



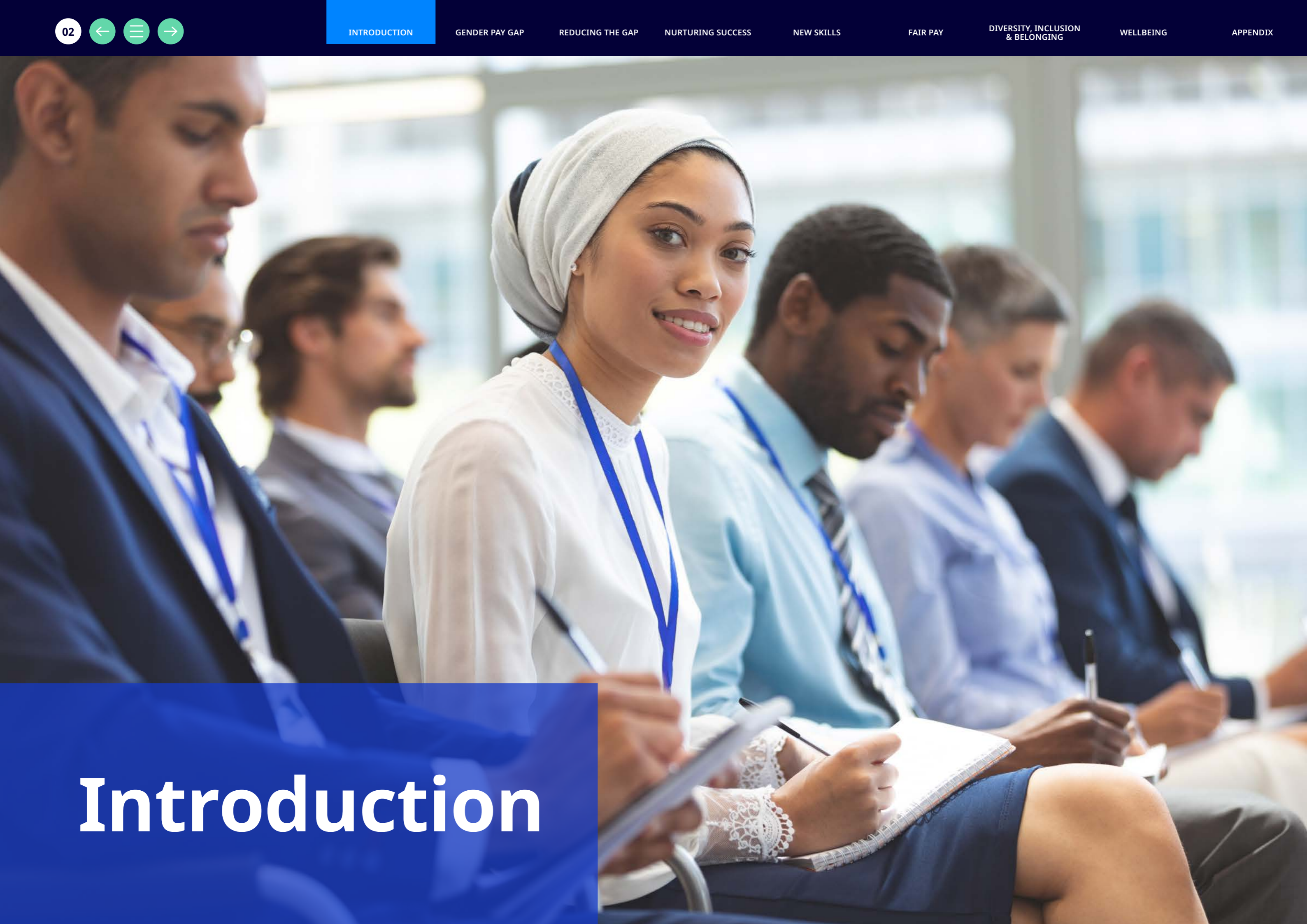
2025 GENDER PAY GAP REPORT

ISS UK



View Report





Introduction

Introduction

At ISS, we're on a journey to achieve our ambition to become the world's Leading Frontline Employer. A core part of that ambition is a commitment to fostering safe, diverse and inclusive workplaces where all our people have support and freedom to flourish. As an employer, we take this responsibility seriously, understanding the impact we have on the careers and lives of over 26,000 people working in our business across the UK & Ireland, which is why we continue to analyse pay gaps between our different workforce demographic groups and take steps to address those gaps.

