



# WELLBEING



OUR COMMITMENTS TO  
YOUR WELLBEING

# WHO WE ARE

Glas Cymru was formed in April 2000 for the sole purpose of acquiring Welsh Water. It is a company limited by guarantee, so it does not have shareholders. All financial surpluses are retained within the business for the benefit of Welsh Water's customers. This means that since 2001, over £450 million has been reinvested back into the company to accelerate investment, reduce customers' bills or to help those are struggling to pay their water bills.



# CONTENTS

Who We Are	2
Foreword	3
Our Vision and Purpose	5
Welsh Water 2050	6
How We Will Work	8
Our Commitments: Mapping against the Well-being of Future Generations (Wales) Act 2015	10
Tracking our Progress: Scorecard	22

# FOREWORD

---

At Welsh Water, we take very seriously our duties as a provider of essential, public services to over three million people in Wales and adjoining parts of England.

This unique responsibility gives us a crucial role to play in helping to enhance the well-being of those customers, their communities and the environment on which we all depend – both now and for generations to come. This unique purpose has been approved by the Members of the company and written into its constitutional documents, so they are enshrined for the long-term.

Through extensive engagement work with our customers, we know they expect us to plan for the long-term, to ensure we are taking the decisions today that are needed to ensure the resilience of services they rely on in the face of the challenges of the future. This long-term perspective led us to develop our Welsh Water 2050 plan, which sets out the challenges we need to respond to, and the actions that we will need to take.

Within this context, we worked with our customers, Customer Challenge Group (CCG), and other stakeholders to develop our Business Plan for 2020–25, where we

will deliver record levels of service at an affordable price and in a sustainable way.

In developing our Business Plan, we were mindful of the potential for our own objectives for the next five years and beyond to contribute significantly to the seven goals set out in Well-being of Future Generations Act (Wales) 2015 – which placed duties on public bodies in Wales to consider the long-term impact of their decisions, and to work together to tackle persistent problems such as poverty, health inequalities and climate change.

While the Act does not place any statutory duties on Welsh Water itself, we want to work collaboratively with many partner organisations in Wales and England, to ensure we maximise the well-being benefits of our actions.

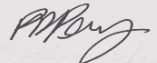
To help promote this collaboration, we are, for the first time, publishing Well-being Commitments for 2025, which show how our actions will help to promote each of the seven Well-being Goals.

Publishing these commitments at the start of the next five-year investment period (2020–25) for Welsh Water will enable our customers, our CCG and other partners to judge for themselves what progress we are making towards our well-being goals, and to consider how they can work with us in this common endeavour.

We have made good progress in many of these areas in recent years, but there is still a lot to be done. By delivering these ambitious commitments, we will be living up to our vision: to earn the trust of our customers every day.



**Chris Jones**  
Chief Executive



**Peter Perry**  
Managing Director

## OUR VISION

---

We want our company vision to be shared by everybody who works for Welsh Water — and to govern everything we do.

This means we are constantly looking for innovative, new ideas so we can provide even higher quality, essential services that protect our customers' health, our communities, and the world around us.

---

Our not-for-profit way of working allows us to run the business for the long-term, and plan far ahead into the future. It helps us focus on our long-term mission to build customer trust and support, and to motivate our people to provide excellent customer service and environmental protection.

Our long-term perspective is especially important because we are custodians of the business for future generations of customers.

TO EARN THE  
TRUST OF OUR  
CUSTOMERS  
EVERY DAY

---

TO PROVIDE HIGH QUALITY  
AND BETTER VALUE DRINKING  
WATER AND ENVIRONMENTAL  
SERVICES, SO AS TO  
ENHANCE THE WELL-BEING  
OF OUR CUSTOMERS AND  
THE COMMUNITIES WE  
SERVE, BOTH NOW AND FOR  
GENERATIONS TO COME

## OUR PURPOSE

While our customer-led approach has been an integral part of our not-for-profit way of working since Glas Cymru was formed, we wanted to make sure this unique approach was embedded into the very fabric of the business. It's for that reason we have changed our company constitution to incorporate this clear statement of our "corporate purpose" in our Articles of Association — meaning that working for the good of the communities we serve, and the wider society and environment, will always be the basis of how our company is run.

