



Health, Safety
and Wellbeing

ANNUAL REPORT

— Year ended 31 March 2021

— Executive Overview

Welsh Water is the sixth largest of the ten regulated water and sewerage companies in England and Wales. Responsible for providing over three million people with a continuous, high quality supply of drinking water and for taking away, treating and properly disposing of the wastewater that is produced; we are fully committed to delivering best quality service at least possible cost.

We look after 92 reservoirs and supply an average 828 million litres of water every day through a network of 26,500km of water mains. We also collect wastewater through a network of 30,000km of sewers, which is treated at over 800 wastewater treatment works located next to rivers and along the coast of Wales. We operate, maintain and upgrade these assets and their associated pumping stations. These essential public health and customer services are delivered by nearly 6,000 people who work either for Welsh Water or for one of our service partners.

Ensuring the health, safety and wellbeing of all our employees, contractors and our communities is a key priority and a big responsibility.

The financial year ended 31 March 2021 (2020-21) saw us continue to improve our health and safety management systems and processes. It was the first year of our new regulatory period ('AMP7') and we launched our new Health, Safety and Wellbeing Strategy – our Journey to Zero for 2020-2025. This was endorsed by the Board and shared with all employees.

The strategy outlines five key areas for focus – Health and Safety Leadership, STEP and Colleague Engagement, Risk Management, Health and Wellbeing and Contractor Management. It identifies what we are aiming to achieve and how we will work with colleagues to get there. Each business function has developed their own health and safety improvement plan which is aligned to the strategy and influenced by their previous health and safety surveys and specific risks.

— SAFETY PERFORMANCE

In 2020-21 overall performance has continued to improve, with further reductions in the rates of HSE RIDDOR Reportable Incidents (RIR), All Non-Reportable Injuries (AIR) and injury working days lost. The Water business has achieved over 5 years without a RIDDOR reportable employee injury.

The number of Lost Time Injuries (LTIs) has significantly reduced and there has been a reduction in the total number of working days lost from injuries during 2020-21. The majority of incidents have resulted in under 7 days off work. This will continue to be subject to additional focus to ensure that we are preventing harm and managing absence effectively with appropriate health support in place for employees.

We have continued to encourage our employees and contractors to make 'Positive Interventions' and take action where there are unsafe acts or conditions observed. We place emphasis on these leading indicators as a precursor to a positive safety culture. There was a substantial increase in the number of near misses and positive interventions reported during the year, partly due to a heightened awareness and increased focus on Covid-19.

There have been some significant incidents and near misses reported during the year, including a dangerous occurrence with a contractor excavator that struck an overhead cable. All of these incidents were thoroughly investigated and process changes/ additional controls implemented, as appropriate. We will continue to encourage the reporting of significant incidents and will treat them seriously to ensure we are learning from them to effectively manage risks.

We have also continued to report and review any incidents involving customers and members of the public that have occurred during the year. While some of our reservoirs were unable to open to the public for walking and other managed activities for much of the year; we have continued our education and communications programmes to highlight the dangers of swimming in reservoirs. Where we have been working in or near customer properties, we have focussed on providing high standards of health and safety as part of our customer service.

While our safety performance has continued to show improvements during what has been a particularly challenging year, we cannot be complacent. We will continue to ensure that we are making Positive Interventions to prevent injuries and that all employees and contractors are involved, as Safety Takes Every Person.

— HEALTH AND WELLBEING PERFORMANCE

We have established arrangements with our new occupational health service provider (Insight Workplace Health) to monitor and improve employee health and wellbeing. Working alongside Human Resources, this service enables managers to obtain information and advice to manage employee health and wellbeing and to support employees with long and short term health conditions.

The Human Resources and Health and Safety teams have also worked together during the year to support managers and colleagues during a period of changed ways of working. Specifically supporting those who have been shielding and ensuring that managers keep in touch with colleagues who have been working from home and that teams are able to interact while working remotely/reduced presence on our sites.

We have continued to conduct occupational health surveillance for employees as required by their role and have utilised/established Covid-secure facilities to enable this.

Promoting good health and wellbeing is an area we continue to focus on with our own employees and contract partners. We have used information from external bodies such as the HSE, Public Health Wales and IOSH to support this. We have also used occupational health specialists, including ergonomists and occupational hygienists where needed to help review our risks and controls.

— OUR PROACTIVE APPROACH TO MANAGING HEALTH, SAFETY AND WELLBEING

The last annual review of our health and safety performance was held with the Board in May 2020. We were able to demonstrate good improvements against all the identified areas in our AMP6 strategy and to obtain endorsement for our AMP7 plan. We will report progress against this through our quarterly health and safety performance reports to the Quality and Environment Committee (QEC).

Some highlights during the last year have been:

Gold Corporate Health Standard Revalidation – Our successful assessment by Healthy Working Wales and retention of this standard was a reflection of the focus we place on both physical and mental health and wellbeing.

Employee Engagement – This has been especially important due to the changed ways of working that saw many employees working from home and others working remotely and having to maintain social distancing and additional hygienic practices. Conducting a series of wellbeing surveys and enabling managers to keep in touch with colleagues both in person and through remote technology has ensured that they have remained focussed on health and safety and been actively engaged in making improvements.

2020 Health and Safety Conference and Awards – Despite being unable to hold a conference, we had the highest ever number of entries for our annual awards. The judging panel reviewed 48 employee and contractor submissions and we were able to recognise the winners through a series of short films that were shared with all.

Working with our Partners – We have continued to work closely with our contract partners. During 2020 we continued to engage with them through a mixture of site visits, inspections, audits and H&S forums. 3 capital site 'blitz' events were held where Directors and senior managers visited a range of construction projects looking at key topics including service avoidance, lifting operations and working at height. In addition, 9 H&S stand downs and 4 lunch and learn sessions were held across the Water Networks Alliance. This all helped to ensure the safe delivery of our construction and maintenance activities, including the management of Covid-19 risks.

NEBOSH HSE Certificate in Health and Safety Leadership Excellence –

The Welsh Water Board and Executive team completed this new qualification in 2019. This programme was extended in 2020 and 11 members of our Capital Alliance Board, including Directors from our main contract partners, successfully completed this through an online training course.

— SAFETY TAKES EVERY PERSON (STEP) – OUR HEALTH AND SAFETY CULTURE CHALLENGE

In previous annual health and safety reports we have highlighted that we believe that we experience too many avoidable injuries. We recognise the importance of human factors as contributors to incidents and have continued to focus on improving our culture and behaviours. This is part of our Company Values and Code of Conduct.

The avoidable incidents that we experience include slips, trips and falls and injuries from handling, lifting and carrying. We need to ensure we are identifying and addressing the root causes of these incidents. During 2020-21, a total of 102 injuries were linked to manual handling and slips, trips and falls; compared to 190 injuries in 2013-14.

We are working with a new external provider to develop and deliver our STEP safety culture programme for AMP7. We will continue to focus on the areas that cause injuries and ill health as part of our awareness campaigns.

— GOVERNANCE

Our health and safety performance is detailed in reports which are reviewed by the Board and QEC. QEC also reviews and when appropriate, briefs the Board on significant incidents, near-miss reports and matters arising from the updates they receive. Within our management system, each tier of management (including the Board, Executive Directors, steering groups and consultative committees) has a responsibility to encourage a positive safety culture. We continue to use the Institute of Directors and HSE 'Leading Health & Safety at Work' guidance as a benchmark for Board involvement.

We also continue to place great emphasis on monitoring contract partner performance and ensuring we promote and share good practice across the business. This is reflected in this report which includes the performance of our main contract partners along with data from our wider contractor base. We encourage continuous improvement in the performance of all partners via regular meetings and sharing of information. Through these arrangements we aim to ensure a consistently high health and safety standard across all activities undertaken by or on behalf of Welsh Water.

In the year we saw a reduction in the number of injuries in our contract supply chain. We have continued to work closely with our contract partners monitoring improvement action plans and conducting inspections and audits. There has been considerable focus and support from Directors and senior managers working in partnership with our contractors to ensure our high-risk construction activities are effectively managed.

