



British Water Company Performance Survey 2024

Water Service Company	Industry Average	Anglian Water	Dwr Cymru/Welsh Water	Northern Ireland Water	Northumbrian Water	Scottish Water	Severn Trent Water	South West Water	Southern Water	Thames Water	United Utilities	Wessex Water	Yorkshire Water
Position in 2026 (2025)		3(3)	12(6)	8(10)	4(2)	1 (1)	9(5)	11(12)	7(11)	5(8)	2(3)	5(8)	10(6)
1. Contract Approach													
Speed of payment - Payment Terms	7.6	7.4	7.1	8.3	7.9	9.0	6.8	6.2	7.5	7.3	8.3	8.0	7.6
Terms & Conditions of Contract	7.1	7.1	6.7	7.4	7.3	8.4	5.9	7.2	6.8	6.7	7.2	7.6	7.1
Being Fair & Reasonable	7.1	7.4	5.6	7.1	7.7	8.6	6.5	6.3	6.9	6.9	7.8	7.3	6.8
Allowing Sufficient Time For Contractual Arrangements	6.7	6.8	5.8	6.8	7.3	8.3	5.3	6.3	6.6	6.2	7.6	6.5	6.7
Changing of Mind - Frequency of requests for information	6.4	6.4	5.0	6.9	7.1	8.2	5.6	5.8	5.6	5.9	7.3	6.7	6.8
Average	7.0	7.0	6.0	7.3	7.5	8.5	6.0	6.4	6.7	6.6	7.6	7.2	7.0
2. Attitude													
Non-Adversarial	7.2	7.5	6.4	7.1	7.2	8.8	6.4	6.6	7.3	7.1	7.8	6.9	7.0
Collaboration	7.0	7.7	6.1	7.0	7.1	8.6	6.0	6.2	6.8	7.4	7.7	6.9	6.6
Flexibility & Adaptability	6.7	7.1	5.9	6.8	6.8	8.1	5.9	6.4	6.4	7.0	7.6	6.3	6.2
Average	7.0	7.4	6.1	7.0	7.0	8.5	6.1	6.4	6.8	7.2	7.7	6.7	6.6
3. Professional Qualities													
Accuracy - Intelligent Client	7.2	7.3	6.5	7.0	7.1	8.4	7.1	6.4	6.8	7.1	8.2	7.9	6.9
Technical Competency	7.4	7.4	7.0	7.1	7.4	8.2	7.5	6.4	7.2	7.2	8.3	7.8	7.1
Average	7.3	7.4	6.8	7.1	7.3	8.3	7.3	6.4	7.0	7.2	8.3	7.9	7.0
4. Impact on Supply Chain													
Involvement - Level of engagement	6.9	7.2	5.7	6.5	7.2	8.4	6.3	6.0	6.9	7.1	7.7	7.2	6.3
Contribution - Allocation of risk	6.7	6.5	5.6	6.7	6.9	8.1	6.1	5.9	6.5	6.7	7.2	7.4	6.5
Competency - Willingness to absorb inflationary cost	6.7	7.2	5.6	6.6	7.0	7.9	6.7	6.1	6.4	6.6	7.4	7.1	6.2
Wellbeing - supporting the businesses & people in the sector to thrive	7.0	7.4	5.7	7.3	7.5	8.7	6.7	5.6	6.8	7.0	7.9	7.2	6.6
Average	6.8	7.1	5.7	6.8	7.2	8.3	6.5	5.9	6.7	6.9	7.6	7.2	6.4
5. Innovation													
Appetite for Innovation	7.0	7.0	6.7	7.0	7.5	8.2	7.0	6.6	6.4	7.2	7.8	6.7	6.4
Willingness to collaborate on innovation R&D and testing	6.6	6.8	6.0	6.1	7.2	7.7	6.2	5.8	6.4	6.8	7.3	6.2	6.3
Process for assessing and adopting innovation	6.2	6.5	5.9	5.9	6.8	7.2	5.9	5.2	6.0	6.3	7.0	6.2	5.8
Providing feedback on innovation and progress	6.4	6.5	5.8	5.9	6.9	7.3	6.2	5.5	6.0	6.6	7.2	6.3	6.1
Overall speed to adopt innovation	6.0	6.1	5.6	5.9	6.5	6.9	5.8	4.9	5.6	6.2	6.9	6.3	5.8
Average	6.4	6.6	6.0	6.2	7.0	7.5	6.2	5.6	6.1	6.6	7.2	6.3	6.1
6. Procurement													
The Tendering Process	6.6	6.6	5.8	6.3	7.2	7.7	6.0	6.0	6.4	6.8	7.2	7.1	6.1
Achilles UVDB & Verify	6.9	7.5	5.7	6.5	7.2	8.3	6.4	6.2	6.8	7.0	7.8	6.3	6.8
Debriefing	6.2	6.8	4.6	6.1	6.5	7.7	5.7	5.5	6.3	6.2	6.8	5.8	6.1
Whole Life Cost/TOTEX	6.2	6.3	5.2	6.1	6.5	7.8	5.6	5.3	6.2	6.1	6.8	6.3	5.9
Engagement Throughout Procurement Process	6.5	6.8	6.2	6.6	6.7	8.0	5.7	5.6	6.5	6.3	7.3	6.6	5.6
Ease to do Business With	6.5	6.6	5.0	6.0	6.4	8.2	5.5	6.4	6.5	6.5	7.6	6.8	6.0
Visibility of Opportunities	6.2	6.3	5.6	5.5	6.6	7.5	5.5	5.8	6.3	6.4	7.1	6.1	5.3
Average	6.4	6.7	5.4	6.2	6.7	7.9	5.8	5.8	6.4	6.5	7.2	6.4	6.0
7. Following Policy													
Health & Safety	7.7	8.0	7.3	7.6	7.8	8.8	7.3	6.6	7.9	7.9	8.4	7.9	7.2
Quality Assurance	7.5	7.7	6.9	7.5	7.8	8.6	7.4	6.4	7.4	7.6	8.1	7.7	7.2
Environment	7.2	7.7	6.5	7.0	7.4	8.6	6.7	5.9	7.5	7.3	7.8	7.3	6.8
Average	7.5	7.8	6.9	7.4	7.7	8.7	7.1	6.3	7.6	7.6	8.1	7.6	7.1
8. Communication													
Their suppliers	6.7	6.8	5.5	6.4	6.4	8.4	6.5	6.3	7.0	7.1	7.7	6.6	6.2
Contractors / Consultants	6.9	7.0	5.8	6.7	7.0	8.3	6.5	6.3	7.0	7.2	7.7	6.7	6.5
Engagement With Regulators	7.0	7.1	5.9	6.6	7.4	8.3	7.0	6.0	7.1	7.3	7.7	6.8	6.8
Average	6.9	7.0	5.7	6.6	6.9	8.3	6.7	6.2	7.0	7.2	7.7	6.7	6.5
9. Partners/Main Contractors													
Others' Approach	6.6	6.6	5.3	6.4	6.8	7.9	6.6	6.3	7.2	6.7	7.0	6.2	6.0
Others' Following Policy	6.7	7.1	5.1	6.3	6.6	7.8	6.8	6.6	7.2	6.6	7.1	6.2	7.0
Others' Communication	6.5	6.5	5.1	6.1	6.7	7.7	6.7	6.4	7.0	6.6	7.0	6.1	5.5