---

Our independent Members — who fulfil a governance role similar to shareholders in other companies, but without any financial reward — approved this change in December 2019, to formalise our commitment to public service and focus on customers.

# WELSH WATER 2050

---

Developing our 30-year strategy – Welsh Water 2050 – allowed us to examine the role we play in the communities we serve and to have a meaningful dialogue with our customers about how we will meet the long-term challenges facing us in the decades to come.

---

This strategy, published in 2018 and informed by over 20,000 customers responses to our Have Your Say customer engagement programme, sets out our detailed plan to tackle the many significant challenges that lie ahead – from climate and demographic change, to the pace of technological change and also increasing customer expectations.

We know our customers expect us to anticipate these future challenges to ensure we continue to provide them with a service they can trust.

While Welsh Water 2050 outlines the direction of travel for our own business and the impact we want to have on the people, economy and natural environment of our operating area in Wales and England in the long-term, it also contributes significantly to the wider goals of the Future Generations Act.

---

## WELSH WATER 2050 VISION

BY 2050, WE WILL  
BECOME A TRULY WORLD  
CLASS, RESILIENT AND  
SUSTAINABLE WATER  
SERVICE FOR THE BENEFIT  
OF FUTURE GENERATIONS

		WELLBEING GOALS						
		A PROSPEROUS WALES	A RESILIENT WALES	A HEALTHIER WALES	A MORE EQUAL WALES	A WALES OF COHESIVE COMMUNITIES	A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE	A GLOBALLY RESPONSIBLE WALES
STRATEGIC RESPONSES								
DRINKING WATER	1: Safeguarding clean drinking water through catchment management							
	2: Enough water for all							
	3: Improving the reliability of drinking water supply systems							
	4: Protecting our critical water supply assets							
	5: Achieving acceptable water quality for all customers							
	6: Towards a lead free Wales							
CUSTOMERS AND COMMUNITIES	7: Working with customers and communities							
	8: Ensuring affordability of services delivered to customers							
	9: Supporting customers in vulnerable circumstances							
	10: Addressing our 'worst served' customers							
	11: Employer of choice							
	12: Leading edge customer service							
	13: Smart water system management							
ENVIRONMENT	14: Supporting ecosystems and biodiversity							
	15: Using nature to reduce flood risk and pollution							
	16: Cleaner rivers and beaches							
	17: Protecting our critical wastewater assets							
	18: Promoting a circular economy and combatting climate change							

# HOW WE WILL WORK

In December 2019, we received the Final Determination from our economic regulator, Ofwat, which set out how we should invest over the next five-year period (2020-25) while ensuring customer bills remain at a fair and affordable level.

While this Final Determination is extremely challenging to Welsh Water as a company, it retains and adopts many of the ambitious proposals we put forward in our original plan drawn from the feedback from our widest-ever collaboration and consultation with our own customers – totalling around 40,000 separate submissions from customers over three years.

This document will also sets out meaningful, measurable targets which our customers, and our CCG, can use to hold the company to account on our progress. These targets – which are aligned to the seven Well-being Goals in the Future Generations Act – have been formulated from the ambitions of the business set out in our investment programme to 2025, and from Welsh Water 2050.

To successfully achieve these challenging commitments, we will need to adopt the Five Ways of Working as set out in the Future Generations Act – and we will report on our progress each year in our annual report to ensure we are on course.

---

THE FIVE WAYS OF WORKING ARE:

WORKING FOR THE  
LONG-TERM

PREVENTION

INTEGRATION

COLLABORATION

INVOLVEMENT



## CASE STUDY

### THE FIVE WAYS OF WORKING: THE BRECON BEACONS MEGA CATCHMENT PROJECT

The Future Generations Act sets out ways of working for bodies working towards realising the aims of the even Well-being Goals. These five ways of working guide organisations like Welsh Water in successfully applying the sustainable development principles of the Act. Following these help us to work together better, avoid repeating past mistakes to tackle the long-term challenges we face.

