

# Gender Pay Gap Report

Snapshot date 31 March 2025



**business stream**  
A SCOTTISH WATER COMPANY



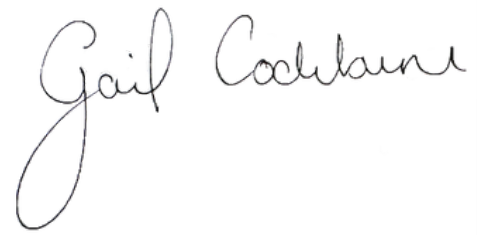
*Naturally different.*

## Introduction

Business Stream is fully committed to providing equal opportunities for everyone to learn, develop and progress, regardless of their background, gender, ethnicity or age. We are passionate about providing a working environment that encourages equity, diversity and inclusion at all levels of our organisation.

### Statement

I confirm that the details included in this report are an accurate reflection of our gender pay position as at 31 March 2025.



**Gail Cockburn**  
People Director



# How is the gender pay gap calculated?

From 2017, organisations who employ 250 people or more are required to publish statistics on their gender pay gap annually.

There are six metrics that must be published. The figures are calculated using a 'snapshot date' which in our case is 31 March 2025.

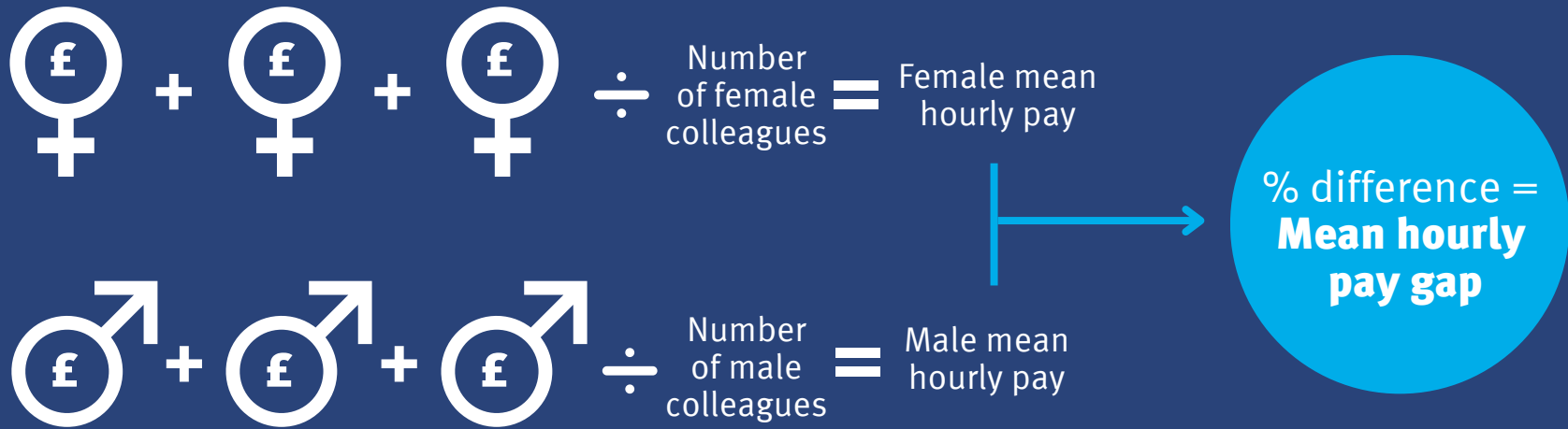
## What is the difference between mean and median?

The mean gender pay gap is the difference in the average hourly pay between men and women employed by Business Stream.

