

Leep Networks Water Limited



Annual Performance Review

SLC G Customer Summary
July 2026



leep utilities™

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Introduction

This summary explains how we have considered the customer focused licence condition during 2025-26 and how our customer service improvements support fair, accessible and responsive outcomes for customers.

This document is submitted alongside Leep Networks Water Limited's Annual Performance Report for 2025-26 and provides supporting evidence of how the company has considered, embedded and monitored compliance with the customer focused licence condition, SLC G. It summarises the actions taken during the year, the customer outcomes delivered, and the further improvements planned for 2026-27.

It should be read alongside our wider customer policies, vulnerability strategy, complaints process, codes of practice and charging information, which together provide the supporting framework for how we identify customer needs, deliver appropriate support and monitor the effectiveness of our services.

The evidence summarised in this document has been informed by customer service performance data, complaints insight, incident management activity, vulnerability support activity and planned customer service improvements. These areas are monitored through internal governance arrangements to support oversight of customer outcomes, identify emerging risks and ensure improvement actions are progressed.

Based on the evidence set out in this document, Leep considers that it has met the expectations of SLC G during 2025-26. We have continued to improve the accessibility, responsiveness and transparency of our customer services, with particular focus on incident communications, vulnerability support, digital self-service, complaints learning and support for customers experiencing payment difficulty. We recognise that further improvement is required in some areas and have identified a number of planned actions for 2026-27 to further strengthen outcomes for customers.

SLC G Principles

There are 6 key principles that water companies are expected to consider when meeting the obligations of the customer focused licence condition, SLC G:

1. Communicating proactively with customers, particularly during incidents
2. Being easy to contact
3. Providing support for customers when things go wrong and help to put things right.
4. Learning from past experiences, sharing these with others, and demonstrating continual improvement to prevent foreseeable harm to customers.
5. Understanding the needs of its customers and providing appropriate support, particularly for customers in vulnerable circumstances and during incidents
6. Providing support for customers who are struggling to pay and customers in debt.

This document considers each of the core principles and Leep's compliance with these, highlighting the evidence of activity undertaken during 2025-26, the customer outcomes delivered and the commitments planned to improve services for customers during 2026-27.

Communicating proactively with customers, particularly during incidents

During incidents we are committed to ensuring incident information is published on our website, providing estimated times of restoration where this is known. This is accessible on our live incidents page: <https://www.leeputilities.co.uk/live-incidents/>

We also publish details of temporary use bans aligned to drought restrictions, making this a one stop shop for all information relevant to customers' water supplies.

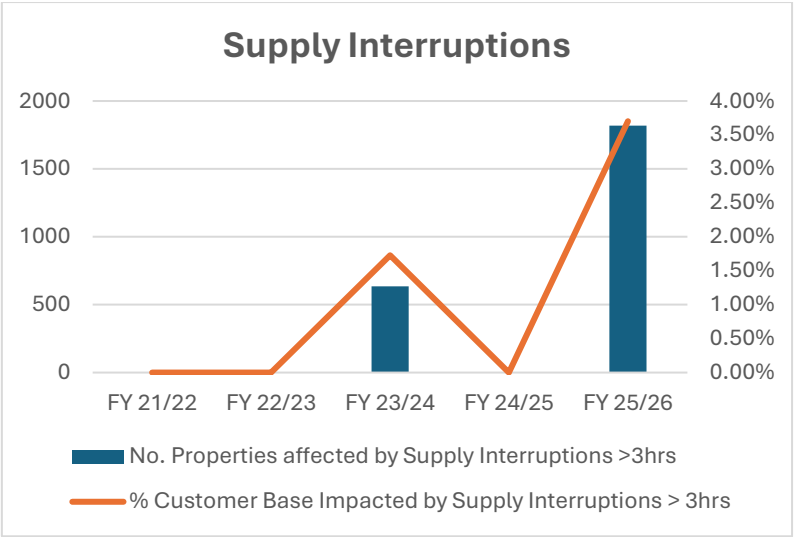
During an outage we make reasonable endeavours to communicate with all customers via SMS and/or email where we hold contact details. We are currently able to communicate with 94% of water customers by these methods of communication.

