

United Utilities' (UU's) Risk and Resilience policy covers our obligations under the UK Corporate Governance Code 2024 and the Water Act 1991. This includes the establishment of risk management and internal control frameworks, securing the long-term resilience of water supply and sewerage systems, and promoting a culture that aligns to the purpose, values and strategy of the company.

Focused on creating and protecting value for all of our stakeholders, UU's supporting Business Risk and Resilience Framework is enterprise wide (covering every aspect of the business), providing the platform to manage uncertainty, potential disruption and variability surrounding the achievement of long-term objectives and obligations. The framework aligns to ISO 31000:2018 and focuses on both internal and external factors. As detailed in our Annual Report we have a mature governance structure, procedures, guidance and training to enable the assessment and mitigation of risk relative to new and emerging factors and the effectiveness of the control environment (i.e. the capacity and capability to prevent and/or respond).

Due to UU's reliance on partners and suppliers to meet objectives and obligations, we require risk and resilience to be at the forefront of our entire supply chain, particularly in the areas of: Public Health (*Drinking water quality and Regulation 31 of the Water Supply (Water Quality) Regulations 2016*); Health, Safety and Welfare; the Protection and Enhancement of the Environment; and delivery of regulatory commitments.

As a responsible company supplying critical services to customers our principal intent is to be fully compliant with all applicable laws and regulations. We also recognise that in order to continually improve and achieve long-term objectives, we also need to innovate and take opportunities regarding new technology, engineering techniques and ways of working.

## Partners and suppliers (including subcontractors) must therefore:

- Recognise UU's strategic priorities: Improve our rivers; Create a greener future; Provide a safe and great place to work; Deliver great service for all our customers; Spend customers' money wisely; and Contribute to our communities.
- Share UU's core values: Do the right thing, Make it happen, and Be better.
- Adhere to UU Policies, in particular those listed below.
- Understand and adopt UUs risk appetite to be risk averse with tight controls relative to legal obligations, regulations and regulatory commitments, balanced against innovation in new technology, engineering techniques, design and ways of working.
- Employ risk assessments with risk registers and governance structures in place, particularly in areas of public health; health & safety; the environment, and regulatory commitments.
- Apply robust control and mitigation to limit or prevent risk impact, progress opportunities, and respond and recover effectively in a timely manner.
- Escalate relevant risks, issues and opportunities to UU at each review, or in the event of or potential breach of legislation, regulation or regulatory commitment.
- Review the effectiveness of risk, issue and opportunity management processes on an annual basis.

## For specific risk requirements please refer to the following UU policies:

- Quality Policy
- Environment Policy
- Health Safety and Wellbeing Policy
- Asset Management Policy
- Human Rights Policy and Anti-Slavery and Human Trafficking Statement
- Customer Data Protection Policy
- Privacy Policy
- Customer Service Policy
- Whistleblowing Policy
- Security Policy