

Strategic Panel Nominations

November 2025

The Panel Nominations Committee (PNC) will review nominations and shortlist candidates suitable to progress through the selection process from the nominations received below.

Retailer Nominations (in alphabetical order)

Nominee	Seat	Nominee's Current Employer	Nominating Party
Johanna Dow	Retailer	Business Stream	Business Stream
Ken Main	Retailer	Wave Utilities	Wave Utilities
Lewis Gross	Retailer	Water Plus	Water Plus
Nick Hayes	Retailer	Waterscan	Waterscan

Wholesaler Nominations (in alphabetical order)

Nominee	Seat	Nominee's Current Employer	Nominating Party

Further information on nominees is below.

Johanna Dow, Retailer, Business Stream

Summary of the nominee's relevant skills and experience

Jo has been CEO at Business Stream since October 2014. She has almost twenty years of experience operating in a competitive retail water market, initially in the Scottish market and then in the English market where Business Stream has been active since 2012.

A chartered accountant, Jo initially started her career in private practice before joining Scottish and Southern Energy in 1998. She moved to Scottish Water in 2002, before joining Business Stream as Finance Director in 2006.

Jo holds, or has held, a number of executive positions and senior roles on industry stakeholder forums as outlined below and is well placed to contribute towards the Strategic Panels' key objective to promote, challenge and lead the evolution of the market for the benefit of customers, market participants, society and the environment.

Specific Experience includes:

- Two years' experience as one of the two retailer representatives on the Strategic Panel. Jo has made an active contribution to the work of the Strategic Panel during that time, including participating in a number of subgroups and the Market Improvement Fund Selection Committee.

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the market for the benefit of business water customers

- A member of Business Stream’s Board and Executive Team, responsible for setting the strategic direction, operational and commercial performance management, regulatory compliance and governance.
- Over 20 years’ experience in the water industry - 4 years working for Scottish Water and 18 years’ operating in the business retail market, initially in Scotland and more recently in England. This has provided a good understanding of the challenges and opportunities of operating as both an incumbent and a new entrant, in two related but very different markets.
- Played a key role in the development of the Scottish Retail Market, initially as the finance lead to separate wholesale and retail activities within Scottish Water and then as Finance Director preparing Business Stream for the opening of the Scottish market.
- Key contributor to the Open Water Programme which developed the English retail market framework. This included active participation in various senior stakeholder groups; representing Retailers as a Non-Executive Director on the Board of Open Water Markets Limited; acting as a member of the Defra Assurance Group which gave advice to the Secretary of State prior to the opening of the market in 2017; and as an advisor to MOSL prior to the inaugural Board being established.
- Served as a Non-Executive Director on the Board of the Central Market Agency (the Market Operator in Scotland) for four years and as a Non-Executive Director on the Board of MOSL for three years.
- Regular engagement with senior stakeholders including Scottish and UK Government Ministers, Civil Servants and Industry Regulators.

To support others to achieve their responsible business goals, Jo sits on the Business in the Community (BiTC) Scotland Advisory Board, a business-led membership organisation dedicated to promoting sustainable business practices by inspiring members to build thriving communities in which they live and work and to make a positive difference to the environment.

Nominees’ statement of why they are suitable to be a Trading Party Strategic Panel Member

Jo has extensive board and senior level experience of the non-household retail market and the regulatory environment in which it operates. She has used this experience and her insight on customers and their expectations to make an active contribution to the Strategic Panels objectives over the last two years and is keen to continue to do so for another two-year term. During her time on the Panel Jo has demonstrated her ability to:

- act impartially and objectively, and in the best interests of customers
- help the Strategic Panel to make evidence-based decisions and interventions that deliver benefits to customers
- bring a strategic mindset and challenging perspective to the Panels deliberations
- analyse, question and challenge constructively
- facilitate productive, inclusive discussions with a range of different stakeholders.

