

Summary of board activity in 2019/20

Actions	Outcomes	Cross reference	Link to strategic themes
Leadership and employees			
Review of health, safety and wellbeing activities and consideration of health and safety incidents of employees and contractors and implementing an improved health and safety culture within the business branded as 'home safe and well'.	Ongoing roll-out of 'home safe and well' training programme and development and implementation of wellbeing policies and activities.	See pages 46 and 82	
Review of board succession plan.	Succession plans for the roles of Chairman and CFO implemented during the year.	See page 128	
Reviewed ongoing development of our employer brand and our aspiration for a multi-generational and diverse workforce.	Board kept apprised of potential succession pipeline and progress in improving diversity.	See pages 132 to 135	
Reviewed the structure and composition of the executive management team to address business challenges of the 2020–25 asset management period and beyond.	Endorsed the restructuring of the executive management team and associated reporting lines.	See page 127	
Reviewed and discussed the results of the annual employee engagement survey and received updates on employee voice workforce engagement mechanisms including the Employee Voice panel chaired by Alison Goligher, the non-executive director designated for engagement with the workforce.	Awaiting the findings from a number of working groups proposed by Employee Voice panel including: encouraging greater collaboration among employee network groups; and gaining a better understanding of what culture means for employees.	See page 121	
Reviewed the company's dashboard of cultural metrics and associated analysis.	Monitored and assessed culture and agreed it was aligned with the company's purpose, values and strategy.	See page 121	
Reviewed and amended the board diversity policy to better reflect diversity criteria, thereby including 'social and ethnic backgrounds, cognitive and personal strengths'.	The board diversity policy was amended to include a measurable ethnicity objective expressed in our policy as the board should include 'one director of non-white ethnicity' by 2021.	See page 129	
Strategy			
Discussed and reviewed the price review submissions and outputs throughout the process and implications for the group, and Ofwat's final determination for the 2020–25 asset management period.	Endorsed the acceptance of the final determination in January 2020.	See page 42	
Considered the financial implications of the final determination for the company's dividend policy for the 2020–25 asset management period.	Approved the company's dividend policy for the 2020–25 asset management period.	See page 86	
Received regular updates at each meeting of items with a strategic component, such as emerging changes to regulation, major capital expenditure and business structuring decisions.	Facilitated more informed board discussion and planning.	-	
Discussed the group's preparations in relation to Brexit.	Agreed action plan to mitigate and make preparations in relation to Brexit, with ongoing monitoring of the Government proposals for terms of exit.	See pages 94, 96 and 155	
Discussed the impact of proposed renationalisation of the water sector.	External legal and financial advice sought.	See page 94	

Corporate governance report

Summary of board activity in 2019/20

Actions	Outcomes	Cross reference	Link to strategic themes
Governance			
Reviewed and debated the risk profile of the group, and in particular the principal risks, emerging risks and risk appetite, including a review of the most significant operational risks.	Endorsed management's view that the risk appetite approach remained fit for purpose and should continue to be applied for the foreseeable future.	See page 92	  
Reviewed the risk management systems, including financial, operational and compliance controls and reviewed the effectiveness of the internal control systems.	The risk management and internal control systems were considered to be effective.	See page 136	  
Reviewed and discussed developments in cyber crime.	Approved the activities undertaken to enhance the effectiveness of the group's security controls.	See page 99	 
Reviewed the terms of reference for the audit, remuneration, treasury and corporate responsibility committees and received post-meeting reports from the chairs of each committee summarising discussions and actions.	Approved amendments to the terms of reference of the company's committees as recommended particularly relating to the 2018 Code.	–	 
Reviewed biannual updates on changes and developments in corporate governance.	Matters implemented as considered appropriate.	–	
Reviewed and discussed the external evaluation of the board, its committees and individual directors and conflicts of interest.	Identified action points and any ongoing training needs.	See page 131	 
Reviewed the performance of the statutory auditor and recommendation for reappointment both at the 2020 AGM and for a further term following the completion of the statutory auditor tender process.	Accepted the recommendation from the audit committee that KPMG be reappointed at the 2020 AGM and as the preferred candidate following the tender process for the statutory auditor.	See page 146	 
Reviewed the approach and progress of work to identify areas where there is any risk of modern slavery occurring in our supply chain.	Approved the 2020/21 slavery and human trafficking statement.	See page 190	 
United Utilities Water Limited (UW) regulated business and its stakeholders			
Regular review and monitoring of the business plan submission for the 2020–25 regulatory period as it progressed to the announcement of acceptance of Ofwat's final determination in January 2020.	The board was kept fully informed throughout the price review process.	See page 42	  
Reviewed customer service performance measures.	In year customer performance measures monitored along with preparations for monitoring customer service in AMP7.	See page 55	  

Key to strategic themes:



The best service to customers



At the lowest sustainable cost



In a responsible manner