Average	6.6	6.7	5.2	6.3	6.7	7.8	6.7	6.4	7.1	6.6	7.0	6.2	6.2
10. AMP Transition													
Effort & Commitment to Reduce Disruption	6.6	7.4	5.1	6.3	6.7	8.0	6.7	5.5	6.4	7.0	7.5	6.4	6.0
Attitude to Suppliers's Continued Profitability	6.4	6.7	5.2	6.5	6.5	7.8	5.8	5.6	6.5	6.8	7.3	6.4	5.9
Handling of Tender Process for Establishing Framework Agreements - Regular Communication Of Projects	6.6	7.4	5.1	6.3	6.3	8.0	6.1	5.8	6.6	6.8	7.7	6.9	5.7
Coordination To Ensure Access to Sites	6.9	7.8	5.6	6.7	7.0	8.2	6.9	6.2	6.7	6.7	7.8	7.1	6.6
Future Plans	6.7	7.4	6.0	6.1	6.8	8.1	6.9	5.3	6.5	6.8	7.6	6.9	6.4
Average	6.6	7.3	5.4	6.4	6.7	8.0	6.5	5.7	6.5	6.8	7.6	6.7	6.1
11. Working Digitally													
Use of BIM	5.9	6.4	5.0	5.1	5.7	7.3	6.1	4.4	6.4	5.7	7.0	6.0	5.3
Use of other Digital Methodologies	6.0	6.2	5.5	5.4	6.2	7.5	6.1	4.4	6.2	5.6	6.9	5.8	5.7
Communication of Requirements	6.2	6.5	5.0	5.6	6.2	7.6	6.8	4.7	6.2	6.4	7.2	6.4	5.8
Operating Robust and Efficient Systems	6.2	6.6	5.5	5.8	6.0	7.8	6.4	4.6	6.0	5.9	7.3	6.3	6.0
Average	6.1	6.4	5.3	5.5	6.0	7.6	6.4	4.5	6.2	5.9	7.1	6.1	5.7
12. Sustainability													
Policy	7.1	7.8	5.8	6.9	7.2	8.5	6.8	6.5	6.8	7.0	7.8	7.2	6.9
Processes	6.6	7.1	5.9	6.2	6.5	8.0	6.2	5.7	6.5	6.5	7.4	6.5	6.3
Strategy	6.8	7.4	5.9	6.6	7.1	8.3	6.5	6.0	6.4	6.6	7.7	7.0	6.6
Average	6.8	7.4	5.9	6.6	6.9	8.3	6.5	6.1	6.6	6.7	7.6	6.9	6.6
Overall Average	6.8	7.1	5.9	6.6	7.0	8.1	6.5	6.0	6.7	6.8	7.6	6.8	6.4