

How we performed in 2025/2026

A summary of our performance commitments and results



Published July 2026



YorkshireWater

How to view this report

Contents page

Our contents page links to every section within this report. Clicking on a specific section will instantly take you to it.

Navigation buttons

Contents – in the top-left of each page will take you to the Contents listing

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▶ – will take you to the next page.

There are also many other clickable links within this document which we've made easy to spot by underlining and **highlighting** them in blue.

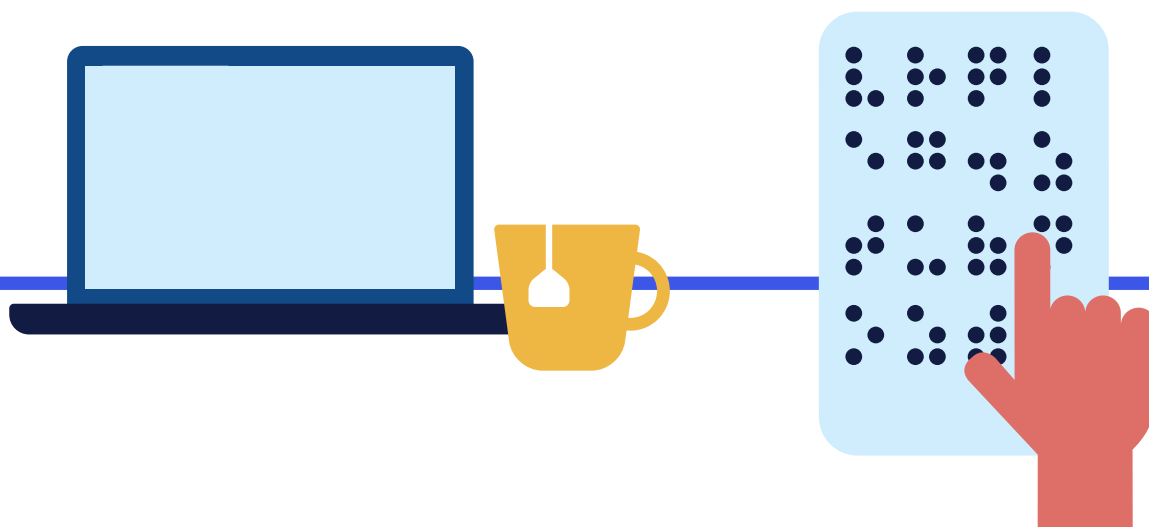
Accessibility matters.

It's important to us that all our customers are easily able to read, navigate and understand our Summary of Performance Report.

By using assistive technology like screen readers, text-to-text speech programmes and Braille displays, we can provide equal access to anyone with visual, mobility, or cognitive impairments.

We've taken these steps to ensure this document supports additional accessibility needs:

- Screen readers will recite content in a logical order, as well as identifying headers and providing alternative text for images.
- Table of contents and bookmarks to aid navigation.
- Easy-to-read text that's structured using headings, clear paragraphs and tables.
- Comfortable colour contrast.



Contents

We've created colour-coded sections to help you to navigate this report easily. Just click on the section you are interested in on the contents page, and it will navigate you to that section.

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What's in this report?

In this report, you'll find key statements from our Chair and Chief Executive about our 2025/2026 performance, as well as an introduction to our 23 performance commitments and summary of how we've performed.

This report is a summary of our 2025/2026 Annual Performance Report (APR), which can be found on our website: yorkshirewater.com/about-us/reports/



How do we make sure this report is correct?

It's important to us that our customers and stakeholders (those with an interest in our business) can be sure of the quality of the information we publish so that they have trust and confidence in us.

You can view our [assurance plan](#), which shows you how we check and review our information, to make sure that what we publish is correct. Our board has also provided a statement on accuracy and completeness of data and information in our APR.



Want to find out more?

We've created a webpage dedicated to our performance commitments, which we update every three months.

Here you can see how we're performing against the performance commitments that matter to you. yorkshirewater.com/about-us/our-performance

You can find all our reports at yorkshirewater.com/reports



Get in touch

We'd love your feedback on our reports so we can improve how we share information with you.