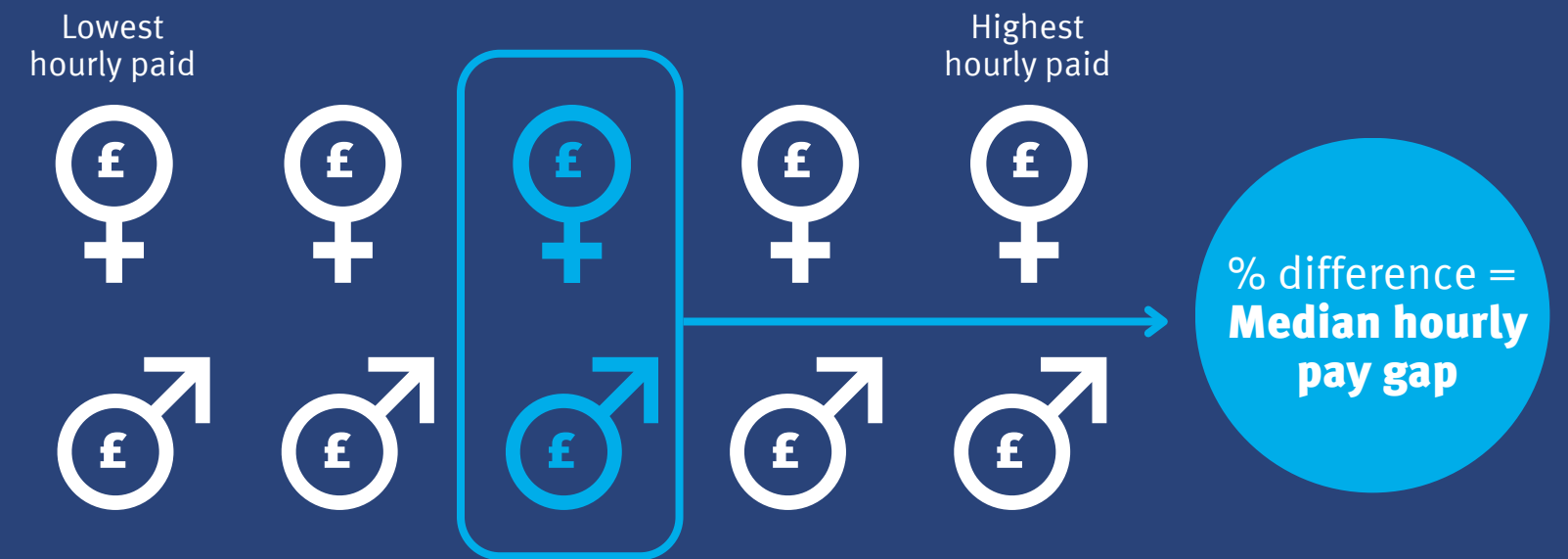
The median gender pay gap compares the hourly pay of the median man and the median woman. The median for each is the man or woman who is in the middle of a list of hourly pay, ordered from lowest to highest paid.