This contact coverage is a key enabler of timely and proactive communication during incidents. We continue to improve the quality and completeness of customer contact data so that outage updates, restoration information and any relevant support arrangements can be communicated as quickly and effectively as possible.

Where customers are recorded on our Priority Service Register, we have adapted our communication plan during incidents aligned to our vulnerability strategy and will attempt to make contact with all PSR customers by phone, text or email – prioritising those customers who rely on water for medical needs or chronic illness. Our vulnerability strategy is accessible via: <https://www.leeputilities.co.uk/wp-content/uploads/2025/06/LNWL-Vulnerability-Strategy-2025-26-2.pdf>

To date we have not experienced large volumes of incidents and where we have experienced outages these normally result from an upstream, incumbent water company incident. During 2025-26 90% of the properties impacted by supply interruptions resulted from upstream events. We continue to work closely with the incumbent water companies to ensure communications are streamlined so that we can provide timely updates to our customers.

Following any incident, we review the effectiveness of customer communications, including the timeliness of updates, the information provided and any feedback received. Where improvements are identified, these are reflected in our incident communication approach and future customer contact planning.



Being easy to contact

We recognise the importance of offering a variety of customer contact channels so that when customers need to contact us, they can do so through their preferred methods.

We currently offer the following methods of contact for our customers:



Customer Portal: <https://myaccount.leeputilities.co.uk/sign-in>



Email: hello@leeputilities.co.uk



Telephone: 0300 3733540



Letter: Level 2 The Metro
33 Trafford Road
Manchester
M5 3NN



Relay UK: Available for deaf or hard of hearing customers

Throughout 2025-26 we have continued to invest in services that make it easier for customers to manage their accounts, receive accurate information and access support when they need it.

These improvements are intended to reduce customer effort by giving customers greater choice over how they contact us and manage their account. We will continue to monitor customer contact trends, digital engagement and feedback to assess whether our channels remain accessible and effective for different customer needs.

We plan to continue driving improvements during 2026-27 to provide more opportunities for customers to self-serve through the customer portal or the website and we are continuing to explore the provision of a WhatsApp service. As part of this work, we will continue to assess the accessibility of new contact channels and ensure that digital improvements complement, rather than replace, existing contact options for customers who may prefer or require telephone, email or written communication.

Providing support for customers when things go wrong and help to put things right

We proactively monitor for customer dissatisfaction through any form of contact from customers, including customer satisfaction reviews through Trust Pilot and Google Reviews.

Complaints are raised where a customer expresses dissatisfaction with our service. We recognise the importance of understanding where services have not met expectations and using complaints as an opportunity to put things right for the customer and improve future service delivery.

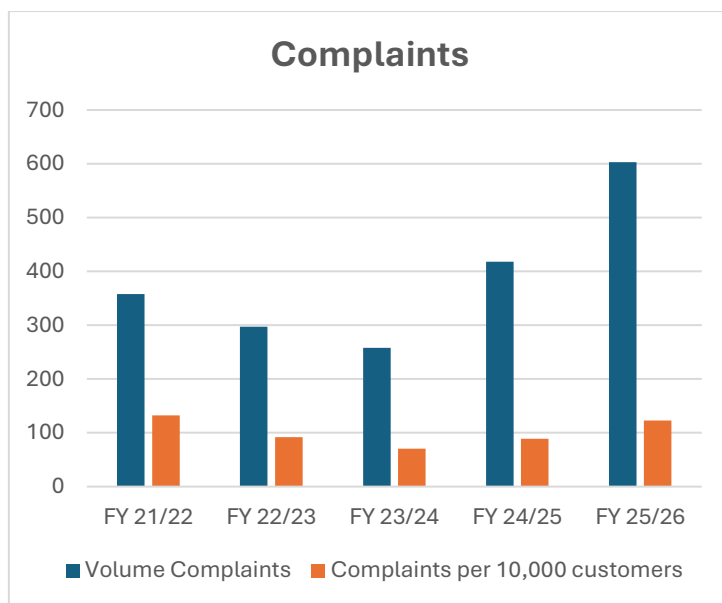
Our complaints process is accessible via: <https://www.leeputilities.co.uk/making-a-complaint/>