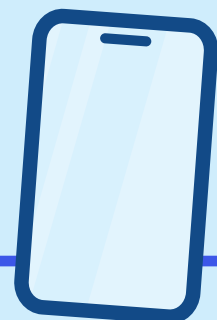
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Statement from our Chair, Vanda Murray

The 2026 financial year has been one of both progress and challenge.

We've invested more than ever before across Yorkshire as part of the biggest and most ambitious programme we've ever undertaken.

We're seeing the improvements we all want from this investment as projects complete, but there remains still more to do to reach the levels of performance we want to deliver.

Investment in Yorkshire

AMP8 will see the highest levels of investment in our history, with £8.3 billion to be spent across the five years, equivalent to around £3.2m every day. This has been the first year of the AMP and the investment is progressing well. We have spent £989.8m on capital programmes across the county, which has resulted in increased wastewater storage, reduced discharges to rivers, and improved water resilience. More detail on this can be found within our APR (Annual Price Review) and ARFS (Annual Review & Financial Statements).

We've also recruited record numbers of colleagues into the business, with over 1,200 new joiners with the aim of providing a better experience for our customers, from finding and fixing more leaks, to preventing more pollution incidents, and responding more quickly to customer issues.

We're pleased to have seen improvements in the year in the form of a reduced number of discharges from storm overflows, lower leakage, and an improved run rate on serious pollutions in the second half of the 2025 calendar year.

The Board recognises the progress we're making, but we know that there is more to do. We've experienced a drought in the year which led to a hosepipe ban for our customers, our total number of pollutions has gone up, and we've had to increase customer bills in the year in order to fund the record levels of investment we're now making.

We understand that our stakeholders are impatient to see real improvement. We're encouraged that where we've made investments, we're seeing improvements, but we also recognise that we cannot invest in everything at once, and therefore change takes time.

Many of the projects we're undertaking to improve services are multi-year projects, which take time to deliver, and there can often be disruption for the local community while we're completing our work. We know we need to communicate better with our customers and communities about what we're doing, how long it will take and what the benefits will be.

We've also invested this year in a communications team to focus on this.

Areas of Board focus in the year

The Board has spent much of the year focused on operational performance, both through operational deep dives in Board meetings, as well as in our newly formed Performance Review Committee.

We've reviewed the plans to improve performance in key operational areas and provided both challenge and support in relation to those plans, ensuring that these are adequately resourced and that the business has the right experience and capability in place to deliver.

We've also spent much time considering our impact on customers. We know that times are difficult financially, and that the increase in bills at the start of this financial year was difficult for many households in our region. We've monitored closely the support we're giving to customers who are struggling to pay their bills, and the Board has spent time in the year listening to customer calls and discussing how we can improve the experience of our customers when they need to contact us.

The Board also welcomed the report from the Independent Water Commission in July 2025, and the regulatory reforms recommended in the report. We'll ensure that we continue to provide support and input as appropriate as this reform progresses.

Rebuilding trust

We've also spent considerable time hearing thoughts from other stakeholders and considering how best to seek to rebuild the trust that has been lost across the sector. We're committed to greater transparency and are publishing a six-monthly progress report which is fully open about our performance against our targets, and will enable our stakeholders to have a better understanding of where we're making progress and the areas in which we still need to improve.

I have joined with Nicola, our Chief Executive, to meet with various stakeholders across Yorkshire during the year, including our regional mayors and local Members of Parliament. We've heard first-hand the frustrations people have with the sector, and with specific areas of performance that impact upon the local areas in which they live.

During the year, we received criticism for the fact that fees paid to our executive directors from our holding company, Kelda Holdings Limited, had not been disclosed transparently. We accept that in order to be fully transparent we should make information on these fees available to readers of this Annual Report, and therefore have now included these in the information that can be found within our APR (Annual Price Review) and ARFS (Annual Review & Financial Statements).

Our colleagues

The water sector is not an easy one to work in and the Board is very proud of our colleagues who provide some of the cleanest drinking water in the world, and treat wastewater and return it to the environment around the clock every day of the year. We appreciate all the efforts that they make, and their desire to do what is right for customers and right for the environment every day.