On 5 April 2025 (the snapshot date for this report), the ISS UK median gender pay gap was 5%.

Our commitment to building inclusive workplaces means addressing conscious and unconscious biases, ensuring everyone is heard and valued, and providing opportunities for growth and development.

Whilst we are proud of our progress to date, we recognise there is still work to do to achieve our goals and close the gap further.

That's why we welcome the opportunity that gender pay gap reporting provides, surfacing where we have gaps, why we have them and what needs to be done to drive change.

In this report, we will share what we are doing to address our gap, including:

- Inclusive employment
- Creating new skills
- Creating a company of belonging
- Good health and wellbeing

About this report

Gender pay gap legislation requires employers in the UK with 250 employees or more to calculate and publish gender pay gap data on an annual basis. This must be based on figures taken on 5 April each year (for the purposes of this report, this is 5 April 2025).

ISS has three legal entities that each employ more than 250 employees in the UK. The next section shows the overall gender pay gap data for ISS UK. A breakdown by legal entity can be found in the appendix.

Pay gap vs equal pay

A pay gap is a measure of the difference between the earning of two groups (men and women in this report). Equal pay is our legal obligation as an employer to give equal pay for equal work.

We are confident that our pay gap data does not stem from equal pay issues as we are committed to the principle of equal pay, equal opportunities, and fair treatment for all employees, regardless of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other personal characteristic. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).





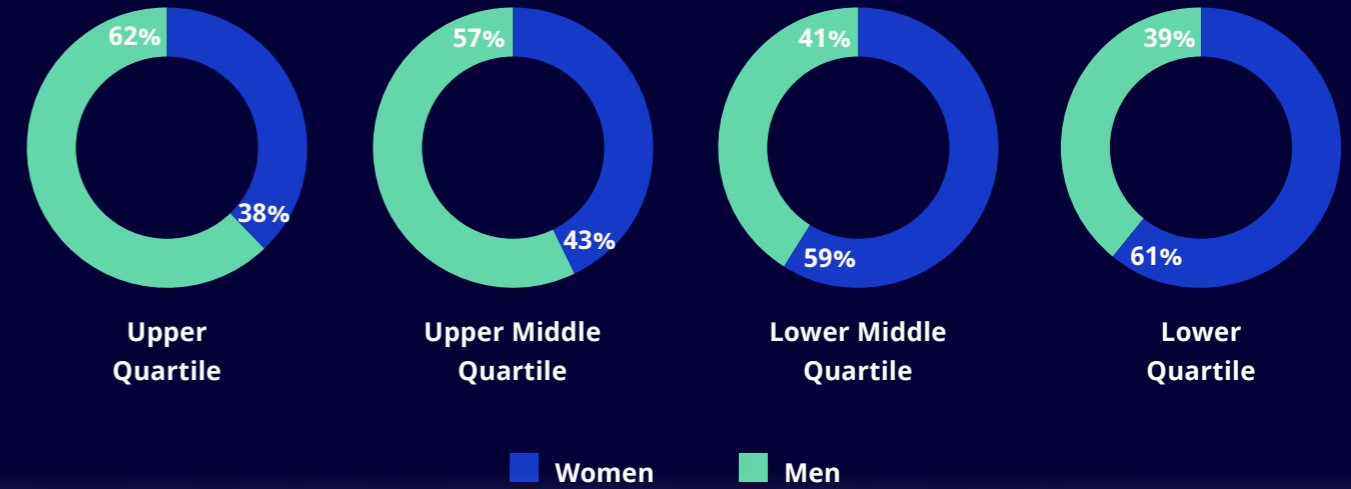
Gender Pay Gap Data

Our gender pay gap data

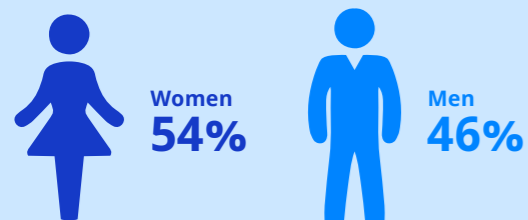
The data below shows the overall gender pay gap for the three ISS UK companies. A breakdown by legal entity can be found in the Appendix [\(see page 34\)](#).

