



# Gender Pay Gap Snapshot date 31 March 2021



Naturally *different.*

**business stream**  
A SCOTTISH WATER COMPANY



# Introduction

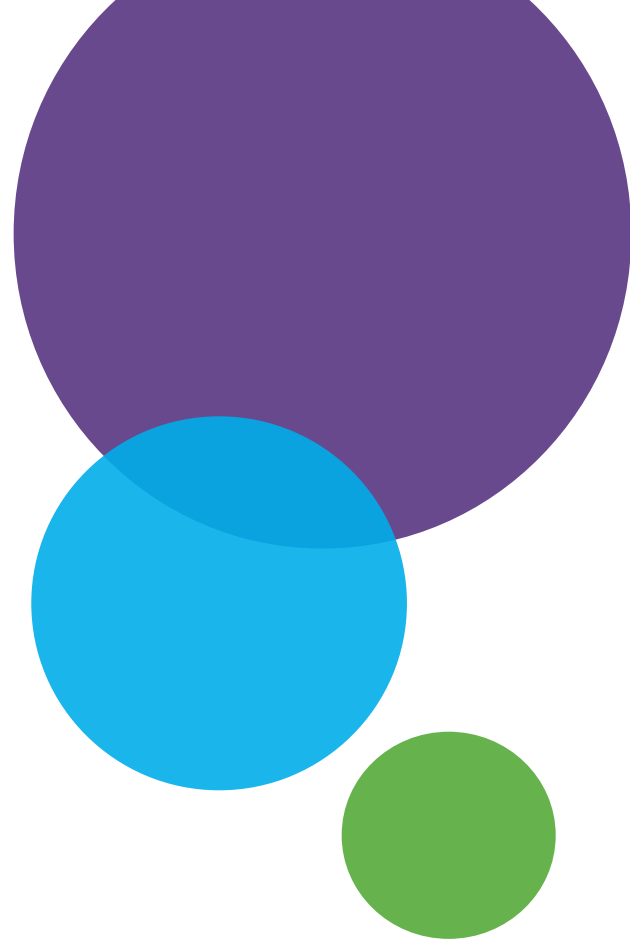
Business Stream is fully committed to providing equal opportunities for everyone to learn, develop and progress, regardless of their gender, ethnicity or age. We are passionate about providing a working environment that encourages diversity and inclusion at all levels of our organisation.

## Statement

I confirm that the details included in this report are an accurate reflection of our gender pay position as at 31 March 2021.



Johanna Dow  
Chief Executive



# Why are we reporting these numbers in this way?

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

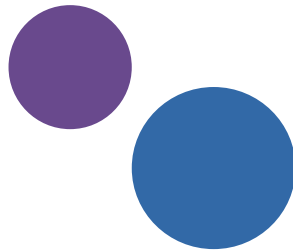
## Understanding the gap

There are six metrics that must be published annually. The figures are calculated using a 'snapshot date' which in our case is 31 March 2021.

## What is the difference between mean and median?

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

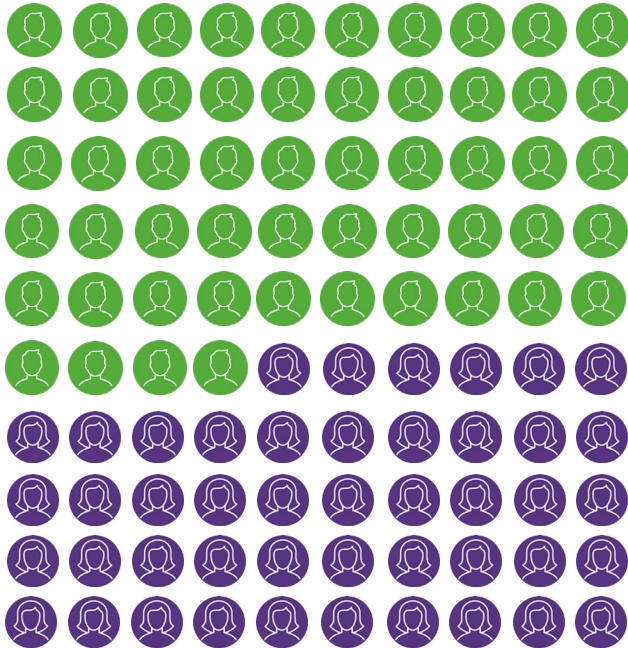
The **median** gender pay gap compares the hourly pay of the median man and the median woman. The median for each is the man or woman who is in the middle of a list of hourly pay, ordered from highest to lowest paid.