— PRIORITIES FOR 2021-22

The priorities for the next year are to continue to manage and monitor our health and safety risks while delivering further business improvements. We will also continue our focus on health, safety and wellbeing, supporting colleagues and contract partners as we develop new ways of working post pandemic.

We will seek to keep any good practices that were implemented during the last year and ensure that we are not complacent as lockdowns are eased.

The next phase of our STEP safety culture programme launches in April 2021. This will include workshops for all line managers and supervisors utilising some bespoke films and scenarios to reinforce our approach to just culture and holding effective health and safety conversations.

We also have plans in place to hold our 14th health and safety conference online in June and will be recognising colleagues and contractors through our health and safety awards.

We will continue to work with the HSE in Wales as our regulator and actively support the HSE Strategy to 'Help Great Britain Work Well'. We will also work with our fellow Water Companies nationally via the Water UK Occupational Health and Safety Group to ensure that we share learning from incidents and collectively improve.

— CONCLUSION

Our health and safety performance has continued to improve during 2020-21 and we have effectively managed our occupational health and safety risks to protect the health and wellbeing of the people who work to deliver services to Welsh Water's customers. It has been particularly encouraging to see this during a year where we have had to work in a different way and introduce many new controls to address the risks from Covid-19.

We know that there is more to do on health and wellbeing and that this continues to be a driver of employee engagement within the company. This will continue to be a priority area during 2021-22 as we deliver our improvement plans and are re-assessed against the Healthy Working Wales Platinum standard.

We are committed to delivering our AMP7 health and safety strategy, learning from others and working with the Health and Safety Executive and other regulators and the wider water industry.

The tragic incident in Wessex Water at the end of December 2020 was a timely reminder that we must closely manage and monitor our high hazards. We will work with others in the industry to ensure that the lessons are learned and we continually improve our controls.

Our challenges next year also include further improving our health and safety culture via our STEP programme. 55% of all injuries last year were due to slips, trips and falls or manual handling and these risks still remain. We will also be supporting teams to deliver their local health and safety improvement plans and ensure that all colleagues are actively engaged in making a difference. This will help us to continue to reduce the number of lost time injuries and to further improve our employees' health and wellbeing.

We maintain our value that Safety Takes Every Person and our aspiration for 'Everyone, Safe, Healthy and Happy, Every Day'.



—
Peter Perry
Chief Executive

— Coronavirus Pandemic Risk Management

In March 2020, a new risk emerged from a Coronavirus that rapidly spread across the world. We quickly responded to this and within a few days had put in place arrangements for many colleagues to continue working safely from home, while protecting key workers in operational roles.

Over the last 12 months, we have had to reassess many of our plans and put in place additional controls to ensure the health and wellbeing of our employees and continue to deliver a safe and efficient service to customers. While we have put new arrangements in place, we will continue to monitor the situation and the latest Government Guidance and develop and update our management arrangements as required.

— COVID-19 RISK ASSESSMENTS

A Covid-19 overarching risk assessment was produced and placed on the Welsh Water external website with information on our approach to working with colleagues to effectively manage the risks.

A range of activity specific risk assessments were also produced, based on Welsh Government and HSE guidance and in consultation with relevant operational colleagues and Trade Union Safety Representatives. These covered the risks and controls for working from home, in offices, on operational sites, in customer premises, on visitor attraction sites, on construction sites and in the highway. These have been used by teams across the business to review and update their local safe systems of work, as appropriate.

Changes to working practices have included:

- Moving many employees to working from home and providing equipment to support this.
- Closing offices and reconfiguring sites to manage safe social distancing.
- Introducing additional Personal Protective Equipment (PPE), face coverings and hand sanitisers.
- Establishing new procurement and distribution processes for PPE and cleaning materials.

- Stopping the use of shared vehicles.
- Reducing the need to enter customer premises and issuing essential worker letters.
- Closing visitor sites and re-opening these in managed ways when lockdowns have allowed this.
- Changing the delivery of most H&S training to online or Covid secure onsite training.
- Ensuring statutory maintenance activities continue with additional Covid controls in place.
- Putting in place new arrangements to safely manage employee occupational health surveillance.
- Introducing lateral flow tests for employees working in our laboratories.

— GUIDANCE DOCUMENTS AND SUPPORTING MATERIALS

A range of new and updated health and safety guidance documents were produced to support managers and teams to work safely. These have been subject to regular reviews as new information and advice has been published. In addition, supporting materials such as awareness posters for sites and films on the safe use of PPE and how to set up a home workstation were produced. Many of these documents were shared with our contract partners and we advised them of the arrangements in place on sites and our expectations.

The Health and Safety Director has participated in regular Water UK Occupational Health and Safety Group calls to share industry challenges and best practice. The H&S team have participated in a range of external webinars hosted by professional bodies including a presentation from our insurers on Covid legal liabilities.

— MONITORING ARRANGEMENTS

A Covid-19 Site Inspection Checklist was produced and issued to all managers to assess their site controls. This included both the physical controls and expected behaviours that should be in place. The health and safety advisers and internal auditors also visited any open offices, operational depots, large treatment works and visitor sites to review the Covid compliance arrangements in place.

Throughout the year, we have used Safety Days and the Trade Union H&S Forum Days to carry out a series of site and team physical and virtual visits. We have reviewed Covid-19 site controls and discussed arrangements in place with teams. These have been supported by Toolbox Talks and briefing materials for managers and teams to use. The Capital and operational teams have also held contractor stand-down sessions and have incorporated Covid-19 checks into their routine contractor inspection checklists.

— OCCUPATIONAL HEALTH AND WELLBEING SUPPORT

A dedicated team was established to monitor Covid related absences and support employees with guidance on self-isolation. We have supported a number of colleagues who were shielding and all these individuals were subject to occupational health reviews to ensure a safe return to work when shielding periods have ended.

An internal Test, Trace and Protect process was developed with site and vehicle cleaning regimes in place for any positive Covid cases. We have also reviewed any positive employee or contractor Covid cases to check that they were not work-related and that suitable controls were in place.

We have kept the focus on health and wellbeing through a series of webinars, films and regular communications promoting our Employee Assistance Programme (EAP) and other support services. Our wellbeing champions have been actively supporting managers and teams. All colleagues were encouraged to take their holidays and we introduced a lunchtime 'ban' on meetings to allow them to take a break and get outside during daylight hours.

Three wellbeing surveys have been conducted over the year to see how employees are feeling and check that they have enough equipment, information and support to work safely. Managers have had local reports to help them to make any improvements required. A small number of employees have been brought back into a Covid-safe office environment as they were unable to work safely from home.



— Review of Performance 2020-21

This report details the occupational health and safety performance of Welsh Water, its contract partners and their main subcontractors in the twelve-month period that ended on 31 March 2021.

The report covers the following activities:

- Asset Operation and Maintenance (all reservoirs, sewage/water treatment works and pumping stations, water and sewerage network systems including mechanical/electrical/instrumentation work/CCTV surveys).
- Asset Investment (ownership/design/construction/refurbishment).
- Sampling and Laboratory Services (water and sewage).
- Customer Services (billing and income, credit management, call centre management and meter reading).
- Meter Installations; and Provision and Maintenance of IT Systems.
- Commercial business functions.

— PERFORMANCE DATA

During 2020-21 we saw sustained improvements in our occupational health and safety performance.

The RIDDOR Incident Rate (RIR) (per 100,000 employees) for 2020-21 was 122; this is the lowest it has been in the last 15 years.

The total number of all injuries was 188 and we continued to see a high level of reporting for minor incidents, which is positive.

The All Injury Rate (AIR) (per 100,000 employees) has also significantly reduced. This may have been in part due to reductions in some operational and Capital activities, some of which impacted due to Covid.

There is a continued focus on preventing all Lost Time Injuries, not just those that meet the RIDDOR criteria. There were 15 Lost Time Injuries last year compared to 28 in the previous year and 49 in 2014-15.

The days lost due to injuries has also reduced compared to 2019-20 with over 60% of all injuries resulting in fewer than 7 days off work.

