

| Name | Remuneration - Name & Nature of Business | Related Undertakings - Name & Nature of Business | Contracts | House, Land and Buildings | Shares and Securities | Non-Financial Interests | Election Expenses |
|-------------------------|--|--|-----------|--|-----------------------|--|-------------------|
| Dame Susan Rice | <p>Chair - Scottish Water - Utility</p> <p>J Sainsbury's Plc - Senior Independent Director</p> <p>North American Income Trust - SID</p> <p>Scottish Fiscal Commission - Chair</p> <p>Board of C Hoare & Co</p> | <p>Chair - Scottish Water Business Stream Limited - Retail</p> <p>Chair - Scottish Water Horizons Holdings Limited - Investment Company</p> <p>Chair - Scottish Water Business Stream Holdings Limited - Investment Company</p> <p>ALL SUBSIDIARIES OF SCOTTISH WATER</p> | None | Husband owns a small portfolio of properties for let | Lloyds Banking Group | <p>National Galleries of Scotland - Chair of Patron's Board of Governors</p> <p>University of Edinburgh - Lay Member of Court</p> <p>Scottish Council for Development & Industry - President</p> <p>Royal College of Surgeons Edinburgh - Regent</p> <p>Chartered Banker Institute - Council Member</p> <p>Fraser of Allander Institute Advisory Board Member</p> <p>Banking Standards Board - Non-Executive</p> | None |
| Douglas Millican | Chief Executive - Scottish Water - Utility | Director - Scottish Water Horizons Holdings Limited - Investment Company | None | None | None | Board Member - Water UK | None |

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| | | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | Non-Executive Director - Institute of Water Vice Chair and Trustee of World Vision UK Energy & Utilities Industrial Partnership Council Member | |
| | | Scottish Water Horizons - Water and Wastewater Related Services Director - Scottish Water Horizons Holdings Limited - Investment Company Director - Scottish Water Business Stream Holdings Limited - Investment Company Director - Scottish Water International - Investment Company Director - Aberdeen Environmental Services Limited - Wastewater Related Services Director - Aberdeen Environmental Services (Holdings) Limited - Holding Company Director - Aberdeen Holdco Limited - Holding Company | | | | | |
| Alan P Scott | Director - Scottish Water - Utility | Scottish Water Limited - Non Trading Company Water Solutions Limited - Non Trading Company Scottish Water Utilities Ltd - Non Trading Company Scottish Water Retail Ltd - Non Trading Company Scottish Water Wholesale Ltd - Non Trading Company Onesource Infrastructure Services Ltd - Non Trading Company Scottish Water Technology Ltd - Non Trading Company | None | None | Shares held in The Miller Group Ltd | Director of Central Market Agency | None |
| | | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
| Peter Farrer | Director - Scottish Water - Utility | Scottish Water Horizons Holdings Limited - Investment Company Director - Scottish Water Services (Grampian) Ltd | None | None | None | Member Currie RFC Vice President to the Institute of Customer Service Council Member - Water UK | None |
| | | A SUBSIDIARY OF SCOTTISH WATER | | | | | |

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| Iain Lanaghan | Member - Scottish Water - Utility | Scottish Water Horizons Holdings Limited - Investment Company | | | | | |
| | | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| | Chairman - Movell - The Bus Company Limited (trades as Metropolitan European Transport) | | | | Movell - The Bus Company Limited | | |
| | Non-Executive Director - National Nuclear Laboratory Limited | | None | None | | None | None |
| | Non-Executive Director - Defence Equipment & Support (a bespoke Trading Entity of the Ministry of Defence) | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
| Iain M Lanaghan (Occasional Consultancy) | | | | | Director - Transport Investment Limited (Dormant Company) | | |
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| Samantha Barber | Member - Scottish Water - Utility | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| | | Scottish Water Horizons Holdings Limited - Investment Company | None | I own 3 rental apartments | None | Chairman - Scottish Ensemble | None |
| | Iberdrola SA - Non-Executive Director | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
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| Ken Marnoch | Member - Scottish Water - Utility | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| | | Scottish Water Horizons Holdings Limited - Investment Company | None | I own 4 rental apartments | Royal Dutch Shell | None | None |
| | Executive Vice President Internal Audit - Royal Dutch Shell - Multinational Oil, Gas & Energy Company | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
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| | | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |

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| Deirdre Michie | Member - Scottish Water - Utility | Scottish Water Horizons Holdings Limited - Investment Company | None | None | Royal Dutch Shell | Member - Scottish Energy Advisory Board | None |
| | Director - The Oil & Gas Industry Association Limited | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | Member - Industry Leadership Group (Oil & Gas) | |
| | CEO - Oil & Gas UK: Trade Association for the UK Offshore Oil & Gas Industry | Common Data Access Limited - Not for profit subsidiary of Oil & Gas UK; provides data management services to its members and to the UK Oil & Gas Industry | | | | Member - MER Forum & MER Fiscal Forum | |
| | | | | | | Opportunity North East | |
| | | | | | | Member of Women's Business Council | |
| James Coyle | Member - Scottish Water - Utility | Scottish Water Horizons Holdings Limited - Investment Company | None | None | LBG | | None |
| | Non-Executive Director - HSBC UK Bank Plc | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| | Chairman - Audit Committee of HSBC UK Bank Plc | | | | | | |
| | Non-Executive Director - Marks and Spencer Financial Services Plc | | | | | | |
| | Audit & Risk Committee Chair - Worldfirst | | | | | | |
| | Member - Deloitte | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
| | Member & Chairman - Audit Committee of Honeycomb Investment Trust Plc | | | | | HSBC | |

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| | Chairman - HSBC Trust Company (UK) Limited | | | | | Member - Institute of Chartered Accountants of Scotland | |
| | | | | | | Fellow - Chartered Institute of Bankers in Scotland | |
| | | Scottish Water Horizons Holdings Limited - Investment Company | | | | Advisory Board Member - Edinburgh University Business School | |
| | Member - Scottish Water - Utility | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| Paul Smith | Chair and Non-Executive Director - Capstone Infrastructure Corporation in Canada | | None | None | SSE Plc | Trustee, Council Member and Member of HR Committee - Energy Institute | None |
| | Director - PRS Energy Solutions Ltd - Consulting Business (Advising Icon Infrastructure LLP, Cyberhawk and Nova International) | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | | |
| | Non-Executive Director - South East London CHP Ltd | | | | | Council Member - Royal Burgess Golf Society | |
| | Non-Executive Director - Orbital Marine Tidal Ltd | | | | | | |
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| | Member - Scottish Police Authority | Scottish Water Business Stream Holdings Limited - Investment Company | | | | | |
| | Member - Central Arbitration Committee | | | | | | |
| | Member - Employment Appeal Tribunal | | | | | Member and Fellow of the Scottish Council for Development and Industry | |
| Matt Smith OBE DL | Public Interest Member of Chartered Institute of Accountants of Scotland (ICAS) Regulation Board | Scottish Water Horizon Holdings Limited - Investment Company | None | None | None | | None |
| | Member - Chartered Institute of Public Finance & Accountancy (CIPFA) Disciplinary Scheme Committee. | | | | | | |
| | Member - Scottish Water - Utility | ALL SUBSIDIARIES OF SCOTTISH WATER | | | | Deputy Lieutenant, Ayrshire & Arran | |

A Register of Declared Hospitality is maintained and a copy may be obtained from the Corporate Secretary, Scottish Water, 6 Castle Drive, Carnegie Campus, Dunfermline, KY11 8GG, Tel No. 01383-848351.