The complaints process explains how customers can raise concerns, how we will respond, expected timescales and the escalation routes available where a customer remains dissatisfied.

Where a complaint is registered, our teams work hard to resolve complaints within 10 days. Where we need more time to resolve the complaint, customers are kept up to date on the work to be done to resolve the complaint to their satisfaction. Following resolution, we complete an objective review to identify the root cause of the complaint, any lessons learned and any actions required to reduce the likelihood of recurrence.

During 2025/26, a contributing factor to the increase to complaint volumes was due to upstream supply interruptions. Of the complaints recorded throughout the year, 12% related directly to upstream events. 50% of the complaints received resulted from the April 2025 price changes therefore we have developed and implemented a better communication strategy this year.

We continue to monitor our complaints performance in support of continuous improvement activities. Complaint themes and root cause analysis are used to inform operational improvements, customer communications and process changes where required. This helps ensure that complaints insight is translated into practical action and supports the prevention of foreseeable harm to customers.



Learning from past experiences, sharing these with others, and demonstrating continual improvement to prevent foreseeable harm to customers

During 2025-26 our focus has remained on reducing customer effort, improving accessibility and transparency, and ensuring customers continue to receive services that support delivery of our No Worse Off commitments and help improve the customer experience.

Detailed below are some of the initiatives we have delivered this year:

Improving Billing Accuracy Through Smart Metering

A significant milestone during the year has been the continued rollout of our Automated Metering Infrastructure (AMI) network across our customer base. 26% of our household customer base now benefits from smart meter technology, providing regular automated meter readings that reduce reliance on estimated bills and improve billing accuracy.

Beyond accurate billing, the increasing availability of smart meter data is transforming the way we support customers. More frequent consumption information provides customers with greater confidence that their bills accurately reflect their usage whilst creating the foundations for more proactive customer support, earlier intervention and improved water efficiency.

This supports improved customer outcomes by reducing the risk of estimated bills, enabling earlier identification of unusual consumption and providing a stronger evidence base for helping customers understand and manage their water use.

Driving Water Efficiency

Improving water efficiency remains a strategic priority and supports the commitments set out within our Water Resources Management Plan. Throughout the year we have continued to enhance the quality of customer and consumption data available to us, including improvements to the capture of household occupancy information. This enables a more

meaningful understanding of expected consumption across different household types and will support future enhancements that allow customers to compare their own water usage against similar households.

Looking ahead, our roadmap for 2026–27 will build upon these foundations by harnessing smart meter data to identify abnormal consumption patterns at an earlier stage. Customers will increasingly benefit from proactive notifications of potential leaks, earlier intervention before excessive consumption results in unexpectedly high bills, enhanced guidance throughout the repair journey and clearer signposting to support once repairs have been completed. These developments will reduce water wastage, improve customer outcomes and contribute towards wider demand management and water efficiency objectives.

During the year we also supported customers through a number of regional drought events and Temporary Use Bans. Throughout these periods we continued to strengthen our proactive customer communications, providing timely information, practical water-saving advice and clear guidance regarding any applicable restrictions. As climate resilience becomes increasingly important across the sector, we remain committed to continually enhancing our customer engagement during such events.

As the availability and quality of smart meter data improves, we expect to be able to develop stronger measures of effectiveness for our water efficiency activities. During 2026–27, we will continue to review consumption trends, potential leak notifications and customer engagement with water efficiency advice to assess the impact of our approach.