Incident category	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
RIDDOR Reportable injuries	29	24	23	20	19	12	14	8	8	6
Non-reportable injuries	261	292	313	275	207	238	236	261	262	177
RIDDOR Dangerous occurrences	4	4	4	1	2	3	1	2	1	1
Near misses	1,174	2,224	1,986	2,574	5,020	4,963	5,779	4,514	4,395	3,476
Positive Interventions	5,193	10,662	16,299	17,691	19,457	28,510	45,698	56,457	73,754	87,472
RIDDOR Reportable diseases	0	1	0	0	0	1	1	0	0	0
Enforcement actions	0	0	0	0	0	0	0	0	0	0
Days lost to injuries*	1,822	727	997	872	1,007	730	925	548	826	446
Days lost due to illnesses**	26,355	29,051	25,905	25,114	28,416	26,240	29,922	30,836	30,930	23,102
Average no. employees (FTE)	3,878	4,508	4,924	5,324	4,860	5,275	5,765	6,390	6,081	5,723
Total hours worked in year	7,167,448	8,969,199	10,077,398	10,538,730	9,544,613	10,643,211	11,727,759	12,209,136	12,138,308	11,242,005

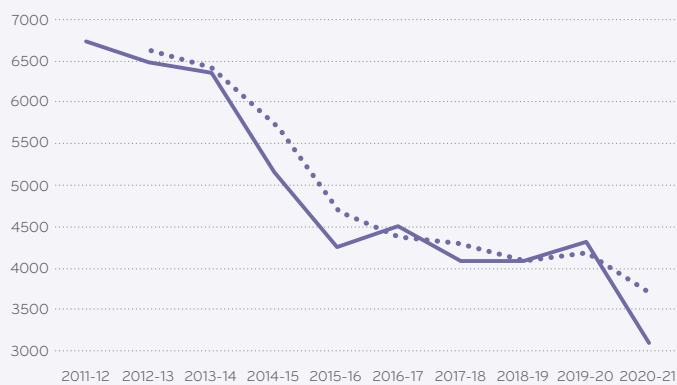
*Days lost within the year, including any carry-over days from previous year **All illness, including non-work related absence.

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
RIR – RIDDOR reportable incidents*	851	643	548	394	432	303	278	156	148	122
AIR- non-reportable injuries	6,730	6,477	6,357	5,165	4,259	4,512	4,094	4,085	4,309	3,093
Working days lost to injury per employee	0.47	0.16	0.20	0.16	0.21	0.14	0.16	0.09	0.14	0.08

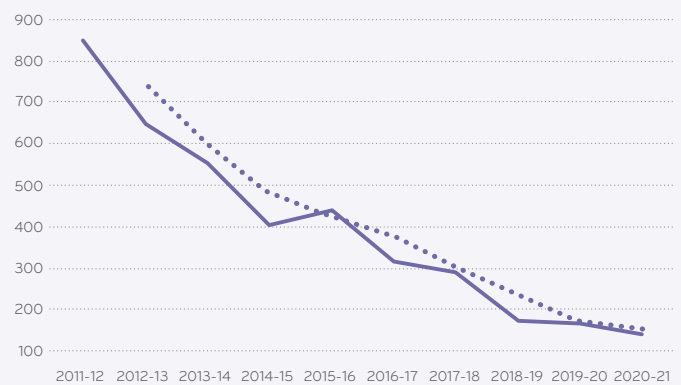
*Includes all RIDDOR Injuries, Diseases and Dangerous Occurrences.

It is worth noting that these numbers do not take account of the hours worked by the many smaller companies who work for Welsh Water, while the performance data does include all incidents reported by them while working our activities.

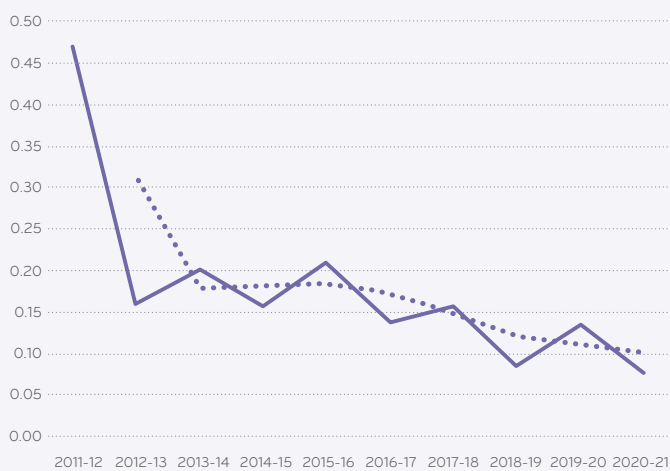
NON REPORTABLE ACCIDENT INCIDENT RATE (PER 100,000 EMPLOYEES)



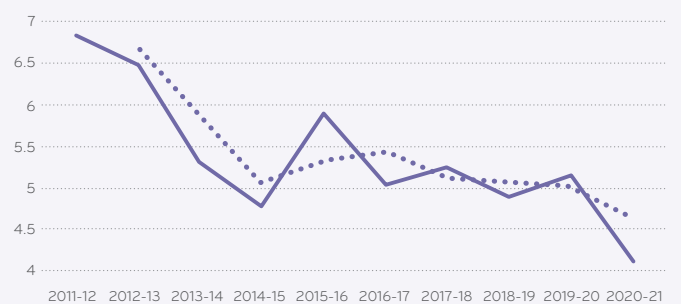
REPORTABLE INCIDENT RATE (PER 100,000 EMPLOYEES)



INJURY DAYS LOST PER EMPLOYEE

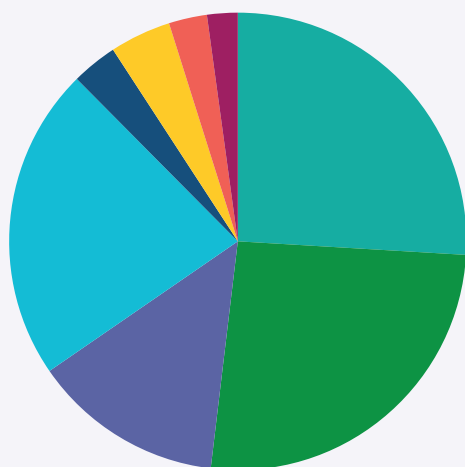


ILLNESS DAYS LOST PER EMPLOYEE



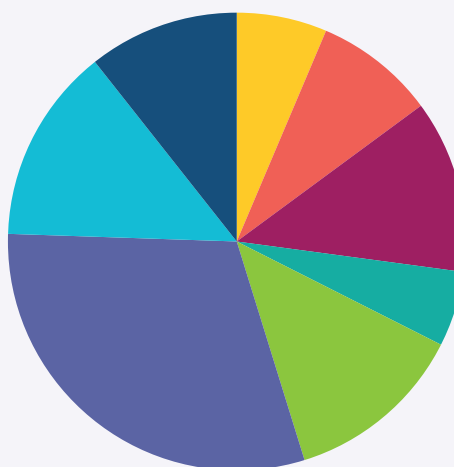
— Actual figure Moving average

CAUSE OF INJURY



- Lifting, handling or carrying 26%
- Slipped, tripped or fell on same level 26%
- Struck by object 13%
- Strike against 22%
- Fell from a height 3%
- Exposed/contact with a harmful substance 4%
- Road traffic collision 3%
- Injured by an animal 2%

BODY PART INJURIES



- Head/face/neck 6%
- Eyes 9%
- Back 12%
- Torso 5%
- Arm/elbow/shoulder 13%
- Hand/finger/wrist 30%
- Leg/hip/knee 14%
- Foot/ankle/toe 11%

— SPECIFIED INJURIES TO WORKERS

Specified injuries to workers that require reporting to the HSE are defined in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) and are mainly concerned with work related accidents resulting in fractures, amputations, permanent loss/reduction of sight, serious burns, or loss of consciousness.

In 2020-21, only 1 out of the 6 reportable injuries to Welsh Water employees and contractors were classified as 'specified injuries' under RIDDOR. This compared to 3 out of 8 last year, showing a reduction in injury severity.

The specified injury was a fractured ankle linked to a slip, trip, fall. The injury was to a Welsh Water employee who fell while replacing a meter chamber lid.

The remaining 5 reportable injuries during 2020-21 were lost time injuries resulting in the individual being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury.