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the market for the benefit of business water customers

Jo has a strong desire to positively influence the evolution of the business retail water market so that it can deliver better outcomes for customers, market participants, and the environment. This desire led her to introduce Business Stream's purpose-led vision to make a positive difference to its customers, colleagues, the environment and local communities in 2019. Since then, the company has achieved a Gold rating from global sustainability assessors, EcoVadis, and it became the first water NHH retailer to introduce a Customer Charter and a Vulnerability Strategy in 2024/25.

Ken Main, Retailer, Wave Utilities

Summary of the nominee's relevant skills and experience

I bring over twenty years of senior leadership experience across regulated utilities, including seven years as Chief Finance Officer of Wave, a national business water retailer serving over 300,000 customers. I am a Chartered Accountant (ACA), which underpins my approach to financial governance, risk, assurance, and evidence-based decision-making. My role spans financial strategy, pricing, settlement, credit management, wholesale relations, governance, audit and risk, providing an end-to-end understanding of the commercial, operational and regulatory dynamics of the non-household market.

Joining Wave shortly after market opening, I have been instrumental in steering the business from early-stage losses to sustained profitability and strong market performance. This journey has required deep involvement in market design, data quality, customer outcomes, operational controls, and performance improvement across the entire retailer–wholesaler value chain. Under the leadership team of which I am a part, Wave has been named Retailer of the Year three times, and consistently recognised for its customer service, operational performance and culture. We have also earned multiple awards for our strong values, people leadership and responsible behaviour—reflecting our commitment to doing the right thing in a sector often challenged on fairness and transparency.

I have led Wave's responses to the last two Retail Exit Code (REC) reviews, shaping our position and ensuring a balanced, evidence-driven contribution to the regulatory process. I was also a member of the CPW153 and CPW154 working groups on interim supply, providing pragmatic, proportionate input to solutions that required broad stakeholder support. In addition, I have closely collaborated on key market consultations, including the Customer Protection Code of Practice, Tariff Optimisation and the Market Performance Framework. This work has strengthened my ability to balance sometimes conflicting pressures and assess the practical implications of policy changes for customers, trading parties and market processes.

My wider career includes senior executive roles at Centrica/British Gas, Drax/Opus and Green Network, covering business transformation, turnaround, commercial strategy, M&A, credit operations and the leadership of large multi-site teams across the UK and internationally. I am recognised for my calm, analytical leadership style, my ability to "join the dots" across financial, operational and regulatory domains, and my commitment to fairness, transparency and high professional standards.

These capabilities equip me with the gravitas, independent judgement and market-wide perspective required to contribute effectively as a Trading Party Strategic Panel Member.

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the market for the benefit of business water customers

Nominees' statement of why they are suitable to be a Trading Party Strategic Panel Member

I am applying to join the Strategic Panel because I am committed to supporting a market that operates fairly, efficiently and sustainably for the benefit of non-household customers. Having worked within the business retail market since shortly after its opening, I bring a practical and commercially grounded understanding of how market rules, incentives, data and behaviours translate into day-to-day delivery and customer outcomes.

My experience aligns strongly with the Panel's remit. I bring deep insight into retailer operations and the financial and operational mechanisms underpinning pricing, settlement, credit, and wholesale interactions. This enables me to assess issues not only from a strategic or regulatory perspective, but also through the lens of operational feasibility, customer fairness, long-term market resilience and financial sustainability.

Fairness, integrity and doing the right thing are core to how I lead. I care deeply about building trust in a sector that is often criticised, and I am passionate about developing a market that works better for customers, society and the environment. This includes supporting the growth of Wave's water efficiency and sustainability services, which play an important role in demand reduction and the long-term security of water supply, an increasingly critical national challenge.

I am experienced in shaping and delivering strategy in complex regulated environments, including guiding Wave through significant organisational transformation and periods of market development and maturity. My regulatory engagement (across Retail Exit Code reviews, the interim supply working group and major consultations) has strengthened my ability to offer balanced, evidence-led and proportionate recommendations.

I lead with a calm, impartial and collaborative style, valuing constructive challenge, transparent dialogue and high-quality analysis. I am used to operating in governance settings, reconciling diverse perspectives and making decisions grounded in clear evidence.

