

Making a Positive Difference to our people

We're committed to providing a great place to work where our people feel trusted, supported, valued and empowered. To help achieve this ambition, we've introduced a wide range of initiatives to enhance our colleagues' health and wellbeing and support their learning and development goals.



Supportive *by nature.*

Supporting our colleagues' health and wellbeing

To help make a positive difference to our colleagues' health and wellbeing, we've:

- **Committed to paying over the Real Living Wage**, recognising the importance of financial security.
- **Trained colleagues to become mental health first aiders** who are available to talk to colleagues in confidence.
- **Invested in an Employee Assistance Programme** provided by AXA, which provides 24-hour free confidential support to colleagues and their families on a wide range of issues including support and advice on physical and mental health issues and life management guidance, including financial planning.
- **Launched wellbeing activities**, including installing health machines in our Head Office, offering online mindfulness sessions and providing a wealth of tools and resources on our intranet for colleagues to access.
- Through our **volunteering programme** we've provided opportunities for colleagues across the business to get involved in and benefit from the various partnerships we've developed, including mentoring, tree planting, beach clean ups and running Enterprise Challenge days with school children.



Providing support throughout the COVID-19 pandemic

At the outset of the pandemic we made a commitment to provide complete flexibility so that colleagues could care for their families whilst working flexibly from home. We provided tailored wellbeing and mental health support, as well as employee engagement activities, to help our colleagues feel supported and connected. And we ensured our people were equipped to continue working productively, which included purchasing and delivering 180 laptops. Over 80% of our colleagues, when asked in our annual employee engagement survey, felt we had supported them well to work from home during the pandemic. Since the lockdown restrictions have eased, we've introduced a hybrid way of working for the vast majority of our colleagues, providing greater flexibility.

Recognising our colleagues

Our people make our business and we like to make sure that they are recognised and thanked for their contribution. After launching our vision, we established our Making a Positive Difference monthly award to recognise and reward our people who have gone the extra mile. In addition, at our annual Awards Evening we have created three new Making a Positive Difference award categories to recognise our colleagues that truly live and breathe our vision.

Investing in our colleagues' learning and development

We want to make sure we provide opportunities for our colleagues to develop their careers at Business Stream. To help achieve this we have:

- established our leadership development programme for over 60 colleagues
- offered sponsored study support to colleagues working towards professional qualifications
- partnered with the Institute of Customer Service (ICS), which has enabled us to provide training in service excellence to our frontline colleagues
- provided brand and communications training to every colleague in the business to enhance our colleagues' skillset and deliver direct benefits to our customers in their interactions with us
- delivered ICS First Impressions training to colleagues.



We've also pledged to provide four Modern Apprenticeship placements each year for the next four years, which we've on track to deliver. We've run our programme for a number of years and the majority of our Modern Apprentices (MAs) are offered permanent roles in the company, enabling them to build on the skills and experience they gained during their apprenticeship.

“Since joining Business Stream as a Modern Apprentice (MA), the business has helped support my career and personal development greatly. My journey with Business Stream started as an MA in our Customer Services Centre and led to me joining the Learning and Development Team as a Learner Support. I feel that my time as an MA helped prepare me for this role, developed my skills and also gave me exposure to the wider business.”

Rebecca Wilson, MA graduate and Learner Support, Learning and Development team, Business Stream