— LOST TIME INJURIES

We saw significant reductions in the number of lost time injuries compared to the previous year. While it is hard to directly confirm the reasons for this, it is likely to be the result of more people working from home, cessation of some work activities during lockdowns and a heightened awareness on health and safety risks during the Coronavirus pandemic.

— DANGEROUS OCCURRENCES

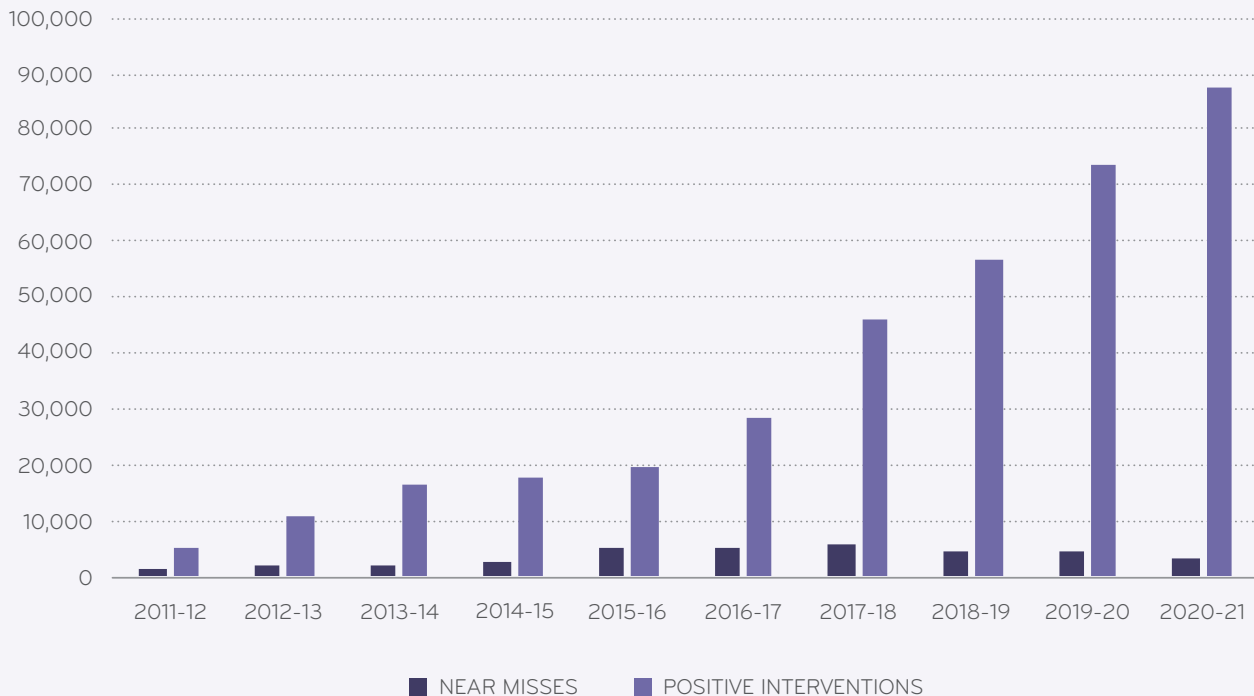
There was one RIDDOR dangerous occurrence recorded during 2020-21. This was an incident on a Capital construction site where a contractor's excavator struck an overhead power cable.

The incident investigation identified that the original plans for the site had been changed and the goal posts moved. The service provider had not been contacted prior to this change and it was found that they did not provide a sufficient exclusion range. This incident and the learning was reviewed with all construction site managers at a safety forum event, a series of site audits were carried out and a Capital Alliance Blitz focussed on this risk.

— NEAR MISS REPORTING AND POSITIVE INTERVENTIONS

We have continued to focus on encouraging employees and partners to report near misses and have defined them as 'an event or incident that had the potential to cause harm, without actually doing so'. Near misses are investigated by managers and the resulting information is used to notify others of potential risks and to revise safe working processes and procedures.

NEAR MISSES/POSITIVE INTERVENTIONS



During 2020-21, 3,476 near misses were reported. The number of these types of incidents being reported has reduced in part as a result of reviewing our data capture processes and re-assigning some near misses as positive interventions, where appropriate.

We have continued to encourage our employees and contractors to make Positive Interventions and take action where unsafe acts or conditions are observed. Over 87,000 interventions have been reported, which is nearly a 20% increase on the number recorded during 2019-20. We believe that taking action to address these hazards and unsafe behaviours this has led to the prevention of some near miss incidents and also prevented accidents and injuries.

There has been a threefold increase in the number of employee safety conversations, many of which have been focussed on discussing our Covid-19 controls with nearly 24,000 being reported in the year.

— REPORTABLE DISEASES

There were no RIDDOR reportable diseases during 2020-21.

— ENFORCEMENT ACTIONS AND REGULATOR ENGAGEMENT

There were no enforcement actions taken against Welsh Water during 2020-21.

There was a minor fire involving a transformer at one of our Wastewater treatment works. The incident investigation identified that the equipment had overheated due to hydrogen sulphide damage to a welded joint. Actions were taken to review other items of plant at this and other sites that could be similarly affected. Following this incident, we had an onsite review meeting with the fire service. They were satisfied with the controls in place and actions taken. We were also able to provide specialist electrical advice to support their investigation into a report of an injury to one of their employees who attended the incident.

This was found to be the result of a static shock during use of a portable fire extinguisher.

— HEALTH AND SAFETY EXECUTIVE (HSE) COMAH AUDITS AND PROCESS SAFETY PERFORMANCE INDICATORS (PSPIS)

We are subject to Health and Safety Executive (HSE) audits of our management controls at one of our Water Treatment Works which is a Lower Tier COMAH (Control of Major Accident Hazards) site. These audits have included reviews of the Process Safety Performance Indicators (PSPIS) we use to monitor that this site is operating safely, along with plant maintenance and management arrangements.

Due to the Coronavirus pandemic the planned intervention programme for 2020-21 was suspended by the HSE. The site have kept in contact with the Regulator and provided information on arrangements in place to ensure the safe continuation of site activities during the pandemic.



– MONITORING DAYS LOST DUE TO ILLNESS

In 2020-21, 23,102 working days were lost as a result of illness amongst the 5,723 Welsh Water and Partner employees giving an average number of days lost per employee of 4 (this compares to an average of 5 days per employee the year before). This is an area we need to continue to focus on during the next year to ensure we are effectively managing absence and supporting employees and contractors to be able to return to health and work.

– CONCLUSION – PERFORMANCE DATA AND FUTURE CHALLENGES

We have continued to undertake best practice benchmarking of our health, safety and wellbeing programmes. Health and Safety team members have participated in a range of meetings and events with other water companies and external bodies. We also presented our approach to employee wellbeing as part of a formal benchmarking session with a range of external organisations, facilitated by Hastam.

The performance detailed in this report shows that Welsh Water has continued to maintain and make improvements over the year. We recognise that this has been a very different year and we need to ensure that these improvements are sustained as Coronavirus restrictions are eased and we allow more employees and visitors back into our offices and reservoir sites.

Our goal for 2021-22 is to continue to drive down the number of avoidable incidents. A proactive safety culture and having effective health and safety conversations will continue to be of focus within our improvement activities.

— Occupational Health & Wellbeing

As part of our management of occupational health within Welsh Water, we have a contract with Insight Workplace Health. This contract provides a proactive and comprehensive occupational health service to all our employees.

The aim of the service is to:

- Implement occupational health programmes that, as a minimum, meet the requirements of legislation and recognised best practice.
- Ensure that employees are fit for their roles and assist managers to help employees return to work following sickness absence due to illness or injuries.
- Increase employee awareness of general health issues; which in turn will support them to make informed choices about their lifestyles and working practices.

Welsh Water receives no confidential information from Insight in respect of individuals. Where, as the employer, we are requested to make adjustments in the workplace to accommodate the circumstances of an individual employee, and the individual expressly consents; certain information may be shared.

Regular reports are produced by Insights on their services and reviews are held with them to identify trends and ensure that effective support is in place. 469 management referrals for advice on employees were made to Insights during the last financial year along with 84 review appointments. Most referrals were for either musculoskeletal disorders or mental health issues (22% and 37% of cases respectively).