# Our workforce

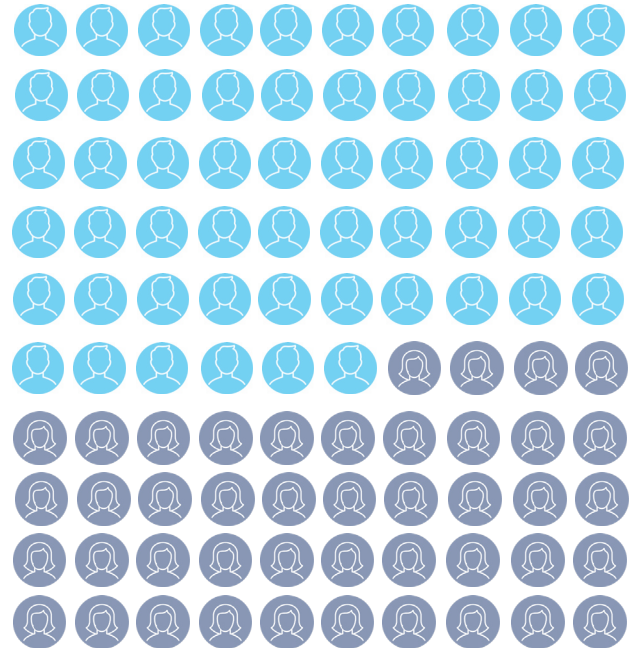
Workforce 31 March 2021

**54% male** and **46% female**



Workforce 31 March 2020

**56% male** and **44% female**



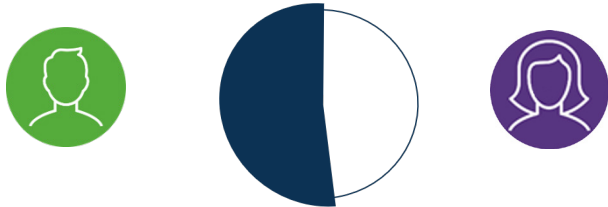
# What is Business Stream's gender pay gap?

## Gender pay gap 31 March 2021

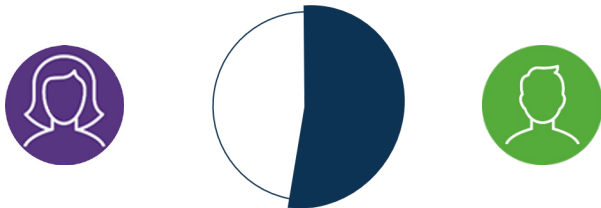
Our gender pay gap results for the year 2020/21 are shown below:

The mean gap was **5.1%** (in favour of males)

COMPARED TO A NATIONAL AVERAGE OF 15.5%\* (IN FAVOUR OF MALES)



The median gap was **6.2%** (in favour of males)



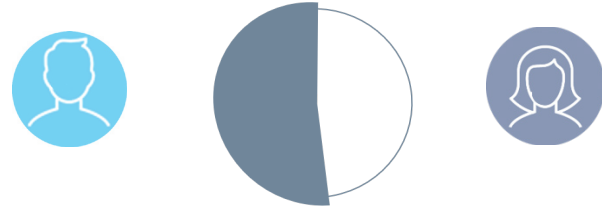
\*Office for National Statistics 2020 estimated Gender Pay Gap

## Gender pay gap 31 March 2020

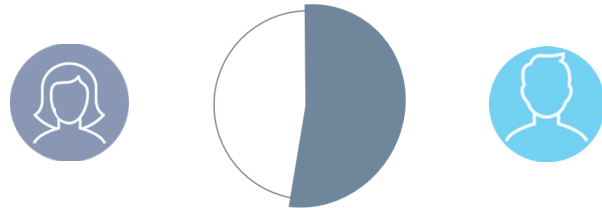
Our gender pay gap results for the year 2019/20 are shown below:

The mean gap was **2.5%** (in favour of males)

COMPARED TO A NATIONAL AVERAGE OF 17.4%\* (IN FAVOUR OF MALES)



The median gap was **4.2%** (in favour of males)



\*Office for National Statistics 2019 estimated Gender Pay Gap

# What is Business Stream's gender bonus gap?

## Proportion of males & females receiving a bonus

The bonus figures reported reflect the bonus paid in May 2020, which relates to the 2019/20 financial year

The proportion of females receiving a bonus was equal to males at 81%.

The average bonus paid was 0.9% higher for females than males. The median bonus pay gap was 6.6% higher for males. This was a significant improvement on 2019/20 where the gap was 19.4% higher for males.

## % of employees who received a bonus

31 March 2021

81% 81%



31 March 2020

72% 84%



Mean bonus  
gender pay gap  
on 31 March 2021



higher for  
females

Median bonus  
gender pay gap  
on 31 March 2021



higher for  
males

Mean bonus  
gender pay gap  
on 31 March 2020



higher for  
males



Median bonus  
gender pay gap  
on 31 March 2020



higher for  
males



# Pay quartiles

## Proportion of males & females in each pay quartile at 31 March 2021

	LOWER QUARTILE PAY BAND	LOWER MID QUARTILE PAY BAND	UPPER MID QUARTILE PAY BAND	UPPER QUARTILE PAY BAND
	49%	51%	59%	57%
	51%	49%	41%	43%

Our biggest gender pay gap was in the upper mid quartile where the gap was 6.0% in favour of males. We had 50 males in the upper quartile pay band at 31 March 2021 versus 37 females, although the pay band gap for that quartile was 2.0% higher for females reflecting the number of females in executive roles.

## Proportion of males & females in each pay quartile at 31 March 2020

	LOWER QUARTILE PAY BAND	LOWER MID QUARTILE PAY BAND	UPPER MID QUARTILE PAY BAND	UPPER QUARTILE PAY BAND
	53%	53%	62%	57%
	47%	47%	38%	43%

**We're passionate about providing a working environment that encourages diversity and inclusion - where all employees have access to the same opportunities and are encouraged to reach their full potential.**

## Next steps

Whilst our gender pay statistics continue to compare favorably against the national average with a mean gap of 5.1% in favour of males versus a national average of 15.5%, we can't afford to be complacent. Our gap has deteriorated a little in the year from 2.5% to 5.1% with the main contributor being the higher proportion of males being recruited into the upper mid quartile range which includes middle management and specialist roles.

Our next steps will be to:

- Review and refine our candidate attraction and selection strategies to improve our gender balance in areas where we have traditionally had a higher proportion of males in role.

- Ensure our talent management and succession processes and our leadership development programmes drive action that helps to reduce our gender pay gap.
- Ensure our leaders and line managers are encouraging inclusion by attracting, promoting and retaining a diverse workforce.
- Create more opportunities for part-time and flexible working across our organisation.

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