Our Brecon Beacons Mega Catchment embodies these ways of working. The Brecon Beacons area supplies almost half the drinking water we provide to customers every day – but communities, biodiversity, agriculture, forestry and tourism all play a part in making the landscape that provides so much for so many.

The Mega Catchment Project allows us to work with stakeholders to co-create a common vision which will deliver the best possible outcomes for everyone who lives, works and benefits from the Brecon Beacons, particularly to improve the raw water quality in the catchment before it reaches our treatment works.

- The project brings together multiple stakeholders to work for a sustainable water supply for the **long-term** – both in terms of quality and quantity – which is resilient to future challenges such as climate change and changes in land use;
- We are taking **preventative** action through collaboration – ensuring the project brings benefits in terms of reduced costs to customers and to Welsh Water, reducing the cost of energy and chemical use;



- By working with a range of relevant stakeholders, each with a different stake in the project, **integration** is at the heart of the project. This, for example, includes the alignment of new land management schemes after the UK's exit from the European Union – providing a platform to work with Welsh Government for future frameworks;
- **Collaboration** is also at the heart of the project – bringing together more than a dozen key stakeholders to work together for common benefits through a steering group. This includes bodies like Welsh Government, farming unions, wildlife organisations, the National Trust, and local government. We also have the Beacons Water Group, a to facilitate changes in agricultural practice to improve farm efficiency and resilience – while also providing clear environmental and water quality benefits;
- Beyond the extensive collaboration with stakeholders, the **involvement** of customers and wider Brecon Beacons communities will be crucial to the project. In addition to the Water Group's work, we carry out community-based workshops, and attend events such as the Royal Welsh Agricultural Show to showcase the work going on.

# OUR COMMITMENTS: MAPPING AGAINST THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015

A **PROSPEROUS** WALES



A **HEALTHIER** WALES



A **RESILIENT** WALES



A WALES OF **COHESIVE COMMUNITIES**



A MORE **EQUAL** WALES



A WALES OF **VIBRANT CULTURE AND THRIVING WELSH LANGUAGE**



A **GLOBALLY-RESILIENT** WALES

DCWW operating area





## A RESILIENT WALES

Being a provider of such a vital public service means we have a duty to ensure the company is resilient to the many challenges we face in the future – but that we positively contribute to the resilience of the country as a whole. As such, we are committed to working with partner organisations and the communities we work in to create a more sustainable country for generations to come.

This extends from ensuring we build resilience against climate change and volatile weather patterns, to playing our part in increasing biodiversity at our sites and supporting efforts to promote efforts to ensuring we manage our resources responsibly.

### WE WILL DO THIS BY:

#### INVESTING TO REDUCE LEAKAGE IN OUR NETWORK

- Ensuring value for money and efficiency by working to reduce leakage from our network by 15% over the next five years - building on the 50% reduction over the last 25 years.

#### MAKING SURE WE'RE READY FOR FUTURE CHALLENGES

- Ensuring our services are capable of coping with current future stresses (including extreme weather events caused by climate change) through innovative projects like our sustainable urban drainage scheme, RainScope. So we will aim to double the amount of rainwater we divert from entering our sewer network by 2025 – protecting our customers' homes and communities.

#### WORKING IN PARTNERSHIP AT CATCHMENT LEVEL

- We will work with agricultural and landowning partners at a catchment level – ensuring raw water quality is optimal before it reaches our treatment works. An example is our Mega Catchment Project in the Brecon Beacons – an area that supplies almost half of the drinking water we provide to our customers every day.