A programme of operational health surveillance commenced in September 2020 for eligible employees who were subject to a range of tests, relevant to their role. These appointments were held at Insights' 3 regional clinics, with 5 Welsh Water operational sites being used for those working in more remote areas. Out of a population of 986 employees, 55 individuals were referred for further advice. This process enables us to effectively support employees and to identify and manage potential health risks before they result in employee ill health and sickness absence.

Insights have worked with us during the year to support managers and employees to identify health risks arising from work activities and any health conditions that may affect employee wellbeing and performance at work.

They provide confidential and objective occupational health advice. This allows the business to make timely and effective interventions to both support employees and enables managers to manage risks and prevent sickness absence. We have worked closely with Insights to implement our attendance management policy and procedures and specifically to support employees who have been suffering with Covid-19 or Shielding. We also have task analysis tools and phased return processes in place to support colleagues to remain in and return to work.

In addition, Welsh Water continues to offer an Employee Assistance Programme (EAP) that is available to all employees and their families. As well as providing information via a website, phone App and telephone service, it includes free access to counselling sessions to support individuals to effectively manage their mental health and wellbeing. We have promoted this service as part of our mental health awareness campaigns and also introduced a new employee benefit with free access to the Headspace App which provides relaxation techniques.

We have 29 trained 'Wellbeing Champions' to support colleagues and managers to maintain positive mental health and wellbeing. 10 of these colleagues volunteered and were trained as wellbeing champions during 2020 and all have been actively supporting managers and teams over the last year.

We are signatories of the Time to Change Wales pledge and the Department of Health Public Health Responsibility Deal.

We have pledged to support employees with chronic conditions to remain well and in work and have signed their 'Alcohol in the Workplace' pledge. In addition, we have supported the IOSH 'No Time to Lose' occupational cancer campaign and shared/promoted their campaign materials.

We have a package of wellbeing initiatives to help support employee fitness to work. This includes tailored health and wellbeing awareness campaigns, gym membership benefits, and an employee healthcare provision to support employees to get back to work more quickly. During 2018 and 2019 we also held 10 smoking cessation classes for 164 colleagues with 41% confirming they were still smoke free 3 months afterwards. Due to the pandemic we trialled an online class for 5 people in 2020, however this was not found to be as effective.

A specific focus of our health awareness activities over the last year has been on mental health and wellbeing. Including our 'Am I OK?' campaign which has encouraged colleagues to look after themselves and to seek support if they are struggling. In addition, we held a week of wellbeing events in September 2020 alongside a series of webinars on menopause awareness, breast cancer and suicide awareness which were well attended and very positively received.

– Occupational Health & Safety (OHS) Management System & Risk

OHSAS 18001:2007 and ISO 45001.

The Welsh Water health and safety management system has been based on and accredited to a series of external standards. The system was initially assessed against the Occupational Health and Safety Assessment Series (OHSAS) 18001:1999 standard in 2007-08 and this was migrated to OHSAS 18001:2007 in 2009.

OHSAS 18001 was a British Standard that was replaced by a new International Standard for Occupational Health and Safety Management Systems ISO 45001:2018. Organizations that were certified to OHSAS 18001 had until March 2021 to migrate to ISO 45001 to retain a recognized certification.

To support our transition to the new standard, members of the Health and Safety, IMS and Business Assurance teams completed formal training in ISO45001 during 2018. A transition plan was developed and audited internally prior to a successful external assessment that resulted in certification against ISO 45001 being awarded in November 2019.

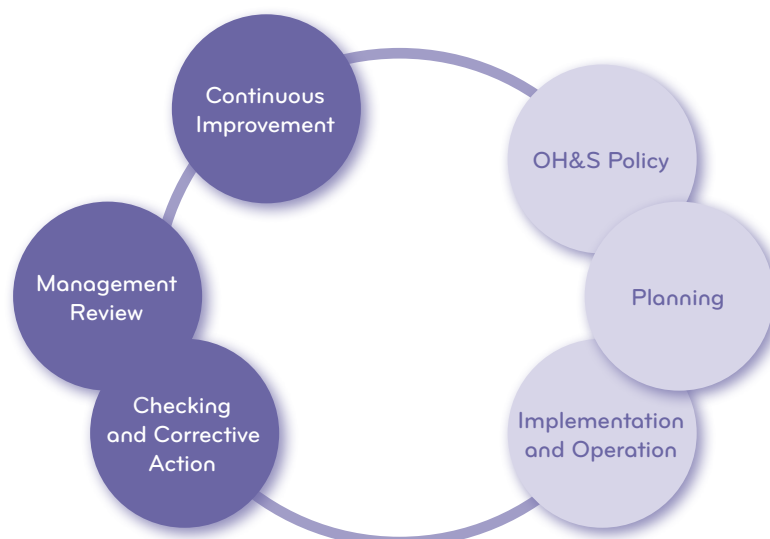
As with ISO 9000 and ISO 14001, the ISO 45001 system is built on a cycle of plan, do, check, review and improve. ISO 45001 specifically encourages the incorporation of health and safety into the broader management system of an organisation. Senior management are expected to take a stronger top-down leadership role, driving performance improvements into action and taking responsibility for the protection of their employees.

Health and safety responsibility and engagement should be embedded as widely as possible with all employees understanding how they can support and contribute to a culture of health and safety. Health and safety should be seamlessly part of 'business as usual', with everyone being aware of the objectives and advantages of a safe and efficient workplace and empowered to contribute to it. The standard is also intended to encourage increased 'risk-based thinking' with a more proactive, flexible and preventative approach based on remedying a broader range of risks before they materialise.

An internal audit of our management system was completed in November 2020 and was graded as Full Assurance.

The annual external assessment was also completed in this month with over 20 sites being visited by SGS, the external assessors. There were no major non-conformances found. Only 8 minor non-conformances were identified and all actions are being tracked to completion.

This independent certification process, and the subsequent regular certification compliance audits, ensures that we continue to take effective measures and implement rigorous controls to identify and manage the health and safety risks associated with our business activities. We also hold internal annual reviews of the effectiveness of our OHS management system and use these as an opportunity to identify and drive continual improvement.



— HOW WE MONITOR AND MANAGE OHS RISK

Underpinning our health and safety management system we have internet-based tools for recording and reporting injuries, incidents, and illnesses along with near misses and positive interventions.

Our IT system, Assure was launched in 2015 and we have worked closely with the business to effectively embed and utilise this tool. It provides a facility for action tracking and local management of incident reports and allows managers to develop tailored health and safety performance dashboards to suit their needs.

All incidents must be immediately reported and investigated by relevant line managers. Main contractor partner organisations are also required to provide monthly OHS performance reports.

Illness and sickness absence records are maintained by Welsh Water and contract partner Human Resources departments. These records allow us to identify the causes and monitor the rates of sickness absence.

We have developed and improved the quality of our internal performance reports over time to ensure that meaningful data is presented and areas for improvement are clearly identified. We are continually looking to see how we can further enhance the use of the dashboards and reports to help managers to monitor and manage their performance locally.

— OCCUPATIONAL HEALTH & SAFETY TRAINING AND COMPETENCE

The key health and safety knowledge and experience needed for all roles has been mapped out and any mandatory training is identified against individuals in our HR systems. Training and development needs are reviewed annually. Courses are practical with face-to-face training and assessments where required. We monitor the completion of key health and safety training as a leading indicator in our management and quarterly Board reports.

Competence checks are carried out on key activities and employees are 'signed off' as fit to carry out tasks as part of Personal Work Plans.

Following a short pause at the start of the Coronavirus pandemic, we have continued to develop and deliver a range of bespoke training courses during the last year. Many of these were redesigned to be delivered virtually using a combination of E-Learning and online training sessions. Those courses that required an essential practical element, such as confined spaces training, were altered to be Covid-secure by limiting the number attending and redesigning elements to ensure good hygiene and social distancing were maintained.

There is a passport scheme in place for contractors working on our potable supply pipes which has been extended into other Capital contracts where appropriate. In addition, we have delivered bespoke corporate induction health and safety sessions for new employees, apprentices and graduates.