For 2025, our median gender pay gap was 5% (2017: 10%) and was below the UK's national gender pay gap of 6.9% (ONS).

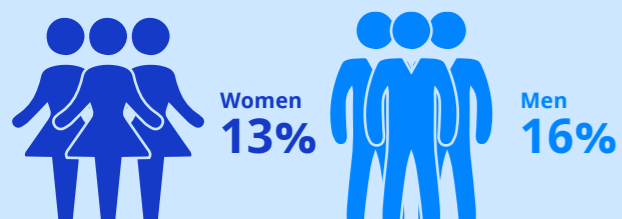
Proportion of women and men in each pay quartile



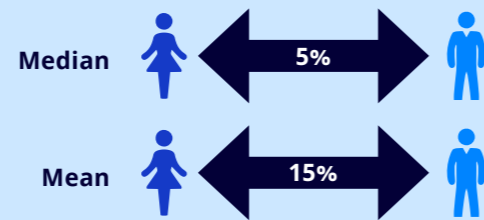
ISS UK Gender Balance 2025



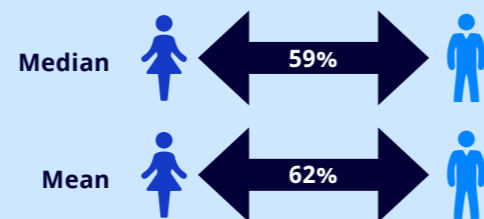
Proportion of employees receiving a bonus



Gender Pay Gap



Gender Bonus Gap





Taking action to reduce the gap

Creating a more diverse and inclusive workplace is at the heart of our approach to becoming the world's Leading Frontline Employer. By embracing our diversity and ensuring that our approach to recruitment, skills development, and progression is inclusive, we create opportunities to improve representation at all levels of our business, drive innovation, attract the best talent and reduce the pay gap.

Outlined in this section are some of the ways we have been focusing our ongoing efforts and investments to address representational balance across our workforce and create the right conditions for our employees to flourish.

Reducing the gap

People: improving equality of opportunity	Inclusive recruitment (See more)	Building proactive partnerships to create more employment opportunities for people who face barriers to employment
	Skills and training (See more)	Offering meaningful career development opportunities
	Real living wage (See more)	Continuing to engage our customers in extending the Real Living Wage to all employees
	Diversity, inclusion & belonging (See more)	Improving gender balance across our workforce, targeting 40% women in leadership roles
	Wellbeing (See more)	Providing all employees with comprehensive health and wellbeing support

Improving career opportunities through inclusive recruitment

Our inclusive recruitment partnerships create more opportunities for under-represented individuals to build careers in facilities management and achieve their goals and become who they want to be.

We take care of, and provide opportunity for people, helping them to develop themselves and be the best they can be. Our Employee Value Proposition #APlaceToBeYou underpins our inclusive recruitment approach and is our promise to support our people to 'Be Who You Are', 'Become What You Want', and 'Be Part of Something Bigger'.

To effectively support people who face barriers to employment as they work to build meaningful careers at ISS, we have leveraged both new and existing relationships with local and nationwide partners who specialise in supporting candidates to prepare for the world of work

through career mentoring, CV and interview advice and pre-employment support.

Our partners support a wide range of jobseekers, including refugees, people who have been long-term unemployed, female ex-offenders, and young people not in employment, education or training. By partnering with organisations that understand an individual's needs and the support they require to successfully enter the workforce, our aim is to create sustainable career pathways that see people become who they want to be, whilst also building a more diverse workforce.

“ Working with Standing Tall has been a hugely positive learning experience for our business. We now understand exactly what role we can play in helping end homelessness and would encourage other companies to do the same.”

Steve Jones, Head of Employability, ISS UK & Ireland



Standing Tall Case Study

Standing Tall's relationship with ISS began in December 2024 through introductions from a Global Banking customer.