### CASE STUDY

## RAINSCAPE AT STEBONHEATH SCHOOL

At Welsh Water, we are leading the way in developing and using new, innovative solutions to manage the amount of surface water entering our sewers. We have called this approach RainScope. One of the largest of these schemes is at Stebonheath Primary School, Llanelli, which uses a range of sustainable urban drainage methods to divert or reduce the flow of rainwater to the wastewater network. These include permeable paving, water butts, planters, increased numbers of trees, and a large swale. It was the first school in Wales to have a surface water removal scheme retrofitted into its grounds. The scheme has been used as an educational opportunity to enable pupils to understand more about water resource management. This is part of a wider £90 million investment across Llanelli and Gowerton to protect communities from flooding.



## A PROSPEROUS WALES

We are committed to playing our part, as a major employer in Wales and one of the largest companies operating here, in not only providing high-quality services for customers, but positively benefiting the communities in which we work.

We know we make a significant contribution to the wider Welsh economy – with a study by Cardiff Business School estimating we contribute around £1 billion a year through our investment programmes, employment of around 3,500 people directly, and more widely through the supply chain.

For instance, our spend on procurement makes a significant investment in the local economy – with the majority of the equipment hire spend going through our procurement structure to Wales-based small and medium-sized businesses, totalling some £2 million a year.

## WE WILL BUILD ON THIS BY:

### KEEPING BILLS AFFORDABLE

Our work over the past decade – keeping bills below inflation for every year since 2010 – has significantly reduced bills in real terms, and so we will continue to keep bills as affordable as possible.

– We commit to keeping bill increases below inflation as measured by the Consumer Prices Index (CPIH) for each year up to 2025.

### PROVIDING THE BEST SERVICE TO DEVELOPERS

We have a key role to play to support economic development, including supporting inward investment and job creation, and a strong record in customer satisfaction for services to housing, commercial and industrial developers. We aim to maintain this performance with Ofwat's new ways of measuring customer service to these business customers (D-MeX), and improving our own customer service offering to developers.

– We will build on our customer service offering with the introduction of a new system of automatic compensation for developers – so when things sometimes go wrong, developers won't lose out while we work to put things right.

### BOOSTING BUSINESS CUSTOMER SATISFACTION

We supply to over 100,000 business customers across the areas we serve, and we also serve more than 100 of the largest water users across Wales – who are crucial employers and contributors to the Welsh economy. We are committed to meeting their needs and help all business sectors make the most efficient and cost-effective use of water.

– We aim to build on our sector-leading customer service ratings (as reported by CCWater's Testing the Waters report in 2019) by maintaining an upper-quartile ranking in the business customers 'measure of experience' (B-MeX).



## CASE STUDY

### 10 YEARS OF BELOW-INFLATION PRICES

In 2010, we assured customers that we intended to deliver a decade of price increases in the average household bill that would be below the Retail Prices Index (RPI) rate of inflation. In February 2019, we confirmed we had met that commitment – the only water and wastewater company to do so. This means by 2019-20, the bill was £88 lower than it would have been had average bills risen in line with RPI.



## A HEALTHIER WALES

We have a key role to play in helping maximise the well-being of customers, by promoting healthier and more sustainable lifestyles. That's why we take the responsibility of providing the best services possible so seriously.

### WE WILL DO THIS BY:

#### INCREASING ACCESS AND WELL-BEING ACROSS THE AREAS WE SERVE

- Delivering major investments in our visitor centres in Llys-y-Frân in Pembrokeshire and Llanishen/Lisvane reservoirs in north Cardiff for the benefit of local communities;
- We are aiming to almost double the number of visits to our centres to 830,000 visits a year by 2025, building on the contribution we already make to the wider Welsh economy through tourism and in encouraging people to make use of leisure facilities to improve the health and well-being of the local community.

#### SUPPORTING REFILL CYMRU

- Building on our partnership with Welsh Government and bodies such as the Water Health Partnership as part of Refill Cymru – to encourage customers to change behaviours, ditch single-use plastics, and drink more tap water to boost health (and save money).

#### HELPING PROTECT AND DEVELOP OUR PEOPLE

- Maintain and build on our Platinum Corporate Health Standard, which recognises responsible employers who demonstrate an organisational commitment to support not only their employees, but also other employers and the local community.