Delivering Simpler Digital Services

During the year we successfully launched our redesigned customer website, representing a significant improvement in both accessibility and customer experience. Whilst reflecting our enhanced corporate branding, the new website has been designed around the needs of customers, providing clearer navigation, improved accessibility and significantly enhanced self-service capability.

Customers can now complete a broader range of activities online through the customer portal, including submitting and managing meter readings allowing a view of their consumption data, updating address details, accessing previous communications and managing key aspects of their account without needing to contact our Customer Operations team. The ability to make payments via the portal is also now established, along with the ability to setup direct debit instructions either for a fixed monthly value or for payments to be automatically collected in full once an invoice is issued. These improvements provide greater flexibility for customers whilst reducing customer effort and allowing advisors to focus on more complex support requirements.

Our commitment to reducing customer effort extends beyond digital services. During the year we have redesigned our customer welcome pack and onboarding journey, with implementation planned during 2026–27. Working closely with our developer partners, we continue to refine the information provided to customers when they move into their homes, encouraging earlier registration for our online portal, greater digital engagement and improved awareness of the services and support available from the outset of the customer relationship.

Transparency and Customer Understanding

Recognising the importance of openness and transparency, we have strengthened the way we communicate annual tariff changes to customers. A dedicated section of our website now explains how charges are determined, the regulatory framework within which NAV companies operate and the investment being made to maintain and improve resilient water infrastructure.

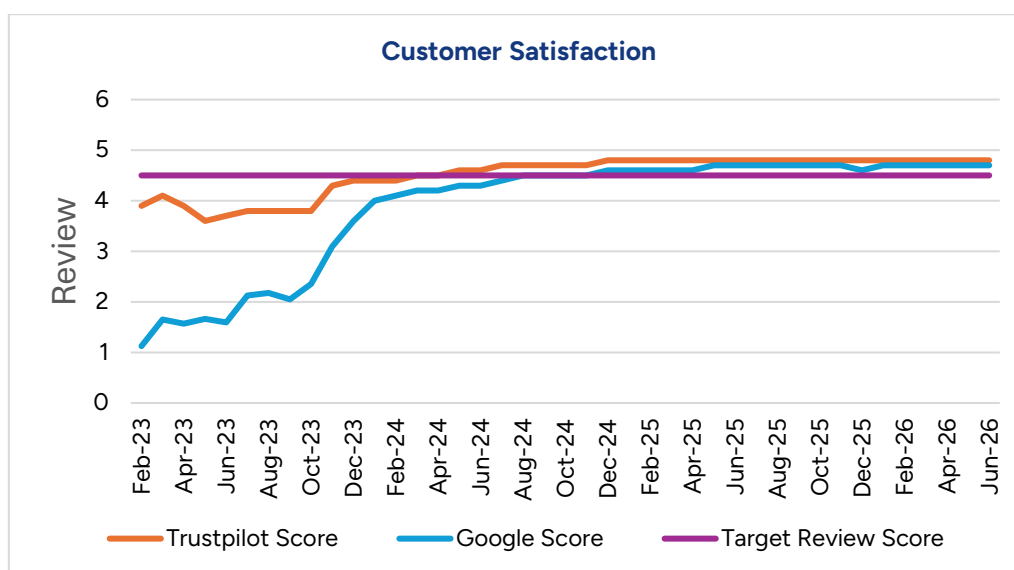
These improvements have been reinforced through redesigned bill templates, providing clearer explanations of customer charges whilst highlighting the continued investment being made into the networks serving our customers. Together these initiatives help improve customer understanding, build confidence in our charging arrangements and support more informed customer decision-making.

During 2026-27, we are reviewing our end to end customer communications to ensure key information is clear, consistent and accessible across the customer journey. This will include improving signposting to information on Guaranteed Standards Scheme payments, Priority Services Register registration and the additional support available to customers through our website and customer service channels.