— PROMOTING GOOD PRACTICE

The following illustrates some actions taken in 2020-21 to mitigate OHS risk and raise awareness:

Welsh Water health and safety days:

Over the last 12 months we have held several company-wide health and safety days. Information, presentations and films have been produced and shared with all managers to review with their teams.

In the last year we have focussed on our STEP safety culture and behaviours, manual handling, DSE and back care, mental and physical health and wellbeing, winter preparations and slips, trips and falls. In addition, we have used these days to seek colleague feedback on our Covid-19 arrangements.

Many teams have also carried out targeted health and safety events during the year to focus on specific topics relevant to their activities. These have included reminders about how to 'Take 5' and have effective health and safety conversations, looking after your health and wellbeing, good contractor management practices and sharing learning from incidents.

STEP (Safety Takes Every Person)

safety culture programme: We actively encourage all employees to have regular health and safety conversations. Executive directors and senior managers have quarterly objectives to conduct site and team health and safety visits and report back on their conversations. This is one of our lead indicators in our Board quarterly health and safety performance reports.

Since 2014 we have developed and delivered STEP safety culture training and awareness programmes. These have been aimed at managers and supervisors and have been supported with workshops and briefing materials that they can use with their teams. Alongside this teams have appointed STEP Champions. Each year, new materials are developed for them to deliver which incorporate health and wellbeing messages. A short case study on this STEP programme was included on the HSE website to support their H&S Strategy, enabling us to share ideas and improvements with others.

As a key part of our AMP7 health and safety improvement plans we appointed Tribe as a new provider to work with us to develop a new STEP programme. The plans for this had to be reconfigured during 2020 as we were unable to hold any face-to-face sessions. A programme of 4 STEP webinars for over 650 managers and supervisors was completed in December 2020. These sessions focussed on Mindset, Trust and Just Culture, Engagement and Team Resilience. In addition, two workshops were held for over 180 STEP Champions to introduce them to a bespoke safety conversation book that was developed for them to use with their teams.

TRACA coach programme

– To support our manual handling training programme and ensure that colleagues continue to use safe handling techniques we have 336 trained 'Traca' coaches. The coaches carry out manual handling observations and support employees and managers to identify any areas of concern. They will also support employees returning to work after injuries to ensure they are able to safely carry out their role. Completion of these observations are one of our leading indicators. During the last year we set up a new Yammer group, issued a quarterly newsletter and hosted 25 workshops with the Traca coaches to share learning and best practice.

Process safety and best practice benchmarking

– We have increased our focus on process safety management over recent years. We have participated in a range of Water Industry benchmarking and best practice events. We are members of the South Wales Responsible Care Cell and seek to learn from those in the chemical industry. We have a Welsh Water Process Safety Group and have delivered Cogent Skills training course for selected Directors and Heads of Service in Process Safety Leadership. The Process Safety Group co-ordinate all our process safety improvement activities. They have developed a toolbox talk for operatives and held a bespoke course on 'Managing Major Hazards' for selected operational managers and supervisors. We hold quarterly process safety forums to share learning from incidents and develop best practice. This includes reviewing our fire and explosion, toxic gas and digester safety risks and management controls for new and existing assets. In 2020 the scope of this group was expanded to also cover electrical safety risk management.

Major risk reviews – We have identified the 'Top 10' health and safety risks associated with our activities. These are those risks that have a low probability, but a high severity, should they arise. A rolling programme of major risk assurance reviews has been built into our health and safety improvement plans. During 2020-21 the Health and Safety Team have carried out some operational site visits to check on the management controls in place to address the risks from fire. We have also reviewed our arrangements for working with chlorine, which is a toxic gas.

Water Networks Alliance (WNA)

– We have taken the learning from working closely with our capital partners over the last 10 years to establish a strong health, safety and wellbeing focus within the WNA. During 2020 this has included a 'Strike it Out' campaign with workshops and the use of film to learn from incidents. Lunch and learn sessions, webinars and best practice forums have covered a range of topics from mental health to PPE. Operatives have been actively engaged in trialling new plant and equipment and have participated in site stand downs and audits.

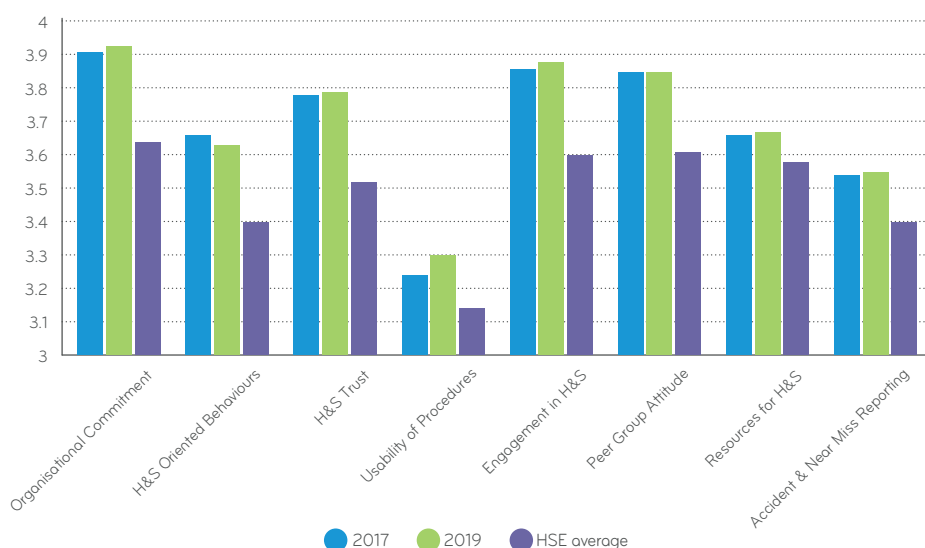
Employee Engagement and Climate Surveys

– The results of our last employee engagement survey showed that 96% of all our employees were clear what was expected of them regarding health and safety and 92% believed that health and safety is taken seriously at Welsh Water. In addition, employees scored us 79% for promoting good health and wellbeing.

In February 2019 we carried out our second health and safety climate survey. 74% of all employees responded and we scored above the HSE average scores for all the different aspects of health and safety management. Each team used this information to identify areas for further improvement and put in place local action plans.

Over the course of 2020 we carried out three employee wellbeing surveys to check on how employees were feeling during the Coronavirus pandemic. These surveys also included a series of questions on our health and safety arrangements, relevant to those working from home and those who remained working on sites. Employees were overall very positive about the arrangements in place and their scores became more positive during the year as they adapted to the new ways of working.