Initial discussions identified opportunities in customer premises across London, Manchester, and Liverpool, with ISS offering two pilot roles in early 2025. Positive engagement with ISS leaders helped shape a collaborative process around recruitment, onboarding, and ongoing support.

By March 2025, eight roles per year were confirmed across three cities, with scope to expand into additional sites and sectors. Backed by ISS's scale and inclusive employment ethos, the partnership now offers jobs and progression routes in catering, housekeeping, and customer service.

Social Value Generated:
£456,000 annually

Our inclusive recruitment partnerships



Support people who have been unemployed



Supporting young people with disabilities



Ending homelessness one person at a time



Supporting Refugees into work



Supporting female ex-offenders

What our people are telling us

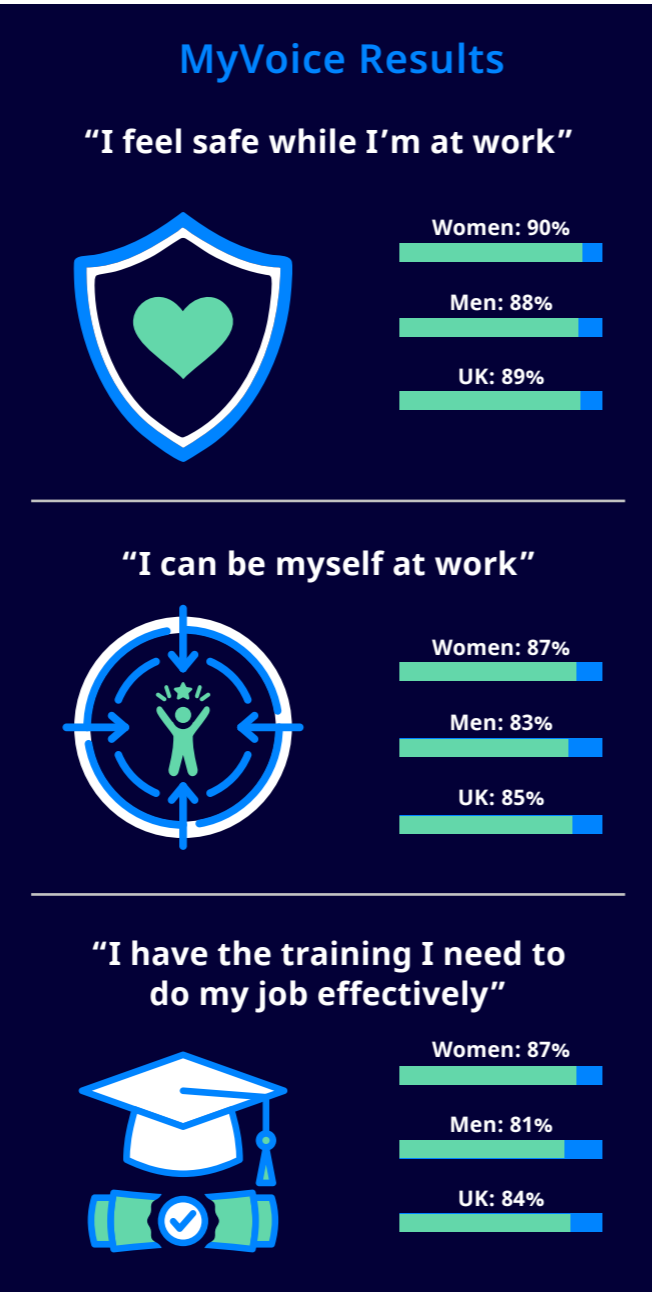
Our annual employee survey, MyVoice, invites employees to share their thoughts and opinions on working at ISS. With nearly 12,000 responses in the 2024 survey, MyVoice continues to provide a critical opportunity for our employees to tell us about their experiences, needs and suggestions to make ISS a great place to work.

In the 2024 survey, overall perceptions of working at ISS were at a favourable 74% (overall people experience score), with women at 75% and men at 72%. Across all belonging and inclusion themes, the scores of our female employees remain higher than male colleagues, with stronger scores around safety, training and development and being able to be themselves at work.