Investor changes

In February 2026, we announced that two of the four shareholders in our ultimate parent company, Kelda Holdings Limited, were selling their shares, and that EQT were acquiring a 42% stake in the group as a result. This transaction has completed post year-end and we're pleased to welcome EQT as new investors. This transaction signals confidence in our management team and in our plans for the future. It also improves our financial resilience as a business as we can be confident that a remaining intercompany loan balance of over £600m, including interest, will be repaid before the end of March 2027. We look forward to working with EQT on our journey to improve outcomes for customers and the environment, and to improve transparency for all stakeholders.

Change of Chair

On 17 June 2026 we announced my intention to step down from the Board at the end of September 2026. I have very much enjoyed my time at Yorkshire Water and am grateful to those who have worked so hard for the business in my time as Chair. I wish the business all the best for the future and look forward to working with my successor on a smooth handover over the next few months.

Thanks to my fellow Board members

I would also like to thank my fellow Board members, particularly those who have stepped down from the Board over the last year. They have all contributed considerable time and effort to their roles, in an often challenging environment, helping us to strive towards our vision of a thriving Yorkshire.



Vanda Murray OBE DBA
Chair

6 July 2026



Summary from our Chief Executive, Nicola Shaw

At Yorkshire Water, we remain firmly committed to doing better for our customers and the environment. 2026 has seen progress in a number of areas but we have not met the standards expected by our customers and stakeholders in other areas.

We know that change is needed, and we're investing record amounts between 2025 and 2030 across Yorkshire to deliver cleaner rivers, more reliable services, fewer leaks, and significant upgrades to our water and wastewater infrastructure.

This year, we've recruited over 1,200 new people into the business, most of whom live in Yorkshire. These people are helping us improve our services and respond more quickly to incidents.

Significant investment

We've made significant investments during the year right across Yorkshire. We've replaced 174.7km of water mains across our region, which exceeded our target for the year and is more than twice the length of mains replaced in the whole of the previous five years. Replacing pipes make our network more resilient and reduces the risk of leaks.

We've completed 88 investment projects across the region over the past year, and started many more. These include investments to replace sewers, reduce discharges of untreated wastewater through increased storage and increased treatment capacity, reduce the amount of phosphorus entering local watercourses, improve reservoir safety, and install new boreholes in Malton, Brayton and East Ness.

More detail on the improvements we are making in each part of Yorkshire can be found in our APR (Annual Price Review) and ARFS (Annual Review & Financial Statements), which are available on our website.

Drought

This year has been one of exceptional weather, with a drought declared in Yorkshire from June to December, and less than 50% of the normal rainfall occurring from February to September. This created some major challenges for us and our stakeholders, with an increased demand for water and reservoir levels falling as low as 30.6% in some areas. We took a number of actions to mitigate the risk to our customers:

- We used our regional grid system to balance the supply and demand for water across Yorkshire, and used drought permits, granted by the Environment Agency, to extract more water from rivers where necessary.
- We invested in increasing our work to fix leaks. We recruited 100 additional colleagues into our Leakage team, and fixed over 11,000 leaks between April and September, which was a 15% increase on the same period in the previous year. We also reduced the time it takes to fix a leak by 36% over the same period.
- We asked our customers to support us by not using hosepipes during the drought, and we're very grateful for the response. The vast majority helped reduce domestic water use by 10%, helping to ensure there was enough water for those most in need.

We're now reviewing our Water Resources Management Plan, which is updated regularly, to make sure we're well placed to respond to the growing pressures of climate change.

It also helps us prioritise future investment and ensure we have a resilient water supply over the long term.

After the drought ended, we experienced the wettest November to January period since 1871. This also brought challenges, particularly for our wastewater network, which treats the rainwater that enters our combined sewers. The investment mentioned above is part of our ongoing plan to keep as much of this wastewater as possible in our pipes by minimising discharges and flooding.

Pollution performance

We reported last year that we're taking significant steps to improve our pollution performance. However, progress this year has fallen short of expectations, with more total pollution incidents than in the previous year and the same number of serious incidents.