#### REPLACING LEAD PIPES

- Working to identify and replace lead supply pipes in customer homes – addressing the legacy of lead pipes to protect customers from any cumulative health effects – with the target to support 7,000 customers with lead removal by 2025.

### CASE STUDY

## COMMUNITY FUND

As a not-for-profit company, our customers are at the heart of everything we do. So we launched the Community Fund to give something back to the communities we are investing in. The Fund is a chance for communities to boost fundraising efforts for good causes in their area – with awards of up to £1,000 per project, as long as they benefit education, health, well-being, or the environment in their area. Since its establishment in 2018, the Fund has supported over 700 projects across many of the communities areas we serve.



## A WALES OF COHESIVE COMMUNITIES

We value our position as a company which can benefit the world around us, and act as a positive force for the communities we serve. This is why we run programmes such as the Water Resilient Communities Project, which aims to encourage many different parts of the community to work together.

### WE WILL DO THIS BY:

#### COMMUNITY-BASED INITIATIVES

– Expanding programmes such as our Water Resilient Communities initiative, which was piloted in the Rhondda Fach area alongside one of the biggest single water network investments of the last investment period. We will expand these partnership programmes into two new areas in the next two years – in Rhymney and Bargoed, and in Rhyl, and aim to expand this to five projects by 2025.

#### EDUCATING OUR FUTURE CUSTOMERS

– Expanding our successful education programme to reach up to 75,000 children across the areas we serve by 2025 to help promote a sense of stewardship of the water environment.

#### PROVIDING OPPORTUNITIES FOR LOCAL PEOPLE

– We will work with The Prince's Trust in each Water Resilient Community area to run "Get Into" programmes, to help local young people who have been excluded from the world of work to get access to high quality jobs or training so that they can contribute fully to their community in future.

### CASE STUDY

## WATER RESILIENT COMMUNITIES

We spent two years, and £23 million, cleansing and renewing water pipes in the Rhondda Fach area – and alongside that we coordinated the Water Resilient Communities Project. The aim was to maximise the benefit of our presence in the community – focusing key areas of our work on a comparatively small geographic area, with the intention of leaving the legacy of a "water resilient community". Engagement with the local community has been essential to explain what we wanted to do and manage customer expectations. However, this project has pushed us further by identifying areas where we can maximise the benefit we can bring to a community while investing in our own assets. Among the benefits to local residents include £120,000 saved through lower bills, £13,000 awarded to local projects through the Community Fund, and six local customers joined the Prince's Trust "Get Into Construction" programme, which we actively support.



## A MORE EQUAL WALES

As a not-for-profit company, our customers are the centre of everything we do. We do everything we can to earn the trust of our customers by providing the best-possible services, at an affordable cost, while protecting the environment around us.

But this isn't where our responsibility ends. We know that not all customers have the same needs – and that some need support from us above and beyond just supplying clean, safe drinking water and taking away their wastewater safely.

### WE WILL DO THIS BY:

#### **SUPPORTING THOSE CUSTOMERS WHO GENUINELY STRUGGLE TO PAY**

– We will maintain our industry-leading progress in providing financial support to low-income households with our range of targeted social (discounted) tariffs – benefitting more than 130,000 customers – with a company contribution of £55 million between 2020 and 2025;

#### **PROMOTING OUR PRIORITY SERVICES TO CUSTOMERS IN NEED OF SUPPORT**

– We will also work to raise awareness of, and increase registrations to, our Priority Services Register, to make sure those that need extra help and support when things go wrong with their services can get it. We will work to triple the number on the register to 100,000 by 2025, working with other utility companies and support organisations to raise awareness of the support available.

#### **SIGNING UP TO THE SOCIAL MOBILITY PLEDGE**

– We are committed to the Social Mobility Pledge in partnership with the rest of the water industry – working to partner with schools or colleges to provide coaching, structured work experience, apprenticeship opportunities, and adopting open employee recruitment practices, with people from disadvantaged backgrounds or circumstances.