“ It has been great to see more focus on recognition to individuals in the business, through awards being handed out and praise posts online etc. The opportunities to attend away days, network and meet members of the wider team has been positive and I hope this continues. I feel that ISS is diverse and allows individuals to be themselves which is a great environment to be in.”

Anonymous





Nurturing a culture of success



Nurturing a culture of success through talent development

ISS is a passionate advocate for developing the next generation of talented female leaders. This is why we continue to invest in our talent programmes to help accelerate careers in facilities management.

[MyCareer – Explore, Evolve & Belong](#)

MyCareer is a secure, dedicated platform that gives employees access to ISS opportunities, development tools, and the latest career-related news. It's a central hub for exploring career paths, planning progression, and supporting personal and professional growth.

MyCareer offers more than just job listings, it provides practical support too. There are helpful resources such as guidance on preparing for interviews, tips for shaping career journeys, and advice on how to present our employees best selves when new opportunities arise.

At ISS, people are at the heart of everything we do. Our organisation is built on the principle of people serving people; whether it's our own employees or those of our clients, people matter.



Creating new skills

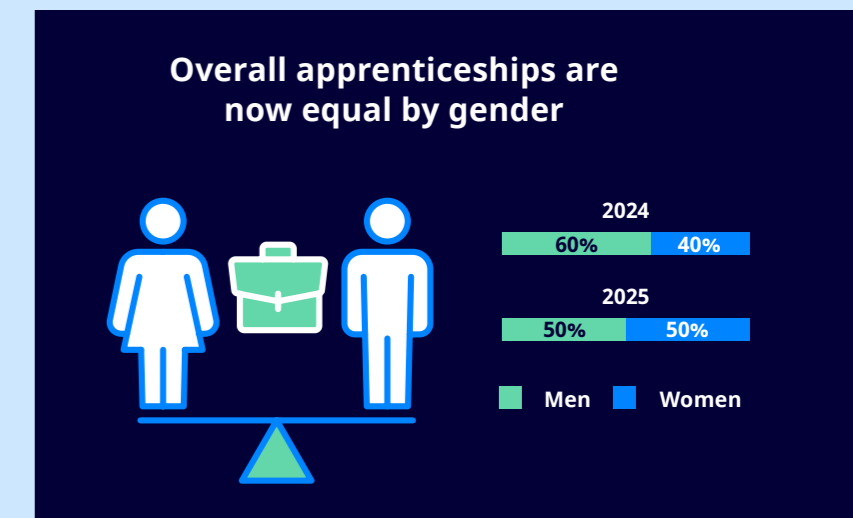
Our people make us who we are, and we are committed to helping them develop their skills and building meaningful careers.

Our apprenticeship programmes deliver the training, qualifications, and the confidence our employees need to become who they want to be.

We offer a wide range of apprenticeships at all levels, making them an accessible option for any ISS employee to upskill at any career stage. Offering apprenticeships as a recruitment pathway also enables our operational teams to recruit from a broad talent pool and create new career opportunities in facilities management.

We have 78 women on female leadership apprenticeships and to date, 12 have been promoted before they have completed the course.

The success of this programme has led to the creation of the ILM-certified Culture Race and Ethnicity Leadership programme (first of its kind). We also now have 8 women on engineering apprenticeships – double the figure from 2024.



“The course has helped tremendously with my confidence as a team leader. I will take everything I have learned in my course to not only better myself as a woman in leadership, but to also encourage others to work towards their goals.”

Chloe, Helpdesk Operative, Transportation

Creating new skills



Championing fair pay



Meaningful careers are built on fair pay that ensures a decent standard of living for our people and their families.

ISS is a proud founding Real Living Wage Foundation Recognised Service Provider. In 2023, as part of our commitment to Enhanced Quality of Life and our goal to become the world's Leading Frontline Employer, we made a global pledge to work with customers, suppliers, and policy makers.

This pledge aims to enhance the implementation of living wages throughout the facilities management sector. Our commitments involve paying all directly employed people, not tied to client contracts, the real Living Wage (or London Living Wage) and working with our customers to expand the number of our employees receiving the real Living Wage.