We've spent considerable time visiting wastewater assets, identifying issues, and taking action to prevent incidents from becoming more serious. While we expected this to affect the number of reported incidents, we're very disappointed that overall performance has not improved.

We know that there is a long way to go. We are also conscious that the requirements in relation to pollution reporting are changing, so we expect that numbers will grow again in 2027, although we'll try to disclose results on a like-for-like basis where we can to enable a comparison. We cover more on this in our [Annual Report and Financial Statement \(ARFS\)](#).

We're continuing to take steps to improve, and now have much greater visibility of our assets through installing more monitors, so that we can identify more potential issues earlier and prevent these from becoming pollution incidents. We've also recruited more colleagues, with a dedicated Pollution Incident team now in place and 80 additional colleagues in our Customer Field Services team, who amongst other things respond to pollution incidents.

We are also using new technology in the form of products such as SewerBall®, a small ball that floats through the sewer network collecting data to identify issues before they lead to an incident.

Our focus in 2025 was principally on sewage treatment works and in 2026 has been on the network and rising mains. You can read more about this in our Pollution Incident Reduction Plan which can be found on our website.

Customer experience

We've worked hard during the year to improve our customer experience but are disappointed that our C-MeX (our customer service ranking) rating has fallen from 10th to 12th out of 17 companies during the year. This is not where we want to be, and we're continuing to engage with our customers and listen to feedback to try to keep improving and responding to our customer needs.

We've restructured our operational teams internally to make it quicker and easier for customers to have issues properly assessed when they contact us, and the right colleagues sent out to resolve problems the first time.

We're also investing in digitising more customer journeys, including issues such as internal and external sewer flooding, blocked toilets, water quality, burst pipes, and no water. This allows customers to contact us and resolve more matters online if they prefer, while still offering a 'Yorkshire voice' at the end of the phone for those who would rather speak to us.

We also understand that the increase in water bills this year has been difficult for some of our customers. We want to help those who are struggling and we have multiple schemes available to provide support for those on low incomes, which have supported 246,000 customers in the year, with customers on the lowest incomes paying less.

Our people

We've recruited over 1,200 people into our business this year, and I want to welcome them to our organisation.

Yorkshire Water is a 24/7 business; we have to provide clean water and treat wastewater around the clock, every day of the year.

It's not always easy to be a Yorkshire Water employee and at times our people, and colleagues employed by partner organisations, have faced unfair criticism, aggression and even violence, simply for being part of an organisation that has been the subject of negative media. I would like to thank all of our colleagues for their hard work and commitment to Yorkshire throughout this year, and for being part of the journey to do what is right for customers and right for the environment.

We announced on 17 June 2026 that Vanda, our Chair, would be leaving the Board at the end of September 2026. I would like to thank her for her huge contribution in her time with the business. She has built strong relationships with stakeholders and driven high standards of governance and oversight of the business. I am personally very grateful for her support, insight and challenge.

Building trust

We're fully aware of the lack of trust that there is in the sector at the current time, and the need for us to improve performance to help rebuild that trust.

This year, I've met many stakeholders face to face, including at customer meetings and on local high streets, and have also taken calls in our contact centre during busy periods. This has given me the opportunity to hear first-hand from people across Yorkshire. We want to improve and be the best in the industry. We're working hard to achieve this, but change cannot happen overnight.

We're committed to being more open and transparent in our reporting and we produced a half-year performance report for our stakeholders, and are publishing a full year version alongside this Annual Report. This can be found on our website at yorkshirewater.com/reports

We'll continue to publish half yearly reported from now onwards to maintain this transparency and openness. We want to be clear on our plans, how these will bring improvements for Yorkshire, and how we're progressing with the delivery of these plans. We'll be honest when things aren't going well, but will also highlight where our work and investment is making a real difference.

We remain confident that our significant investment plan and the steps we're taking will deliver real benefits for Yorkshire, that you'll see in the rivers, on the beaches, on the streets, and in your home.



Nicola Shaw CBE
CEO

6 July 2026

Introduction to our 23 performance commitments

We've aligned our priorities with shared, national commitments to make sure we deliver everything a water company should.

Each year, Ofwat measures our delivery through 23 performance commitments.

