan commitments and financing ambitions through the use of targeted financing. Under the framework, we may issue specific debt instruments to support our environmental and social objectives, enabling investors to participate in the provision of

a sustainable future. Our commitment to delivering a better future will allow our investors to participate in funding our provision of water and wastewater services on a sustainable basis, helping to contribute to the United Nations' Sustainable Development Goals and global climate change targets. Where we can, we implement nature-based solutions and explore new ways to drive down costs, protect our assets, reduce our carbon footprint and ensure business resilience. We will continue to drive performance across the company so we can secure future investment as efficiently as possible.

## 2024-25

The following are the headlines for July 1st 2024 to June 30th 2025.

Profit after tax improved by £58.7 million from a loss of £26.6 million last year to a profit of £32.1 million in the current year, due to the factors discussed below. Revenues increased by £158.3 million or 18.1% to £1.03 billion. This mainly resulted from growth in the regulated revenues of Water 2 Business Ltd driven by national contracts won outside of the Wessex region combined with tariff price increases in Wessex Water.

Total operating costs increased by £139.7 million from £732.7 million to £872.4 million. In Wessex Water, new obligations, supporting improvements to leakage and pollutions performance and other inflationary pressures, combined with the additional wholesale costs associated with the new Water 2 Business Ltd contracts, led to an increase in the overall cost base.

Net finance costs, including other finance charges, reduced by £29.5 million from £193.2 million to £163.7 million. There was a reduction in the level of interest from index-linked debt reflecting inflation levels in the year offset by higher interest rates within the UK. The overall cost of debt reduced from 6.8% to 5.4%.

There was a £17.9 million increase in taxation from a credit last year of £9.3 million to a charge this year of £8.6 million.

Net debt increased by £296.9 million from £3,368.2 million to £3,665.1 million. The cash inflow from operating activities of £292.5 million combined with proceeds from other group companies of £74.2 million was reduced by outflows from net investment activities (before acquisitions of medium term fixed deposits) of £432.4 million, interest payments of £142.8 million, dividend payments of £44.5 million, bond indexation of £42.0 million and other outflows of £1.9 million.

Dividends declared in the year amounted to £28.4 million compared to £50.8 million last year.

## Wessex Water

After recording a loss last year, Wessex Water returned to profit in 2024-25 driven primarily by higher revenues allowed by Ofwat and lower index linked interest costs. Increases in operating costs continued to be felt, principally with business rates, new obligations and other inflationary pressures, including the annual pay deal for colleagues. However improved performance on energy markets and a reduction in credit loss charges offset increases to some extent. The following are the financial highlights for July 2024 to June 2025:

- operating profit increased by £28.8 million from £151.7 million to £180.5 million
- revenues increased by £92.2 million or 15.4%
- operating cost increases of £65.3 million or 14.5% related principally to new obligations, one off charges for disposal of intangible assets and other inflationary pressures
- the cost of debt reduced from 6.8% to 5.4%. We maintained a balanced mix of financial instruments and maturities



- Net interest payable reduced by £28.0 million from £176.8 million to £148.8 million primarily reflecting the impact of inflation on index linked borrowings
- Investment expenditure on tangible, intangible and right of use assets delivered during the year was £427.8 million, down £4.0 million from £431.8 million last year and in line with expectations. Capital investment will continue to increase over the next five years
- profit before tax of £31.7 million was an improvement of £56.8 million from last year's loss of £25.1 million
- interest cover, as measured by net interest payable excluding indexation to earnings before interest, tax and depreciation reduced from 3.0x to 2.9x

Wessex Water successfully placed £600 million of long-term debt financing in March 2025.

Regulatory gearing increased as higher capital investment impacted debt levels, leaving gearing at March 2025 at 71.9% compared to 68.8% last year. During the year the Board has continued to pay particular attention to the projected level of the Company's gearing ratio and interest covers with a view, when declaring dividends, to protect the Company's existing credit ratings. The Board remains committed to maintaining strong investment grade credit ratings for the Company at all times.

YTL is fully supportive of the Board's policy of paying dividends only within the limits set by a prudent ceiling on gearing. For the April 2024 to March 2025 financial year the Board considered a number of factors prior to approval of dividends including performance for customers and the environment, financing out-

performance, and the ability to maintain financial resilience in line with the review of long-term viability. Wessex Water declared dividends of £66.5 million representing a yield of 5.0% on the company's regulatory equity.

Wessex Water and its financing subsidiary have credit ratings assigned by two ratings agencies. These provide an external view on credit worthiness for debt investors. The latest published ratings are as follows:

Credit rating agency	Rating	Outlook	Date of publication
Fitch	BBB+	Negative	March 2025
Moody's	Baal	Negative	March 2025

In December 2024 the economic regulator Ofwat announced its final determination on Wessex Water's 2025-30 business plan. It allowed for £4.2 billion of total expenditure – 17% short of the amount that Wessex Water calculated is required to meet its obligations and customers' expectations, and support growth in the region.

Wessex Water had proposed to almost double its investment programme over the next five-year period, with more than a quarter of the investment being used to remove nutrients from treated wastewater discharges so housebuilding and growth can continue in the Wessex Water region, while protecting the water environment. In view of this the company asked the Competition and Markets Authority (CMA) to review how much it can invest in vital water and sewerage improvements over the next five years. At the same time, Wessex Water is actively exploring alternative strategies - an important

step as we prepare to double its current investment levels and meet emerging obligations, including ambitious phosphorus reduction targets. These efforts unfold against a backdrop of heightened risk, particularly in strategic areas. We remain vigilant and proactive in identifying, communicating and managing material business risks.

The latest ESG rating from Sustainable Fitch assigned Wessex Water an ESG Entity Rating of '2' (good ESG profile) and an entity score of 76 out of 100, where 100 is the best possible score, an improvement from last years score of 73, reflecting continued progress in ESG performance. Their summary stated that 'The entity rating reflects the overall positive environmental and social impact of its water and wastewater activities. These positive impacts are supported by the activities' eligibility under relevant taxonomies and the social benefits of the infrastructure, which ensures public accessibility to essential services and contributes to the UN Sustainable Development Goals'. Sustainalytics' ESG rating for Wessex Water is a low risk score of 17.0 out of 100, where lower scores indicate lower ESG risk; this is a composite of scores for risk management (strong) and risk exposure (medium). Since April 2022 Wessex Water's score has ranged between 18.6 and 16.8 due to global/sector risks, although in general, its score has improved because of work demonstrating improvements in policy and publicly available information for some specific issues.

The following provides further information on the YTL companies and recent performance

<b>YTL UK</b> →	<b>YTL Developments</b> →	<b>YTL Live</b> →
<b>YTL Construction UK</b> →	<b>YTL Enterprises, GENeco</b> →	<b>Pelican</b> →
<b>water2business</b> →	<b>Turnbull</b> →	<b>EnTrade</b> →
<b>Wessex Searches</b> →	<b>YTL Utilities UK annual report</b> →	<b>Wessex Water integrated annual report</b> →

### Future sustainability indicators

A consultation is currently underway regarding the UK sustainability reporting standards, and adoption of reporting standards set out by the International Financial Reporting Standards foundation, IFRS, via the International Sustainability Standards Board, ISSB. If fully adopted, reporting companies will be expected to use sector specific indicators originally drawn up by the Sustainability Accounting Standards Board.

Wessex Water also has a revised set of performance commitments for 2025-30, with the first year of reporting being April 2025-March 2026.







**YTL UK**  
YTL GROUP

Build The Right Thing