Diversity, Inclusion & Belonging

Becoming the world's Leading Frontline Employer



“ The Gender Balance ERG exists to drive systemic change around equal opportunities and representation across ISS UK&I. Our focus is

on creating the conditions where all colleagues can thrive professionally, regardless of gender. That means providing forums where people can share experiences and be heard, particularly during challenging life transitions. We're building a culture of genuine inclusion, not just policies on paper, but meaningful support that makes a tangible difference to people's lives and careers.”

Andrew Ingham, Gender Balance ERG Chair,
ISS UK & Ireland



“ At ISS, we firmly believe that our Employee Resource Groups (ERGs) are the cornerstone of fostering a

diverse, inclusive, and belonging culture for all our employees. Our ERGs are instrumental in driving positive change across our organisation. These achievements underscore the vital role our ERGs play in our DIB strategy, and we are immensely proud of their contributions.”

Rebecca Jeffs
Chief People Officer at ISS UK & Ireland

We are committed to fostering a greater understanding of the many dimensions of diversity across our organisation and are on a journey to becoming the world's Leading Frontline Employer – a place where everyone can thrive.

Our global Diversity, Inclusion and Belonging (DIB) strategy guides our approach to nurturing a diverse and inclusive workplace where we proactively work to reduce bias, ensure all voices are heard and all people are seen, and create a workplace where everyone knows their contributions are valued, and that no matter who you are, you have equal access to opportunities at ISS.

Employee Networks

ISS UK and Ireland recognises that Employee Resource Groups (ERGs) are fundamental to building a diverse and inclusive culture for all our employees. These groups are at the heart of our DIB strategy, driving positive change throughout our organisation.

In 2024, our ERGs were highly active and delivered significant contributions. The Gender Balance ERG successfully delivered initiatives for International Women's Day (IWD), including internal awards for the third year running to recognise employees who have made a significant contribution to advancing gender equality and empowering women in the workplace, Movember, and International Men's Day (IMD), raising a significant sum for important causes. They also held IWD and IMD Townhalls to recognise award winners and reinforce our DIB commitments.

The Gender Balance ERG were also instrumental in leading a review of our Parental Leave policies with enhancements to the pay we now offer employees on maternity and adoption leave.

Black History Month, organised with tremendous engagement across the business by our Culture, Race & Ethnicity (CRE) ERG was a particular highlight, offering valuable insight and education.

The CRE ERG have collaborated with an external learning provider to create a new ILM-certified Culture, Race, and Ethnicity Leadership Apprenticeship Programme.

Our Pride ERG actively champions LGBTQ+ inclusion and marked Transgender Awareness Week in 2024 by sharing transgender voices and celebrating community heroes.

International Women's Day

For the third year running, the UK & Ireland Gender Balance ERG sponsored an internal International Women's Day Awards programme to recognise ISS employees who have made significant contributions to advancing gender equality and empowering women in the workplace.

International Women in Engineering Day

International Women in Engineering Day (INWED) is a significant global event that celebrates the extraordinary contributions of women in engineering. It honours the trailblazing female engineers who have paved the way for future generations, highlighting their achievements and impact on the industry.

Although progress has been made, engineering continues to be a male-dominated field, with women making

up just 16.5% of the engineering workforce in the UK. INWED serves as a vital platform to amplify the voices of female engineers and inspire the next generation of young women to explore careers in engineering.

To commemorate this important occasion, we reached out to colleagues across the business to hear their perspectives on Women in Engineering. Here's what they had to share:

“If you are invisible, you are not seen! That's why celebrating International Women in Engineering Day is vital – to enable us to be seen, to create a new norm, new horizons, hope and inspiration for those who, without seeing and hearing our stories, would be in the dark.”

Justine, Mechanical Engineer

“As a woman in Engineering, I have learned over the years that diversity is more than just a representation – it is innovation. When women bring their perspectives to the table, we don't just fill a gap – we expand what is possible. Engineering shapes the world – that world must reflect all of us.”

Lauren, Engineering Operations Manager

Launch of the Women@ISS Network

We launched our Women's Network, aimed at promoting gender equity by connecting women with senior leaders who can support their growth and career progression. Through mentorship, networking, and leadership support, we create opportunities for women to succeed and make a real impact.