These performance commitments are common to all water companies and cover the things that matter most to customers, like leakage, river health, pollution and customer services.

Our business plan for 2025–2030 (also referred to as AMP8)

Our business plan sets out how we'll meet our performance commitments and statutory and environmental obligations efficiently and effectively. We consulted with over 54,000 customers and stakeholders so we could understand in detail what customers need, want and expect.

Ultimately, we aim not only to meet our obligations as a water company but also to deliver our long-term vision for resilient, sustainable and innovative water services in Yorkshire – right for customers and the environment.

How we tell you about each performance commitment

Each performance commitment is set out separately in [Our 23 performance commitments](#). We explain what it is, how it's measured, whether a higher or lower score is better, and any rewards or penalties applied to our performance.

We also describe our 2025/2026 performance. Where this involves technical information, we've aimed to keep it as simple, yet informative, as possible.

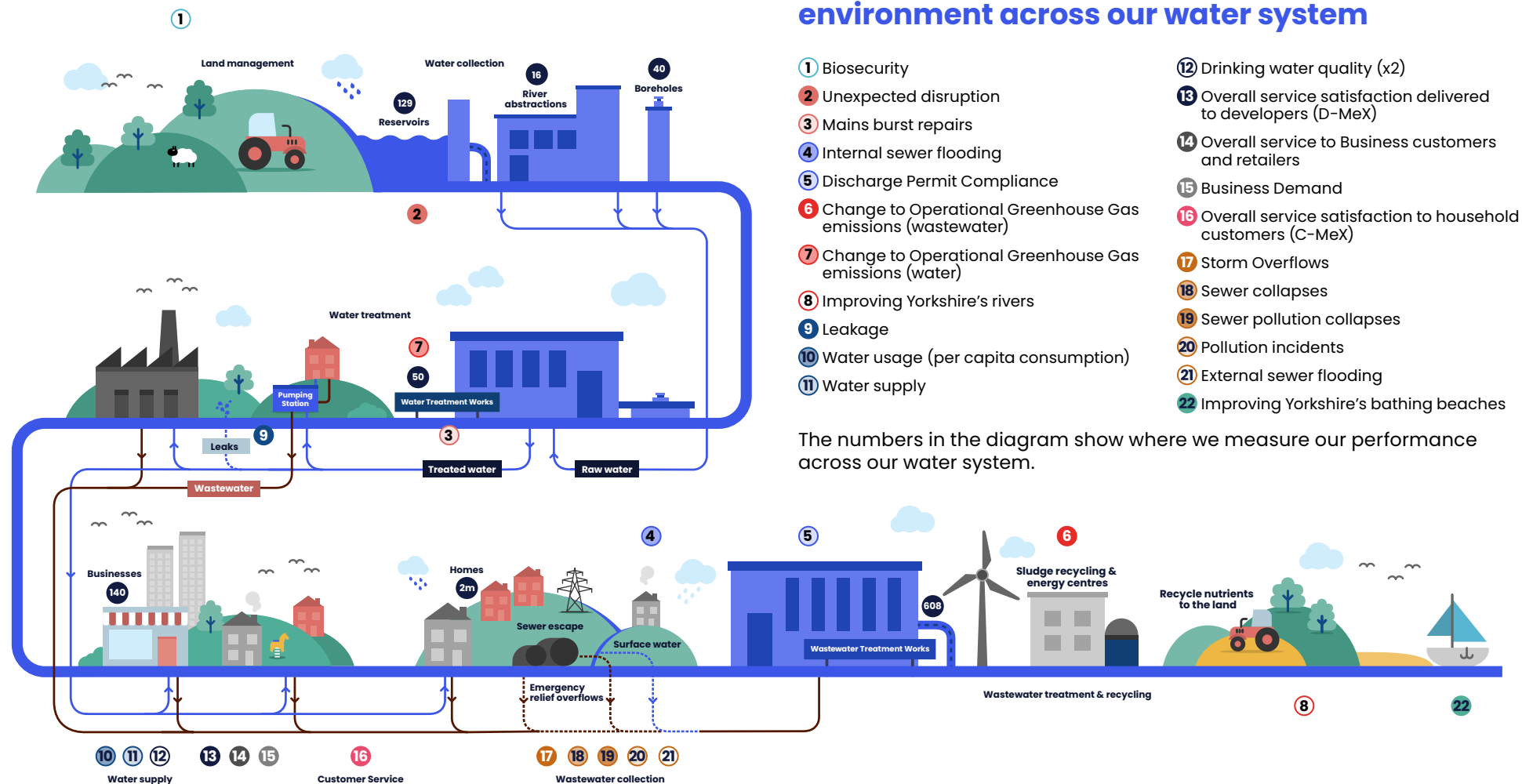
Find our 2025/2026 Business Plan (AMP8) at: yorkshirewater.com/about-us/our-vision-and-plans/our-business-plan/