## Mean gender pay gap



## Median gender pay gap

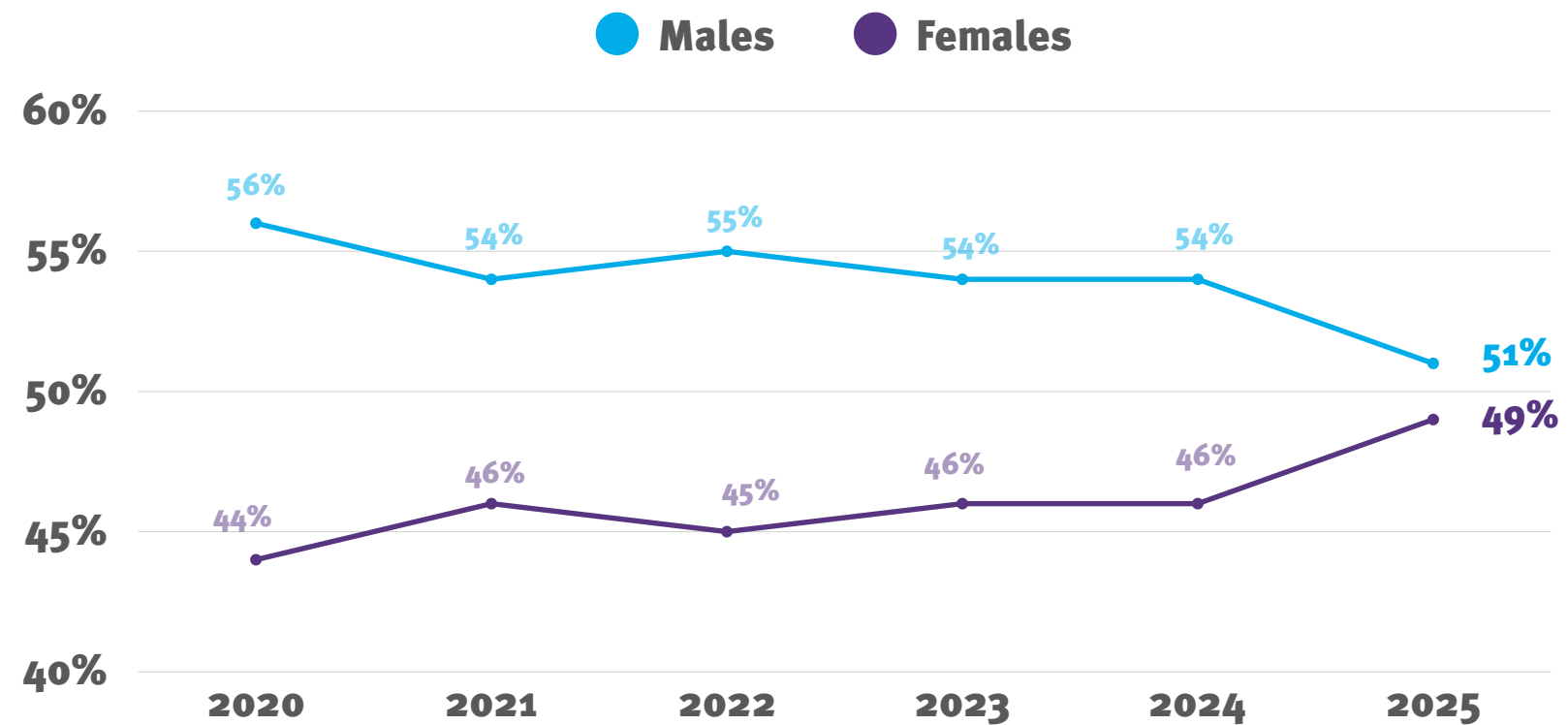


## Our workforce

At 31 March 2025, Business Stream had c.304 colleagues across a range of operational and support roles. We're trusted by over 300,000 business customers to provide water and waste water services with the highest levels of customer service.

Our gender balance has remained fairly consistent over the past few years. On our snapshot date of 31 March 2025:

**49%** of our employees were female and **51%** were male.



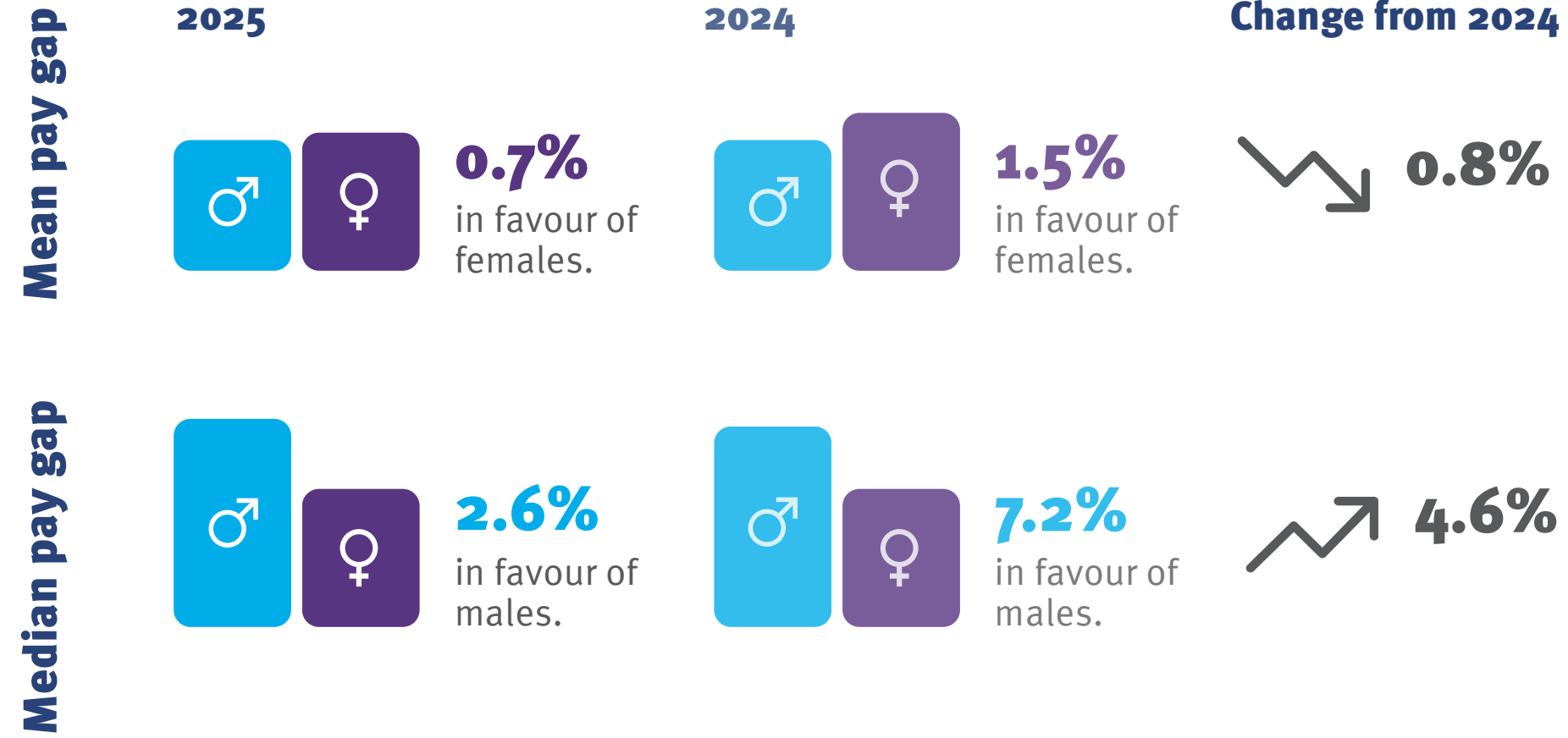
# What is Business Stream's gender pay gap?

Our gender pay gap results for hourly pay for the year 2024/25 are shown below. Positively the differential remains small and for the reporting period, our female colleagues were paid 0.7% more on average than males.

There was a positive reduction in our median pay gap. Moving from 7.2% to 2.6% in favour of males from the last years report. Our results continue to be significantly better than the national average gap of 14.3%\* in favour of males.

**0.7%**  
mean pay gap

**2.6%**  
median pay gap



\*Office for National Statistics 2024 estimated gender pay gap.

