

About this document

This document is a summary of our performance against the commitments we agreed to deliver in year one of the five-year business plan period, which runs from 1 April 2025 to 31 March 2030. This five-year period is sometimes called 'AMP8'. During the first year of AMP8, we invested heavily in improving the services that matter most to the customers and communities we serve. In this update, we share where we've performed better than expected, as well as the areas where we know we need to do more. Our aim is to be open about our progress and clear about how we plan to keep improving in the years ahead.

We regularly review our performance with the YourVoice panel. YourVoice is an independent customer and stakeholder group whose aim is to make sure we put our customers at the centre of our day-to-day work to provide services, make decisions and deliver our business plan. The panel's members include independent customer and business representatives, as well as representatives from the Environment Agency and the Consumer Council for Water. YourVoice is made up of the following four subgroups who contribute to the overall panel.

- Customer research and engagement
- Environment and social capital
- Affordability and vulnerability
- Stakeholder engagement

You can read more about the work of each subgroup, including agendas and minutes of meetings, on the YourVoice website at:

► yourvoiceicg.co.uk

YourVoice publishes an independent report on our overall performance for the year, which you can read at:

► unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2025-26

This document gives a summary of our performance. You can find more detailed information in our full Annual Performance Report 2025/26 (APR), which is available at:

► unitedutilities.com/globalassets/documents/pdf/annual-performance-report-2025-26

We always welcome feedback from our customers and stakeholders. If you have any comments about this publication or any of our other reports, please send them to myview@uuplc.co.uk and we'll get back to you.

