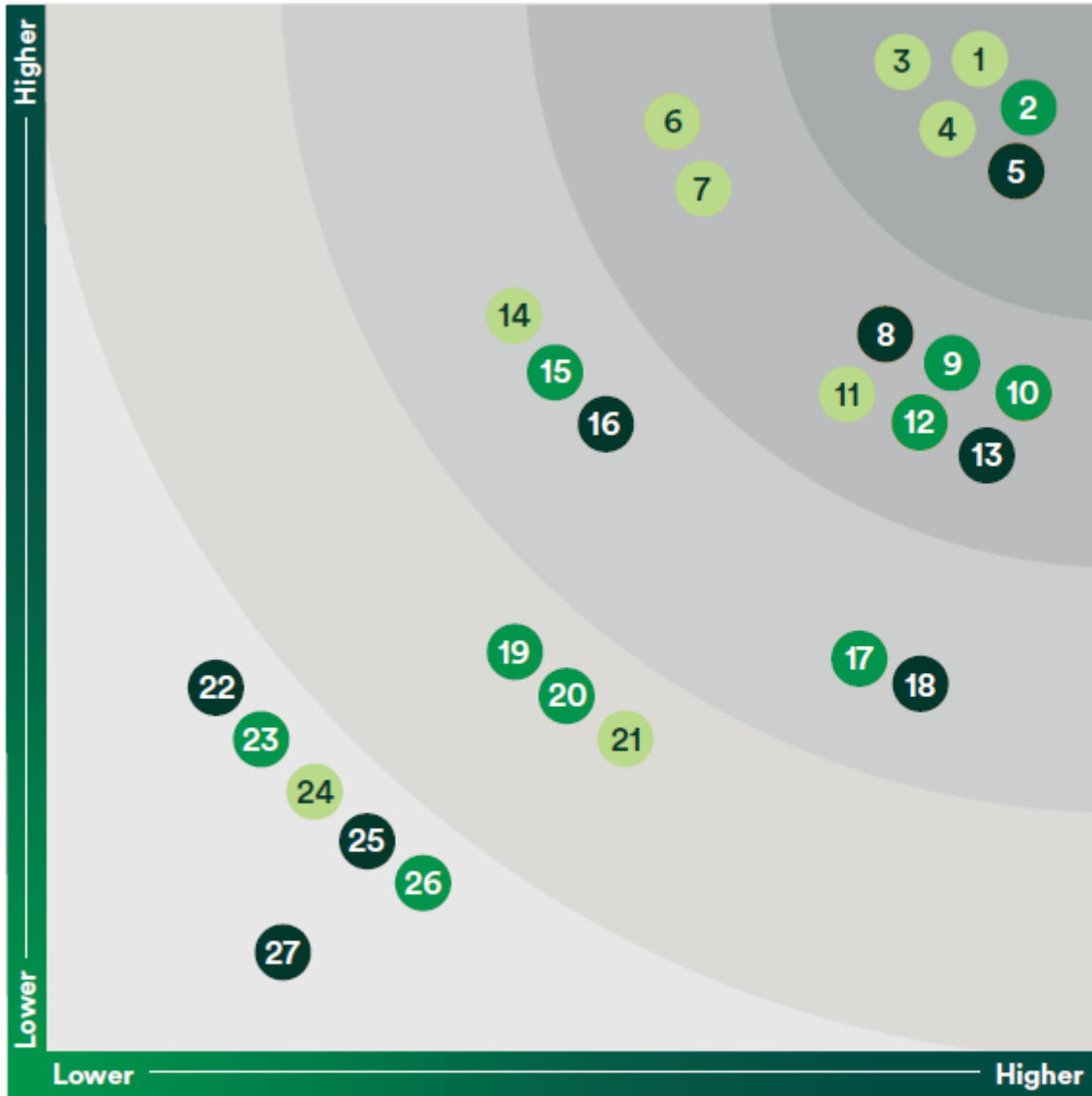


Level of interest to stakeholders
Based on a balance of views from customer research, shareholder engagement, environmental regulators and communities.



Effect on our ability to create value

Based on the potential effect on our ability to create value over the short, medium and long term. Value can be created for United Utilities, investors, regulators, employees, the public, and/or the environment. Value can be financial and non-financial.

External factors

- 5 Political and regulatory environment
- 8 Climate change
- 13 Cyber security
- 16 North west regional economy
- 18 Natural resources
- 22 Social media
- 25 Land management and access
- 27 Human rights

Internal factors

- 2 Resilience
- 9 Financial risk management
- 10 Corporate governance and business conduct
- 12 Innovation
- 15 Data security
- 17 Energy use
- 19 Responsible supply chain
- 20 Health, safety and wellbeing
- 23 Employee relations
- 26 Community investment

Both external and internal factors

- 1 Trust, transparency and legitimacy
- 3 Customer service and operational performance
- 4 Leakage and water efficiency
- 6 Affordability and vulnerability
- 7 COVID-19
- 11 Sewer flooding
- 14 Environmental impacts
- 21 Competitive markets
- 24 Diverse and skilled workforce