## What is Business Stream's gender bonus gap?

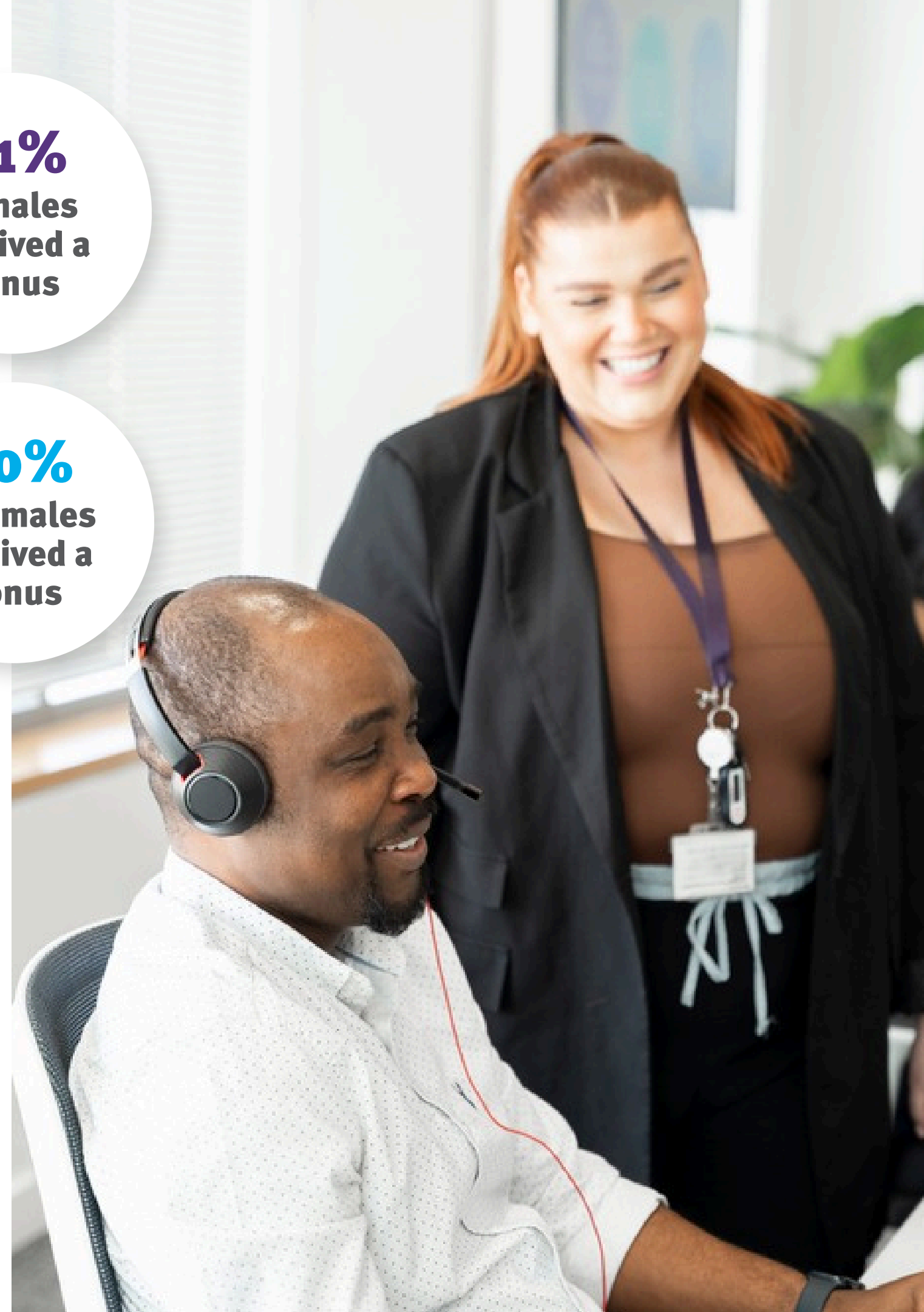
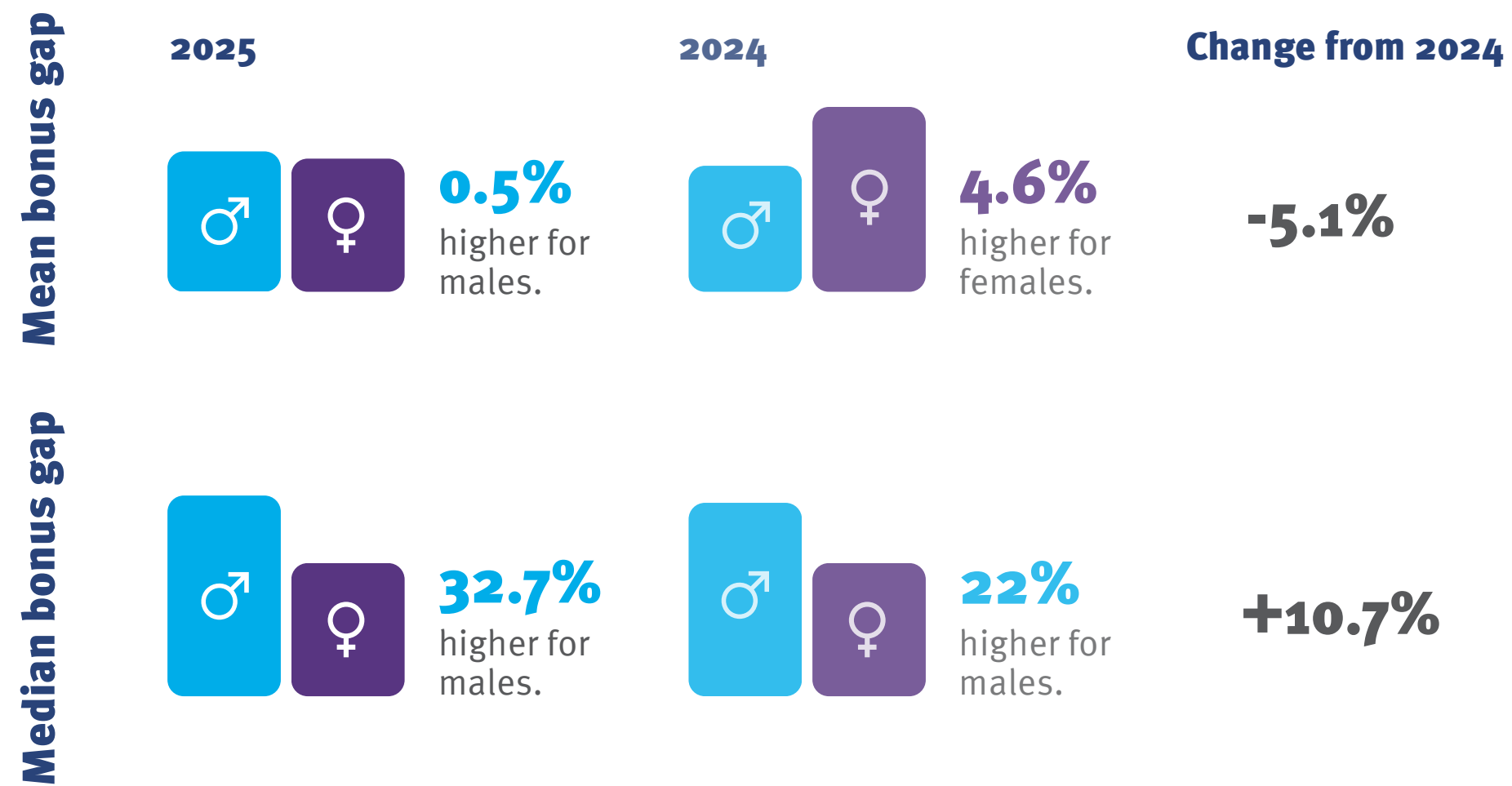
The bonus figures reported reflect the bonus paid in May 2024 to colleagues who were eligible for bonus for the 23/24 financial year. A high percentage of colleagues received a bonus, 81% of our male colleagues and 80% of our female colleagues.