Continuous Improvement

Continuous improvement remains central to our customer operations strategy. Working closely with our customer platform provider, we have continued to refine customer journeys, automate routine processes and enhance digital capability to reduce avoidable customer contact and improve the overall customer experience.

Customer satisfaction provides one indicator of the positive impact of these improvements, with both Trustpilot and Google Reviews maintaining excellent scores of 4.8 out of 5 throughout the year. Customer feedback remains an important source of insight and all lower-rated reviews continue to be subject to detailed root cause analysis, ensuring learning is translated into operational improvements across the business.



Collectively, the initiatives delivered during 2025–26 represent another significant step forward in delivering our published No Worse Off Action Plan and our commitment to continuous improvement. Through investment in smart metering, digital services, water

efficiency, vulnerability support and transparent customer communications, we continue to enhance the overall customer experience whilst ensuring customers receive services that are accessible, proactive and increasingly responsive to their needs.

Understanding the needs of its customers and providing appropriate support, particularly for customers in vulnerable circumstances and during incidents

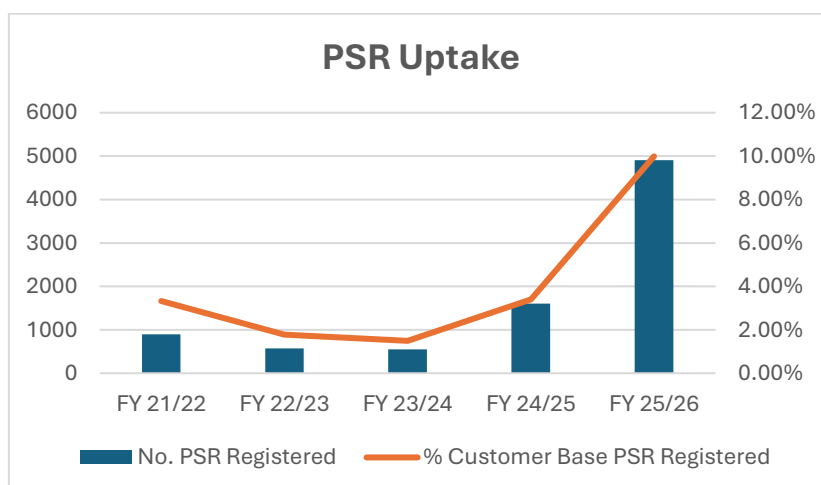
Supporting customers in vulnerable circumstances has remained a major strategic priority throughout the year. We published our first standalone Vulnerability Strategy, setting out our long-term commitment to identifying, supporting and improving outcomes for customers requiring additional assistance.

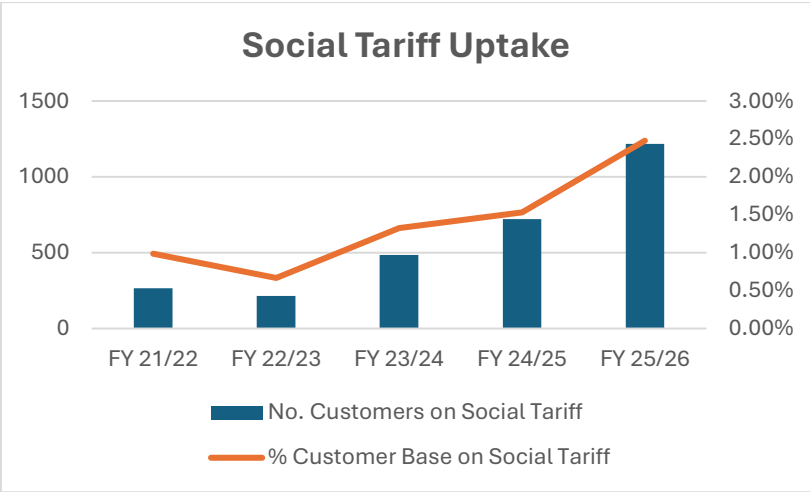
Alongside this, we have significantly enhanced the visibility and accessibility of support services across our digital channels. Customers can now register online for our Priority Services Register, apply digitally for both our Social Tariff and WaterSure schemes and more easily access information regarding the additional support available to them. By simplifying access to these services we aim to encourage earlier engagement, reduce barriers to support and ensure customers receive assistance at the earliest possible opportunity.