Key aims of this network

- **Empowerment & Growth:** The Women@ISS Network is dedicated to nurturing an inclusive community where women within ISS UK&I can connect, share, and grow both personally and professionally.
- **Support & Advocacy:** We aim to provide support and advocacy for women's career advancement through mentorship, sponsorship, workshops, and networking opportunities.
- **Innovation & Leadership:** By encouraging diversity and promoting women in leadership roles, the network seeks to drive innovation and excellence at all levels within ISS UK&I.



Good health & wellbeing

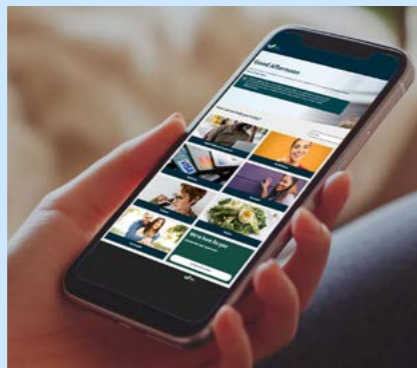
Good health and wellbeing

ISS recognises that employee wellbeing is foundational to organisational success. Our initiatives focus on creating environments where our employees feel physically, mentally, and emotionally safe and supported. Some of our wellbeing support services include:



Mental Health First Aiders

Our dedicated network of over 100 Mental Health First Aiders (MHFAs) led by one of our female leaders, is instrumental in providing wellbeing support to our employees, directing them to the relevant help and resources where required. The network meets regularly to ensure all MHFAs are equipped with the necessary tools they need to address mental health challenges.



Employee Assistance Programme

All ISS employees have access to an independent Employee Assistance Programme, which provides a comprehensive range of information and preventative tools to support mental, physical, and financial wellbeing. Employees also have access to support mechanisms when required, including access to up to nine months of free, personalised, tailored, confidential support.



Financial Wellbeing Hub

We have curated a one-stop-shop of information, tools, and initiatives to help improve or maintain the financial wellbeing of our employees. These services aim to equip employees with useful discount options on everyday spending, as well as providing the basic knowledge and understanding to enable sensible and pragmatic financial decision-making.



“Supporting employees through menopause is a critical part of creating a fair and inclusive workplace. By openly addressing this life stage, normalising the conversation and building practical support, we remove barriers that disproportionately impact women’s wellbeing, confidence and career progression. Our Menopause Working Group helps employees to access support and information, whether they are experiencing difficulties at work due to symptoms themselves, or a manager supporting a team member through this transition and the challenges it can bring in the workplace. Our aim is to reduce factors that contribute to the gender pay gap and support all through this life transition.”

Tina Yates, People and Culture Manager and Menopause Working Group Lead



Appendix

Gender pay gap data broken down by ISS UK legal entities

	ISS Facility Services Limited		ISS Mediclean Limited		ISS UK Limited	
	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	7%	15%	1%	8%	25%	29%
Gender Bonus Gap	67%	82%	4%	43%	20%	52%
	Men	Women	Men	Women	Men	Women
Proportion receiving a bonus	22%	22%	14%	2%	39%	21%
Upper pay quartile	69%	31%	53%	47%	52%	48%
Upper middle pay quartile	53%	47%	35%	65%	28%	72%
Lower middle pay quartile	45%	55%	35%	65%	22%	78%
Lower pay quartile	39%	61%	39%	61%	0%	100%

A note about our different legal entities:

ISS Facility Services Limited consists of mostly private sector (financial and professional services and technology) customers, with significantly higher proportions of men in upper quartiles that attract higher pay and bonuses, contributing to its gender pay and bonus gaps.

ISS Mediclean Limited consists of mostly public sector customers, specifically in the Healthcare, Education and Public Administration sectors. These traditionally caring professions tend to attract more women which is reflected in the pay quartiles.

Focused efforts in recruitment and talent development of females has helped reduce the bonus pay gap.

ISS UK Limited consists of central functions such as Commercials, Finance, IT, Legal, People & Culture, and other administration or management positions, with more males in sales, finance and tech and more females in administration, legal and people-focused roles. This is reflected in the pay quartiles and wider gender pay gap, with a higher proportion of males in roles attracting higher pay and bonus, and more females in lower paid roles with no bonus.



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