H&S CLIMATE SURVEY – OVERALL SCORES



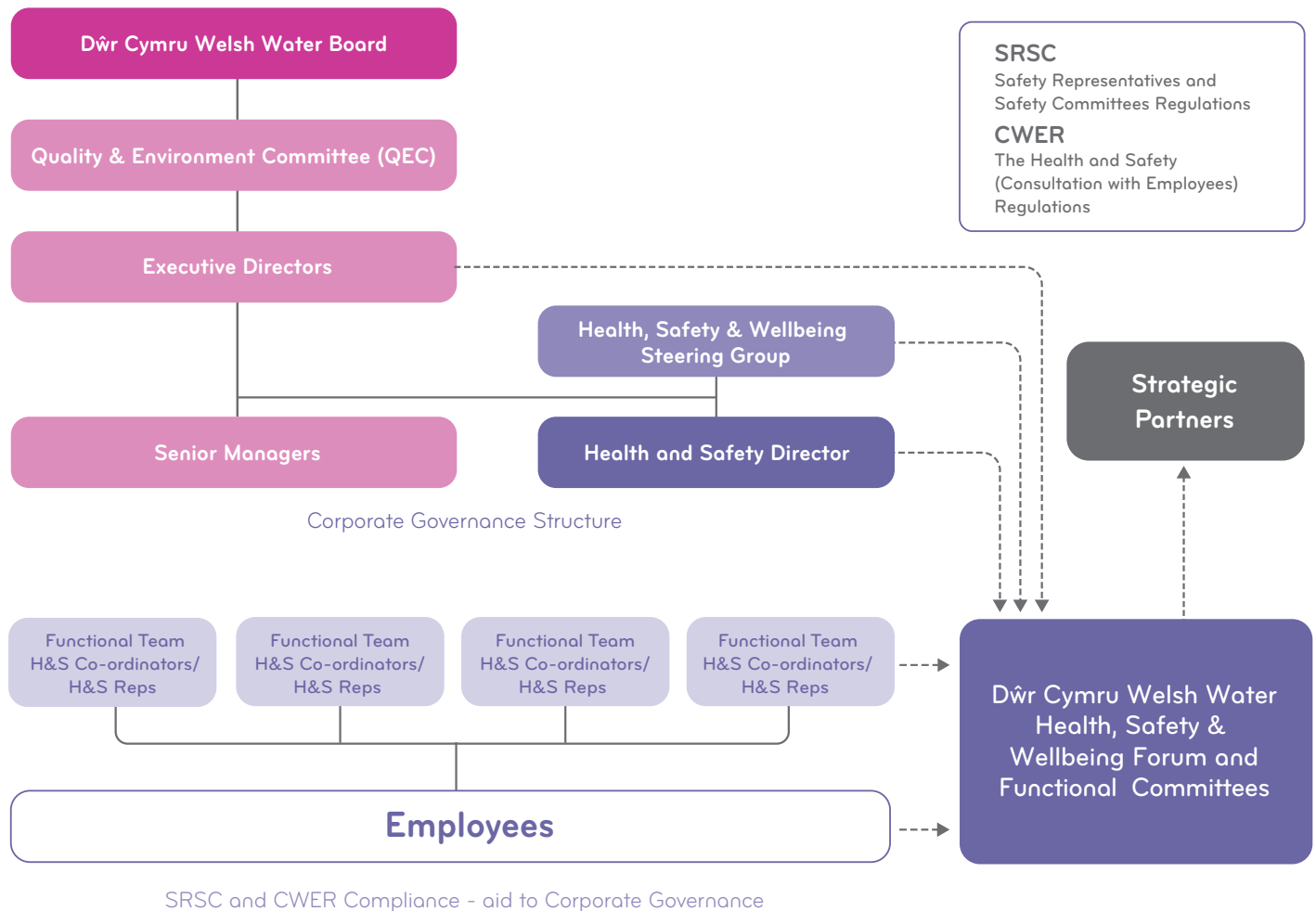
— Governance

Welsh Water has in place a health and safety management system that is accredited to the ISO 45001 Occupational Health and Safety Management standard. We have defined policies and procedures and established systems to manage all aspects of our operations. The standard provides a framework that supports continuous improvement to prevent injuries and ill health.

The management system is subject to regular audits by an external accreditation body. In addition, Welsh Water has established a programme of internal audits, which are designed to identify any opportunities for improvement.

— MONITORING PERFORMANCE

Our arrangements to monitor and review our health, safety and wellbeing performance are described in this Organisational Structure chart.



Board and Executive review of performance

A health and safety Monthly Management Report is produced for the Executive and Board. Alongside this, more in-depth quarterly reports are presented to the Board Quality and Environment Committee (QEC) meetings for their review. In addition to performance, this report addresses key issues of health, safety and wellbeing policies and procedures, training and regulatory engagement and communication. The Board also reviews and reviews the annual health and safety report before it is published at the annual general meeting.

The Board and Executive undertake bespoke health and safety training at 3 yearly intervals. In 2019, both Board and Executive team members completed the newly published National Examination Board in Occupational Safety and Health (NEBOSH) HSE Certificate in Health and Safety Leadership Excellence. This enabled them to reflect on and further develop their personal health and safety competence and leadership. During 2020, this qualification was also completed by members of the Capital Alliance Board.

Health, safety and wellbeing steering group – Monitoring and review of overall health and safety performance and progress against improvement initiatives has been undertaken during quarterly meetings chaired by the Managing Director leading on health and safety. This group involving several Directors and Heads of Service was established in 2011 and has ensured that business focus is kept on improving health, safety and wellbeing. They review performance, learning from incidents, and analyse the outputs of sub-groups including improvement projects and internal reviews. This has included the findings from internal and external audits and emergency exercises.

Health, safety and wellbeing consultation forum – This Trade Union consultation group meets quarterly to review policies, procedures and performance and to consider opportunities for further improvements to our management arrangements.

Chaired by the Managing Director leading on health and safety, the forum is aligned to the Health, Safety and Wellbeing Steering Group, which approves priorities and, where required, resources. This group also carries out site and team visits engaging with colleagues to better understand how health and safety arrangements are working in practice and seek feedback.

Local management information

A monthly health and safety performance dashboard is produced for use by teams and is displayed on site notice boards. Managers have direct access to their team's incident reports and can also track progress on safety conversations, positive interventions and inspections via electronic dashboards. There are also operational leadership team specific reports that are cascaded through line management to support performance monitoring and management locally.

— CONTRACTOR HEALTH AND SAFETY MANAGEMENT

Selection of contractors

Before any contractor is appointed to work for Welsh Water, the company will be required to provide evidence of a current SSIP (Safety Schemes in Procurement) registration as a minimum. This is one part of the full procurement process for contractor assessment.

Setting performance targets

As part of the appointment process for main contractors and partners, Welsh Water managers supported by the Health and Safety team will meet organisations and discuss their health and safety management arrangements. This will include any company specific health and safety improvements and objectives; delivery of which will form part of their contracts.

Monitoring contractor performance

Performance monitoring will involve both proactive and re-active monitoring arrangements. During 2020 Welsh Water teams completed 917 capital partner site inspections and 468 Water Network Alliance interventions. Health and safety performance is discussed at routine contract review meetings. Any recommended improvements identified during contract performance reviews are based upon a joint assessment of the risks and can include both quantitative and qualitative targets. Any partner improvement action plans are reviewed and updated on a regular basis.

Contract partner health and safety forums

Monitoring and review of contractor health and safety performance is also undertaken during regular meetings between Welsh Water's Health and Safety Managers and the managers of our main partner organisations. These groups review progress against improvement action plans, together with details of any reactive events such as accidents and incidents. Audit reports are discussed and checks made to ensure that any corrective actions have been closed out within agreed timescales. Best practice and lessons learned are identified and, where appropriate disseminated further. The Capital Partner Alliance has also used these forums to develop joint standards and have held seminars, workshops and construction site 'blitzes' on key areas of risk. A similar approach has now been established with the Water Networks Alliance.

— AUDITING PERFORMANCE

Internal and cross partner audits

Welsh Water has arranged programmes of cross partner safety management system reviews, where contract partners are 'audited' by their peers. These reviews can be used to demonstrate conformance with policy and procedures, but this is not the only benefit. They also provide a long-term view of the health and safety competence of our contract partners and give them a view of health and safety procedures and processes in other organisations. This facilitates considerable sharing of good practice and cross fertilisation of ideas. In 2019 the Capital Alliance developed a new contract partner health and safety control framework identifying key areas of risk. Partners are self-reporting against the standards within this and it is also being used to drive a series of targeted site audits – identifying conformances, non-conformances and best practice. The learning from these reviews is shared across all participants. In 2020-21 the two key areas of audit focus were service avoidance and lifting operations with 12 companies participating in these audits.

Insurer reviews and risk management support

We have close working relationships with our contract partners and have extended this good practice to encompass other service providers, including the companies that provide insurance for the business and our capital programme. This working relationship has benefits for both parties. Their risk management support can be used to help us to clearly understand any risks and we benefit from their work with other clients who might have different procedures for preventing incidents, injuries and ill health.

ADR (Carriage of Dangerous Goods by Road) Inspections

During 2019/20 Welsh Water were audited on our compliance with the ADR legislation. This included visits to 4 operational sites across Wales to cover all geographic areas. However, due to the onset of Covid-19 following commencement of the audit process, visits to the North Wales sites were cancelled in line with Government guidance and travel restrictions. Audits of the remaining sites are expected to take place in 2021 when the pandemic restrictions are lifted. The completed audits indicated that we continue to operate to a good standard of compliance whilst undertaking and managing the Carriage of Dangerous Goods as well as identifying some future improvement opportunities.