#### **LIVING WAGE EMPLOYER**

– We will build on our accreditation as a Living Wage Employer, promoting fair pay practices to our supply chain – on top of already guaranteeing we pay all our employees the Living Wage.

### CASE STUDY

## WORKING WITH CARDIFF FOODBANK

Our record in supporting customers who genuinely need help paying their bills is unmatched in the sector, by providing financial help to more people than any other water company. Critical to this has been working with support organisations to raise awareness and to share expertise to reach low-income households who need extra support. Our work with Cardiff Foodbank has been a flagship example of this – working with the foodbank to raise awareness of the support available for their service users to reduce their water bills, when they come to access the foodbank.





OUR RECORD  
IN SUPPORTING  
CUSTOMERS WHO  
GENUINELY NEED  
HELP PAYING  
THEIR BILLS IS  
UNMATCHED





## A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE

Welsh Water is proud to be a banner company for Wales. This position is one which we take seriously – and using and promoting the Welsh language is a key part of this.

We have adopted the principle that when we conduct our public business in Wales we will treat the Welsh and English languages on a basis of equality. We welcome dealing with customers and other stakeholders in their language of choice – Welsh or English – and aim to provide an effective standard of service in both languages.

Around 10% of our workforce are Welsh speakers – and we are committed to supporting more people to learn the language. We also have a Welsh language steering group to monitor progress against Welsh language targets and to ensure company policies are working to encourage use of the language at work.

### WE WILL WORK TO ENCOURAGE WELSH LANGUAGE AND CULTURE BY:

#### ENCOURAGING OUR WELSH IDENTITY

- Ensuring we provide an equally-good service to our customers through the medium of Welsh or English – committing to increasing to 25,000 the number of customers registered to use our Welsh-language services.

#### SUPPORTING WELSH CULTURE

- We will continue to support and take an active role at major Welsh cultural events – including the National Eisteddfod of Wales, where we have an annual presence, and the Royal Welsh Agricultural Show. We will also continue to support important local events – such as the Pembrokeshire and Anglesey Shows, Cardiff Wales Pride, and the Cardiff Food Festival. We will use these events to build on our strong customer engagement programmes.

#### PROVIDING BESPOKE TRAINING TO COLLEAGUES

- We also encourage the use of Welsh among colleagues and run language lessons to support those wishing to learn or develop their proficiency in the language. In 2019-20 alone, 45 colleagues have enrolled in Welsh language classes that are available across our sites in Wales. In the next five years, we will aim to build on this further and expand classes to more colleagues than ever before.

#### INCREASING INCLUSIVITY AT WORK

- We will build on the partnership with organisations we have to build a more inclusive working environment – particularly with Chwarae Teg to increase the number of women at Welsh Water, and with Stonewall Cymru for LGBTQ+ inclusivity, and Disability Wales to make our workplaces more accessible than ever.



## CASE STUDY

### HAVE YOUR SAY BILINGUAL CHATBOT

During our customer partnership work ahead of our next five year investment period between 2020-25, we launched what we believe to be the world-first bilingual Welsh-language "chatbot" as one of the tools for customers to make a direct contribution to how we formed our plans. The chatbot allowed customers to give their views through the first chatbot of its kind in Facebook Messenger, alongside a series of innovative bilingual "vlogs" and Facebook Live events, explaining each aspect of the engagement project. This helped contribute to reaching 40,000 customers who had a direct, meaningful say in our Business Plan for 2020-25.



## A GLOBALLY-RESPONSIBLE WALES

Our commitment to improving the world around us extends beyond the borders of the areas we serve – working with the water industry, customers, and colleagues to help fund programmes to improve water and wastewater services in developing countries across the world.

This commitment to improving the world around us also extends to protecting and enhancing the environment - with an aim to become carbon-neutral by 2050, investing in renewable energy projects across our sites, and reducing the amount of power we use. The approach also reflects the wider, global responsibility we have to be more sustainable in everything we do – through our own Welsh Water 2050 plan, and more widely in the global sustainability plan set out in the United Nations Sustainable Development Goals.