If appointed, I would bring independent judgement, strong analytical capability, deep understanding of retailer-wholesaler interfaces, and a commitment to helping the Strategic Panel drive continual improvement for customers, trading parties, society and the environment. I would be honoured to support the next phase of the market's development.

Lewis Gross, Retailer, Water Plus

Summary of the nominee's relevant skills and experience

21 years UK water wholesale and retail knowledge built up across United Utilities, Three Sixty, Yorkshire Water and most recently Water Plus where I am currently Chief Financial Officer and an executive Board director.

Significant experience of the economic and regulatory context of the open market having participated in PR16, the subsequent Retail Exit Code iterations, and pre-market water and sewerage company 5-year Asset Management Period 'price reviews'.

To promote, challenge and lead the operation and evolution of
the market for the benefit of business water customers

Good understanding of matters that hinder participants performance levels and frustrates end customers.

Ability to individually exercise sound, impartial judgement to make both short and long-term decisions that result in better outcomes.

Strategic decision-maker, who by operating at Executive and Board levels, understands the need to work collectively to reach consensus on ways forward, and appreciates that compromise is sometimes necessary.

Nominees' statement of why they are suitable to be a Trading Party Strategic Panel Member

The actions of the Strategic Panel are key to determining how the success of the market will be perceived by all stakeholders and I would embrace the opportunity to be an active participant on the Panel.

I am keen to be associated with an open market recognised by customers and trading parties alike as a utility that works by providing: expected levels of water, sewerage and retail services; at affordable prices; whilst caring for the environment.

Having worked in the water industry for over 20 years and as a senior leader within business retail since 2015, in addition to my finance background, I have accumulated the appropriate customer, regulatory and operational experiences, and developed the necessary leadership skills to continue the great work of the Strategic Panel that has been performed to date.

Nick Hayes, Retailer, Waterscan

Summary of the nominee's relevant skills and experience

Senior strategic leadership across commercial, customer, and operational functions.

Deep knowledge of the business retail water market, regulatory context, and market codes.

Market governance and assurance experience, including performance, audit, data integrity, and customer protections.

Architect of Waterscan's customer focused operating model, from service design to delivery.

Co-creator of Waterline, Waterscan's proprietary data management and analytics platform.

Leadership of ISO aligned Quality Management Systems (ISO 9001, 14001, 22301), embedding resilience, environmental management, and continuous improvement.

Stakeholder engagement expertise, including retailers, wholesalers, self-supply licensees, regulators, and large national customers.

Cross functional team leadership covering account management, data & analytics, AMR, software development, and operations.

Nominees' statement of why they are suitable to be a Trading Party Strategic Panel Member

Nick Hayes brings over two decades of senior-level experience within the business retail water market and a proven track record of contributing to market development, strategic decision-making, and customer-focused service evolution. As Commercial Director at Waterscan, Nick has played a central role in shaping the organisation's commercial strategy, customer delivery model, and market engagement approach.

Nick's deep knowledge of market operations, settlement processes, performance assurance, and customer protection, built from 25 years working directly with major non-household customers and Self-Supply licensees, positions him strongly to contribute to the Strategic Panel's remit. His leadership in developing Waterline, Waterscan's data and analytics platform, demonstrates his commitment to evidence-based decision making, data integrity, and transparency, core principles underpinning effective market governance.

He brings substantial experience engaging with the Market Operator, wholesalers, retailers, regulators, and customers on issues critical to market health, including credit arrangements, data quality, settlement accuracy, resilience, and service performance. His executive responsibility for Waterscan's ISO 9001, 14001 and 22301 certifications reflects his commitment to robust governance, risk management, and continuous improvement.

Nick is an impartial, forward-thinking leader who understands the strategic challenges and opportunities facing the business retail water market. He is skilled at assimilating complex information, constructively challenging assumptions, facilitating productive discussion, and balancing diverse stakeholder perspectives. With strong commercial acumen, extensive experience in customer outcomes, and a collaborative leadership style, Nick would bring credibility, independence, and a customer-focused strategic mindset to the Strategic Panel.

Nick is therefore well equipped to contribute meaningfully to the Strategic Panel's role in shaping a fair, efficient, resilient, and customer-focused retail water market.