— CONTINUOUS IMPROVEMENT ACTION PLANS

There is a team specific 'unit assessment' process in place. This identifies the main health and safety risks and management controls that should be in place for each team. These unit assessments cover a 3-year period and are reviewed regularly to ensure that team procedural briefings are delivered and that risk controls are in place.

Progress against unit assessments is monitored by line management. We are reviewing the effectiveness of this process and working with users to further develop our health and safety monitoring and improvement tools.

Industry reporting

Good governance includes proactive, open and transparent reporting relationships with key stakeholders. In this respect, key stakeholders include the community we serve, Welsh Water's regulators, supply chain partners and Government, as well as all employees across the business. This annual report is shared with our members and published on our website for all stakeholders to access.

Historically UK water companies were required to submit a report to the industry regulator Ofwat on their health and safety performance. This included occupational health and safety performance data for core employees and partners and was commonly referred to as 'Table 41'. In addition, Ofwat has previously selected one or more occupational health and safety specific topics on which all companies must report. All performance data previously submitted to Ofwat is available to the public and can be viewed on their website.

From 2012, there was no specific requirement to submit health and safety data to Ofwat. However, Welsh Water has continued to participate in a water industry cross-company performance benchmarking system that is supported by the Water UK Occupational Health and Safety Group and we continue to share best practice with others including the Health and Safety Executive.



— Recognising Excellence & Achievements

— HEALTH & SAFETY CONFERENCE

In June 2020 we were planning to hold our fourteenth annual health and safety conference. These events have been one of the highlights of the year involving over 300 individuals, including executive and non-executive directors, senior managers, safety representatives, contractors and colleagues from across the business. Unfortunately, due to the Coronavirus pandemic we were unable to host the 2020 event.

We are planning to hold a virtual conference in June 2021 and will be hosting some online workshops alongside the main event.

— EXCELLENCE AWARDS

Introduced in 2007, the Welsh Water Occupational Health and Safety Excellence Awards recognise excellent performance by our employees and contract partners. Each year there are awards for health and safety excellence and awards for individuals and teams to recognise their outstanding contributions to health and safety. These awards have been a highlight of the annual health and safety conference and the finalists in each category have been shared with the delegates who have voted the winners on the day.

While we were unable to host a conference in 2020, we wanted to ensure that we continued to recognise those who have put time and effort into health, safety and wellbeing continual improvement. We had a total of 48 entries from across the business and our contractors showcasing all their hard work from the previous 12 months. These were reviewed by a judging panel and the finalists in each category were identified with the winners being confirmed by our Chief Executive Peter Perry. The winners were recognised with trophies that were presented virtually by Welsh Water Directors via films.

The Welsh Water Team Health and Safety Award winner was the Wastewater Treatment North West team. They identified a significant manual handling risk from a maintenance activity and worked together with external expertise to design and implement a bespoke lifting frame and beam to remove this risk.

The Capital Health and Safety Award winners were the Llyn Brenig Project team for their engineering scheme at this reservoir. The team safely delivered the replacement of a crane and several gates located at the bottom of the draw off tower 50m underwater. This activity involved many specialists and months of planning, including ensuring suitable confined space and water rescue arrangements were in place.

The Operational Contractor Health and Safety Award winner was Invenio. They identified a range of risks when cleaning out stop tap chambers, including sharps, manual handling and operating large vehicles in narrow residential streets. They sourced and fitted out a small pickup truck to enable this task to be carried out safely and reduce the need for hand digging out chambers while not blocking the road.

The Health and Wellbeing Award went to UTS Engineering for their approach to hand arm vibration assessment and monitoring. They have adopted new technology and trained employees, setting their own standards that are tighter than regulatory requirements.

The Outstanding Contribution Award went to Pawel Surowanic, a Morgan Sindall employee who effectively led a proactive health and safety culture throughout a complex dam safety capital project. He set high standards on site and ensured that they were adhered to and that emergency systems were thoroughly tested, including arranging a mock confined space rescue exercise on site.

— EXTERNAL RECOGNITION

Welsh Water has been recognised by Welsh Government for our work on health and wellbeing. We achieved the Healthy Working Wales Bronze Corporate Health Standard in 2015, the Gold Standard in 2016 and successfully completed the Platinum Standard in 2018. In February 2021 we were subject to a Gold Standard revalidation status check to confirm that we have maintained this standard. This included providing information to an external assessor and being interviewed online. Karen Rogers, H&S Manager led this successful review and the assessor reported that they were 'inspired and uplifted' and could see that 'Dwr Cymru are leading the way when it comes to the wellbeing of staff'. They were particularly taken by the focus placed on mental health from the very top of the organisation.

In 2020 we were also successful in securing a Gold RoSPA Health and Safety Award for a fourth consecutive year. To achieve this award, we submitted 5 years of H&S performance data for our employees and contract partners and provided a range of evidence-based case studies on our health and safety management arrangements. In addition, the Welsh Water Capital Alliance and in-house Engineering Team received 2020 RoSPA Gold Medal Awards for their health and safety performance and improvement initiatives.

Welsh Water were also awarded the Swansea and West Wales Occupational Safety Group Bernard Mallows Wellbeing Award in 2020 for our health and wellbeing activities.

Some of our contract partners also received external recognition in the last 12 months for their achievements in occupational health and safety. These include:

RoSPA President's Occupational Health & Safety Award 2020
– O'Connor Utilities

RoSPA Gold Medal Award 2020
– Skanska

RoSPA Gold Award 2020
– Lewis Civil Engineering

RoSPA Fleet Safety Silver Award 2020 – O'Connor Utilities

FORS Silver Award 2020
– O'Connor Utilities

FORS Bronze Award 2020
– Lewis Civil Engineering

British Safety Council
– International

Safety Award 2020
– Morrison Utility Services (Merit), Stonbury (Merit)

RoSPA Sir George Earle Trophy Winner 2020
– Morrison Utility Services

RoSPA Construction Commercial Award Winner 2020
– Morrison Utility Services



– EXTERNAL REPRESENTATION

The Health and Safety Director has been an active member of the Water UK Occupational Health and Safety Group (WUKOHSG) for over 20 years. This group works to share learning and improve performance collectively across the water industry. During the last 12 months, the group members have been holding fortnightly virtual meetings to support all companies' safe management of work activities during the Coronavirus pandemic.

She has also been a member of the Institution of Occupational Safety and Health (IOSH) for 27 years, including 6 years as an IOSH Council member. Within the wider health and safety team, there are several colleagues who are also Chartered members of IOSH and some who are progressing through their professional development. The Institution holds regular branch and sector meetings and events and provides training and information to allow health and safety professionals to engage across industries and share knowledge and experience. Welsh Water have supported these events including chairing IOSH conference workshops and hosting site visits.

Over the last 5 years, Welsh Water have also supported the Health and Safety Executive 'Helping Great Britain Work Well' strategy. This has included hosting their Welsh strategy launch, submitting case studies for the HSE website and events and presenting at several HSE conferences.

We welcome opportunities to share our approach to health, safety and wellbeing and to learn from others. In recent years we have held meetings and delivered presentations to a range of companies. Some of these events have been focussed on particular areas, such as our approach to contractor management and our journey to attain the Wales Platinum Corporate Health Standard. In January 2021 Dean Baker Health and Safety Manager gave an online presentation on our approach to occupational health and wellbeing to the South and West Wales Safety Group.

In addition, in May 2020 an article on our mental health campaigns and our commitment to Time to Change Wales was published by the National Examination Board in Occupational Safety and Health (NEBOSH).

Over the last year, members of the health and safety team have participated in a range of virtual events sharing experiences of managing risks from Covid-19 and looking at future ways of working. These have been hosted by a range of organisations including IOSH, the Institute of Directors, Willis Towers Watson and CBI Cymru.

We have also been working closely over several years with the emergency services and other external stakeholders to deliver our 'One Last Breath' reservoir safety campaign. This has been aimed at educating members of the public about the dangers of unauthorised swimming in reservoirs. It has included presentations at educational establishments alongside some hard-hitting films that have been shared on social media and with other water companies. While there has been reduced footfall at our reservoir sites during 2020 due to the Coronavirus pandemic, we have continued to deliver educational materials virtually and have deployed rangers on sites to advise the public.