We consulted with over 54,000 customers and stakeholders on our 2025–2030 business plan.



From source-to-sea

How water moves through our network, from rivers and reservoirs to customers and back to the environment.



These 23 performance commitments measure how well we're delivering for customers and the environment across our water system

- ① Biosecurity
- ② Unexpected disruption
- ③ Mains burst repairs
- ④ Internal sewer flooding
- ⑤ Discharge Permit Compliance
- ⑥ Change to Operational Greenhouse Gas emissions (wastewater)
- ⑦ Change to Operational Greenhouse Gas emissions (water)
- ⑧ Improving Yorkshire's rivers
- ⑨ Leakage
- ⑩ Water usage (per capita consumption)
- ⑪ Water supply
- ⑫ Drinking water quality (x2)
- ⑬ Overall service satisfaction delivered to developers (D-MeX)
- ⑭ Overall service to Business customers and retailers
- ⑮ Business Demand
- ⑯ Overall service satisfaction to household customers (C-MeX)
- ⑰ Storm Overflows
- ⑱ Sewer collapses
- ⑲ Sewer pollution collapses
- ⑳ Pollution incidents
- ㉑ External sewer flooding
- ㉒ Improving Yorkshire's bathing beaches

The numbers in the diagram show where we measure our performance across our water system.

Our 2025/2026 performance at a glance

We have 23 performance commitments in total. Of the 19 with a regulatory target, we achieved seven.

We're pleased to have achieved/exceeded our performance targets in some key areas, including leakage, sewer collapses and unplanned outage.

However, we know we need to improve in other areas, including pollution incidents, bathing waters and water supply interruptions, so we can meet the expectations of our regulator and, most importantly, our customers.

You can find the full performance results in the table on the next page.

Our plans for improvement don't stop

We meet with our regulator, Ofwat, regularly throughout the year to review performance and our plans to improve.

How we check our performance

All our performance commitments have been independently checked by external experts. Their assurance reports are published in [Section 4](#) within our APR (Annual Price Review).



The tables below show the results for all 23 of our performance commitments in 2025/2026.

Performance commitment	What it means	Unit (how it's measured)	High/low is good	Target	How we did	Target met	Reward or penalty
Secure, safe, clean water supplies							
Compliance Risk Index (CRI)	How clean and safe our drinking water is	Annual sum of Compliance Risk Index (CRI) scores, to 2 decimal places	Low	0	3.15	✗	£2.432m penalty
Customer contacts about water quality	How happy customers are with their water	Number of customer contacts about the taste, smell and/or appearance of drinking water, per 1,000 population	Low	0.84	0.95	✗	£433k penalty
Leakage	How we're doing at reducing the leaks	Percentage reduction in leakage, compared to our 2019/2020 baseline (average of the years 2017/2018, 2018/2019, 2019/2020)	High	18.4%	18.5%	✓	£275k reward
Water supply interruptions	Keeping homes and businesses in constant water supply	Average time a property is without supply (hours: minutes: seconds)	Low	00:05:00	00:11:58	✗	£6.127m penalty
Per Capita Consumption (PCC)	Supporting customers to use less water	Percentage reduction in average daily water use per person, compared with the 2017/2018, 2018/2019 and 2019/2020 baseline.	High	3.9%	1.4%	✗	£3.011m penalty
Business demand	Supporting businesses to use less water	Percentage reduction in average business water use, compared with the 2019/2020 baseline (average of 2017/2018–2019/2020).	High	–3.1%	–3.6%	✗	£286k penalty