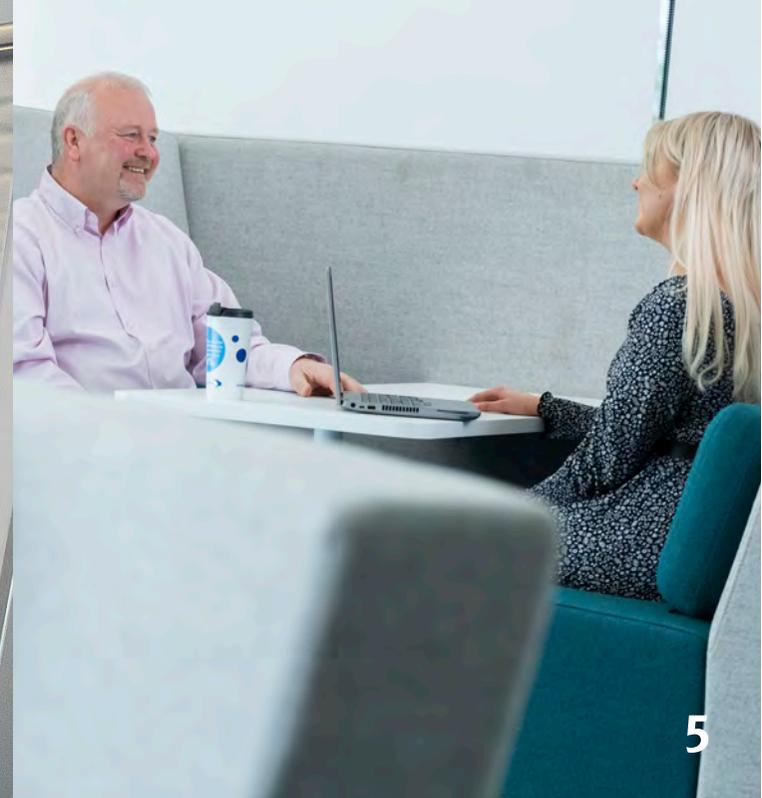


Our next steps

Our MAPD Wellbeing and Engagement Group has an ambitious programme for the year ahead to help support our colleagues' health and wellbeing.

We recently launched our pledge to offer the equivalent of over 1,200 training and development days for our colleagues – ensuring every colleague is offered at least one training opportunity in the year ahead.

We're committed to continuing to identify and deliver initiatives designed to support our colleagues' health and wellbeing and investing in training and development opportunities to build our peoples' skills and confidence – helping to make a positive difference to each and every one of our colleagues.



Equality, Diversity and Inclusion

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



Gender

Our workforce is well balanced from a gender perspective – 54% male and 46% female (as of March 2021). Our gender pay gap results for the year 2020/21 were:

- 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)
- the proportion of females receiving a bonus in 2020/21 was equal to males at 81%, which is an improvement from the previous year

We're in a strong place from a gender pay perspective relative to the national averages. However, we are not complacent and we remain committed to maintaining this performance and doing even more to reduce the gap. To help achieve this, we've made a number of commitments including:

- ensuring our leaders and line managers are encouraging inclusion by attracting, promoting and retaining a diverse workforce
- continuing to educate our leaders on the importance of embedding attraction and assessment strategies that improve our gender balance in areas where we have traditionally had a higher proportion of males in role
- ensuring our talent and succession processes and leadership programmes drive actions that enable the reduction of our gender pay gap and have ambitions to do much more around this agenda, and
- creating more opportunities for part time and flexible working.

Age

- We have a strong commitment to investing in and developing Scotland's young people by providing training and work opportunities - with 10% of our total workforce aged 24 or younger. To further support young people's career development, we also have a well-established Modern Apprenticeship (MA) Scheme in place.
- Over 19% of our workforce are aged 50 or over, which demonstrates our commitment to providing employment opportunities to people of all ages.

Ethnicity

At 4.64% our workforce demonstrates a higher representation from minority ethnic groups than Scotland's average minority ethnic population of 4% (taken from Scotland census 2011).

Our next steps

As an organisation we know we need to do more to understand and shape our diversity and inclusion goals and we've recently partnered with Business in the Community to help us achieve this ambition.

Through this partnership we'll be running focus groups to provide our colleagues with an opportunity to share their views and speak honestly and openly – helping us to identify the key actions and commitments that we need to take forward as a business to ensure we provide a truly inclusive culture.



The image features three silhouetted figures against a blue, cloudy sky. On the left, a person in a red jacket holds a bundle of bare branches. In the center, a man with a beard uses a shovel. On the right, a woman holds a small sapling in a pot. The text 'Thank you' is written in a white, cursive font across the middle of the scene.

Thank you

Naturally different.

business stream
A SCOTTISH WATER COMPANY

