

Incident Communication Strategy

Our approach during any incident is based on being present, proactive and transparent, ensuring customers receive timely, accurate information and easy access to support throughout.

Early identification and initial response

- When we self-identify or are alerted to a potential issue, our water quality, operations and customer teams begin working together straight away, even if nothing has yet changed for customers.
 - We share early reassurance messages based on what we know at the time.
- If the situation begins to develop, we activate our formal incident procedures, so all updates are aligned, factual and easy to understand.
- This approach helps us move quickly from early reassurance to a more structured, organised response whenever needed, keeping customers informed every step of the way.

Formal incident declaration and rapid escalation

- If we find evidence that there may be a problem with your water supply, or water quality, or anything that could affect your wellbeing, we act immediately.
 - We officially declare an incident so we can move quickly and stay fully coordinated.
 - We bring together the teams who can fix the issue and support customers straight away.
 - We start communicating across multiple channels (SMS, VoiceBlast, calls, website updates and social media) so you get clear, timely information about what's happening and what you may need to do.

Any advisory notices or instructions are issued right away and we work closely with partner agencies where appropriate to make sure the guidance you receive is accurate, consistent and easy to follow. This could include flushing advice for if your water supply is discoloured, recommendations to turn off taps during a water outage to prevent any flooding or damage when your supply returns to normal, or water quality advice

Multi-channel customer communications

- We use a mix of digital, broadcast and in-person channels to ensure customers are reached quickly and reliably:
 - Digital and media
 - Frequent updates on the website, "in your area" pages and social media.
 - Direct messages via SMS, landline and voice messaging systems, where we hold an up to date contact number for you
 - Proactive media statements and interviews to reduce speculation and provide clarity.
 - On-the-ground support
 - Where we believe the repair will take a while and we expect there to be a prolonged outage to your water supply we would look to set up an appropriate bottled water hub to allow customers to collect water.
 - Drop-in centres and staffed community locations for face-to-face advice (where appropriate)
 - A mobile support van deployed into affected communities (where appropriate)
 - Hand-delivered notices to ensure all customers, including those who are digitally excluded, receive the information they need (where appropriate)
 - Transparency
 - Daily publication of key operational or water quality data where appropriate.
 - Senior leadership visibility through written and video updates, interviews and community visits.

Support for vulnerable customers

- During any incident, our priority is to ensure vulnerable customers are safe, supported and never left behind.
- That means communicating proactively, delivering water and practical help directly when needed, working with trusted partners, and continually improving based on what we learn:
 - Using the Priority Services Register (PSR) data to flag customers who need additional support.
 - Prioritising doorstep delivery of bottled water to customers who cannot travel to collection points.
 - Using communication formats that suit their needs

- Running pop-up sessions to make it easy for people to access support where appropriate and on the rare occasions you are impacted for longer than 12 hours we will scale up our presence and support in the community
- Providing welfare checks via field teams for customers who may need them (e.g., those known to be living alone and/or with significant health needs)
- Refreshing our PSR register to ensure the right customers get the support when they need it.
- Training colleagues to recognise and respond to vulnerability

Tailored customer engagement

- We complement general communications with tailored outreach such as newsletters, delivered digitally or by hand, summarising progress and next steps.
- Business and retail customers receive dedicated updates and claims guidance.
- Call centre hours are extended during peak periods.

Support, compensation and practical help

- We make sure customers have clear information about:
 - Who is eligible for compensation and what they can expect
 - When payments will be made and how the process works, where to access support, including bottled water stations, alternative water supplies and local help points
- We aim to get compensation to customers as quickly as possible, and wherever we can, we go beyond the minimum requirements to recognise the inconvenience the incident has caused

Leadership presence

- Our senior leaders stay visibly involved throughout an incident, so customers know we are taking the situation seriously.
 - They provide regular written and video updates to explain what's happening in a clear, open way.
 - They visit affected communities to listen to customers directly and understand what support is needed.
 - They speak honestly about progress and next steps, so customers are never left guessing.
- This hands-on approach helps build trust and shows that we are fully accountable for putting things right as quickly as possible.

Post-incident learning and continuous improvement

- After every incident, we run structured debriefs to review what worked well and what could be improved.
- Feedback from customers, communities and partners is a core part of this process, helping us strengthen future responses and improve the customer experience.

Regional incident response

While this communication approach is consistent across the Pennon Group, incidents are always managed at a local level to ensure the fastest and most effective response for customers.

Each of our regions has its own dedicated control room and expert teams who understand the local network, communities and risks. This means that if an incident occurs in a specific area, such as Bristol, it will be led and managed by the local Bristol Water teams, supported by their operational and customer specialists on the ground.

This local ownership allows us to:

- Respond quickly using teams who know the area best
- Provide updates that are relevant to local communities
- Deliver practical, on-the-ground support where it is needed most

At the same time, local teams are supported by wider Pennon expertise and resources where required, ensuring a coordinated and consistent approach across the group.

Our Customer Promise

Ofwat Guaranteed Standards Scheme (GSS) provides minimum standards of service for customers required by the regulator, Ofwat. If we fail to meet these standards you will be entitled to payment. You can find out more about these standards and the compensation you are entitled to in our customer promise <https://www.southwestwater.co.uk/siteassets/documents/codes-of-practice/our-customer-promise.pdf>