To make it easier for customers where water and wastewater services are provided by different water companies, we have entered into data sharing agreements with a number of incumbent water companies. This means extra help needs and requirement for social tariffs can be shared between Leep and the other water company so the customer no longer needs to contact 2 separate companies.

We are committed to proactively identifying customers who may be eligible for extra help services. To deliver this we are working to broaden our relationships with Citizens Advice and/or other consumer organisations to meet our targets this year, to complement our planned proactive campaigns and customer segmentation analysis.

These improvements complement our wider programme of vulnerability awareness, staff training and proactive identification of customers who may benefit from additional support, ensuring accessibility remains embedded throughout our customer journey.





We will continue to use this data, alongside customer feedback and engagement with advice organisations, to understand whether customers who may need additional support are being identified and supported at the earliest appropriate opportunity.

Providing support for customers who are struggling to pay and customers in debt

Our approach to supporting customers who are struggling to pay is built around the principles of the Paying Fair Guidelines. We aim to identify payment difficulty at the earliest opportunity and offer support that is fair, flexible and proportionate to each customer's individual circumstances.

Where an account falls into arrears, customers enter our early arrears process. This is designed to prevent debt from increasing unnecessarily and to encourage early engagement before the customer's circumstances worsen. Customers are contacted through a range of channels, including email, post, SMS and telephone. Our communications explain the balance owed, set out the payment options available, outline the next steps in the process and signpost customers to additional support, including independent debt advice such as StepChange.

We offer a range of support options for customers experiencing payment difficulty. This includes affordable repayment arrangements, consideration of individual income and expenditure, access to our Social Tariff and WaterSure schemes where eligibility criteria are met, and signposting to external advice organisations. Customers can also complete an income and expenditure form through our website if they prefer to provide information about their circumstances in writing rather than by telephone.

Customer communications relating to arrears and debt recovery are reviewed regularly and are subject to internal sign-off to ensure they remain clear, accurate and appropriate. Where a customer tells us they are seeking debt advice, raises a complaint or disputes the balance owed, recovery activity is paused while the matter is reviewed or resolved.

Where arrears remain unresolved after internal engagement, accounts may be referred to a third-party debt collection agency. We only use agencies that have been subject to appropriate due diligence and are regulated by the Financial Conduct Authority. We provide onboarding and guidance to support consistent customer treatment and require the agency to identify and respond appropriately to customers who may be in vulnerable circumstances. Quality assurance checks are undertaken, including call reviews and coaching where required.

Our overall approach is intended to avoid unnecessary escalation, support early and meaningful customer engagement, and help customers manage ongoing charges and arrears sustainably. During 2026-27, we will continue to monitor the use of affordability support, customer engagement levels and repayment arrangements to ensure our approach remains fair and effective.

Forward commitments for 2026-27

During 2026-27 we will continue to build on the customer service improvements delivered during the year. Our priorities include:

- improving the completeness and accuracy of customer contact data;
- continuing the rollout and effective use of smart meter data;
- strengthening proactive high-consumption and potential leak notifications;
- improving access to digital self-service while maintaining non-digital contact options;
- increasing awareness and uptake of Priority Services Register, Social Tariff and WaterSure support;
- broadening engagement with advice and consumer organisations; and
- continuing to use complaints, customer feedback and operational insight to inform service improvements.

Progress against these commitments will be monitored through internal governance arrangements to ensure actions remain on track and continue to support improved customer outcomes.

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