### WE WILL DO THIS BY:

#### ACHIEVING CARBON NEUTRALITY

– Reducing our greenhouse gas emissions through our on-going commitment to increasing our use of renewable energy. We will work to become an energy-neutral business by increasing our energy self-sufficiency to 35% by 2025, by both minimising the energy we use and maximising the energy generated through clean sources, building on our 79% reduction in emissions since 2010.

#### FAIR TAX MARK

– We will work towards becoming accredited with the Fair Tax Mark – an independent certification scheme, which recognises organisations that demonstrate they are paying the right amount of corporation tax in the right place, at the right time.

#### TACKLING THE GLOBAL WATER CHALLENGE

– We will continue to support communities in Uganda to build sustainable and safe water and wastewater systems and provide hygiene education. This links to WaterAid's aim to help everyone, everywhere by 2030. Our employees and customers have already given more than £1 million to support WaterAid work.

### CASE STUDY

## FIVE FORDS ENERGY PARK




Five Fords Energy Park, in Wrexham, is Welsh Water's largest wastewater treatment works, which safely treats sewage from around 180,000 customers. We are in the process of investing more than £36 million at the site to turn the works into the industry's first multi-sourced green energy park. During 2015-16, almost 10,000 solar panels were installed at the site. These generate a total of 2.5GWh of electricity a year – enough to power 700 homes. This is the first project of its kind in Wales and it received national recognition when it won the Environment Award at the Institute of Water Innovation Awards, Wales, reflecting the combination of four clean, green energy sources at the site.

# TRACKING OUR PROGRESS: SCORECARD

Our commitment to benefitting the communities we serve is permanent – but we've undertaken several commitments over the coming five year investment period (2020-25) which will help drive and improve our services.

We also want to be as transparent as possible – so our customers can track where we're making progress against our goals, and where we need to make further improvements. Our independent Customer Challenge Group will also have a strong role in reviewing progress made every year, and feed back to our Board of Directors on measures needed to improve on indicators.

## KEY

-  Red: Behind target
-  Amber: On target
-  Green: Ahead of target

COMMITMENTS	OVERALL GOAL	COMMENTS
<b>A PROSPEROUS WALES</b> <ul style="list-style-type: none"><li>– Keeping Bills Affordable</li><li>– Providing the best service to developers</li><li>– Boosting Business Customers</li></ul>		
<b>A RESILIENT WALES</b> <ul style="list-style-type: none"><li>– Reducing leakage in our network</li><li>– Making sure we're ready for future challenges</li><li>– Working in partnership at catchment level</li></ul>		

COMMITMENTS	OVERALL GOAL	COMMENTS
<p><b>A HEALTHIER WALES</b></p> <ul style="list-style-type: none"> <li>– Increasing access and wellbeing across the areas we serve</li> <li>– Supporting Refill Cymru</li> <li>– Helping protect and develop our people</li> <li>– Removing lead pipes</li> </ul>		
<p><b>A MORE EQUAL WALES</b></p> <ul style="list-style-type: none"> <li>– Supporting customers who struggle to pay</li> <li>– Promoting Priority Services</li> <li>– Social Mobility Pledge</li> <li>– Living Wage Employer</li> </ul>		
<p><b>A WALES OF COHESIVE COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>– Community-based initiatives</li> <li>– Educating future customers</li> <li>– Providing opportunities for local people</li> </ul>		
<p><b>A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE</b></p> <ul style="list-style-type: none"> <li>– Encouraging our Welsh identity</li> <li>– Supporting Welsh culture</li> <li>– Providing bespoke training to colleagues</li> <li>– Increasing inclusivity at work</li> </ul>		
<p><b>A GLOBALLY-RESPONSIBLE WALES</b></p> <ul style="list-style-type: none"> <li>– Achieving carbon neutrality</li> <li>– Fair Tax Mark</li> <li>– Tackling the global water challenge</li> </ul>		