Performance commitment	What it means	Unit (how it's measured)	High/ low is good	Target	How we did	Target met	Reward or penalty
Modern and resilient infrastructure							
Internal sewer flooding	Minimising sewer flooding inside customer homes and properties	Number of internal flooding incidents, per 10,000 sewer connections	Low	1.54	2.53	✗	£14.285m penalty
External sewer flooding	Minimising sewer flooding on outdoor property	Number of external sewer flooding incidents, per 10,000 sewer connections	Low	23.05	21.23	✓	£6.912m reward
Repairs to burst mains	How often water mains need repairing	Number of repairs, per 1,000km of mains	Low	185.3	189.0	✗	n/a
Sewer collapses	How resilient our sewer system is	Number of collapses, per 1,000km of sewer network	Low	14.07	6.63	✓	£5.403m reward
Unplanned outage	Limiting interruptions to water production	Percentage reduction in lost water production, compared to peak-week performance	Low	2.85%	2.72%	✓	£275k reward
Discharge permit compliance	How many treatment works operate within their permits	Number of treatment works sites that have not failed conditions of their permit, expressed as a percentage of total sites	High	100%	99.04%	✗	n/a

Performance commitment	What it means	Unit (how it's measured)	High/low is good	Target	How we did	Target met	Reward or penalty
A healthy, natural environment							
Total pollution incidents	How many pollution incidents we've had during the year	Category 1, 2 & 3 pollution incidents, per 10,000 kilometres of sewer length	Low	25.02	49.75	✗	£18.338m penalty
Serious pollution incidents	How many serious pollution incidents we've had during the year	Number of category 1 & 2 pollution incidents	Low	0	13	✗	£18.683m penalty
Storm overflows	How often we use storm overflows	Average spills per storm overflow performance, assuming 100% monitoring	Low	26.04	24.35 (monitored)	✓	£2.998m reward
River water quality (phosphorus)	How healthy our rivers are for biodiversity	Percentage reduction in phosphorus emissions, relative to the 2020 baseline of total phosphorus discharged by all wastewater treatment	High	72.12%	72.44%	✓	n/a
Bathing water quality	What the overall quality of our bathing waters is	Overall average score for designated bathing waters classifications where Excellent=100%, Good=66%, Sufficient=33% and Poor=0%	High	66.4%	53.7%	✗	£9.732m penalty
Biodiversity	Improving the land we manage for nature and wildlife	Net change from 2022 baseline in biodiversity units, per 100 square kilometres of land	High	n/a	0 (baseline measure)	No regulatory target	n/a

Performance commitment	What it means	Unit (how it's measured)	High/low is good	Target	How we did	Target met	Reward or penalty
First-class customer service							
Customer Measure of Experience (C-MeX)	How good our customer service is for domestic customers	Average customer service experience score, from 0 to 100	High	n/a	61.09	No regulatory target	£15.936m penalty
Developer Measure of Experience (D-MeX)	How good our customer service is for developer customers (property developers)	Average developer customer experience score, from 0 to 100	High	n/a	59.43	No regulatory target	£7.967m penalty
Business Customer and Retailer Measure of Experience (BR-MeX)	How good our customer service is for business and retailer customers	Average business customer and retailer customer service experience score, from 0 to 100	High	n/a	73.25	No regulatory target	£4.009m penalty
Net zero carbon emissions							
Operational greenhouse gas emissions (water)	Reducing carbon emissions from the clean water side of our business	Percentage reduction in GHG emissions from the clean water side of the business (expressed in tonnes CO ₂ e, carbon dioxide equivalent) from a 2024/2025 baseline	High	1.74%	-14.62%	✗	£3.428m penalty
Operational greenhouse gas emissions (wastewater)	Reducing carbon emissions from the wastewater side of our business	Percentage reduction in GHG emissions from the wastewater side of the business (expressed in tonnes CO ₂ e, carbon dioxide equivalent) from a 2024/2025 baseline	High	-19.15%	-5.53%	✓	n/a

Thank you for reading



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