The bonus gap calculations include 36 part-time colleagues (25% increase YoY), who received a pro-rated bonus based on their contracted hours. There were significantly more female part time colleagues than male (30 females and 6 males), which represents the main driver for the bonus pay gap calculations below.

The mean bonus was slightly lower for females (0.5%) than males. The bonus paid to our median male was 32.7% higher than our median female as her bonus was pro-rated for maternity leave.

**81%**  
of males  
received a  
bonus

**80%**  
of females  
received a  
bonus

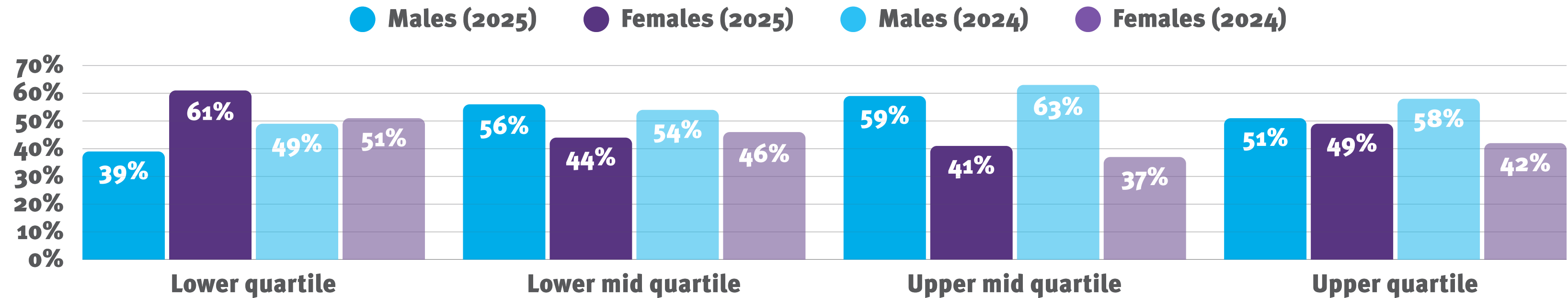


# Pay quartiles

The diagrams below outline the proportion of males and females in each pay quartile at 31 March 2025. Using hourly pay, the quartiles divide the list of earners – ordered from lowest to highest – into four equal groups. This provides a picture of where male and female employees are in the pay hierarchy.

The proportion of males to females in each pay quartile is broadly consistent with our overall workplace gender balance of 51% males and 49% females. We're pleased to report a better balance in our upper mid quartile which includes a number of specialist roles, including within Technology, Data and Change, which remain challenging sectors to recruit females in. This has been achieved through our focused strategies to support a balanced gender representation.

We had 36 males in the upper quartile pay band at 31 March 2025 versus 34 females however, the average pay gap for that quartile was 8.9% higher for females, reflecting positively the number of females employed in leadership roles.



## What are we doing to close the gap?

Our progress to build an inclusive culture continued positively, however, we acknowledge that there are still areas where improvements can be made. Below we share a few of our highlights for the year ahead, as we continue to make a positive difference in our drive to build a more inclusive culture within our business. Our plans are not static and will continue to evolve as we listen to our colleagues and observe best practice.



### Equity, diversity and inclusion (ED&I)

Continue to implement our ED&I strategy by ensuring all colleagues participate in our ED&I development programme which is now a key part of all colleague onboarding. We'll work collaboratively with our ED&I representative group to ensure that our colleague voices are heard and that they positively influence policy and decision making across our business. This group represents our LGBTQ+ community, our neurodiverse colleagues, working parents, different ethnicity, race, faith and religious groups and colleagues with both physical and hidden disabilities. We will continue on our road map to full Menopause Friendly Accreditation with an ambition of achieving this in 2026. We will continually review and enhance our policies and procedures as we grow our inclusive culture and are proud to share in the results from our colleague engagement survey that 93% of colleagues stated their manager treats them fairly and with respect.



### Remuneration

We're committed to ensuring our pay and remuneration practices are inclusive, fair and transparent and we are investing in the continued development of our remuneration frameworks.



### Development, talent and succession

As part of our Learning Strategy, all colleagues are encouraged to build individual development plans that support their own unique needs and styles, and provided with access to learning and development to build their careers in Business Stream and support their personal growth. Building on our success of improving the gender split in our upper quartiles, we will continue to ensure that inclusion (including gender) is a fundamental in our talent management and succession planning strategies. This year we are working with Woman In Utilities providing opportunities for some of our female colleagues in the upper mid-quartile to support their development.



### Recruitment and attraction

Our flexible policies are attractive to all colleagues, but to our female colleagues especially, and particularly in the lower quartile colleague population where we have more than a third of female colleagues working part-time hours. We will continue to offer flexibility where we can to support colleagues' individual needs, acknowledging that this may negatively impact some of our statistics.

# Statutory disclosures

