

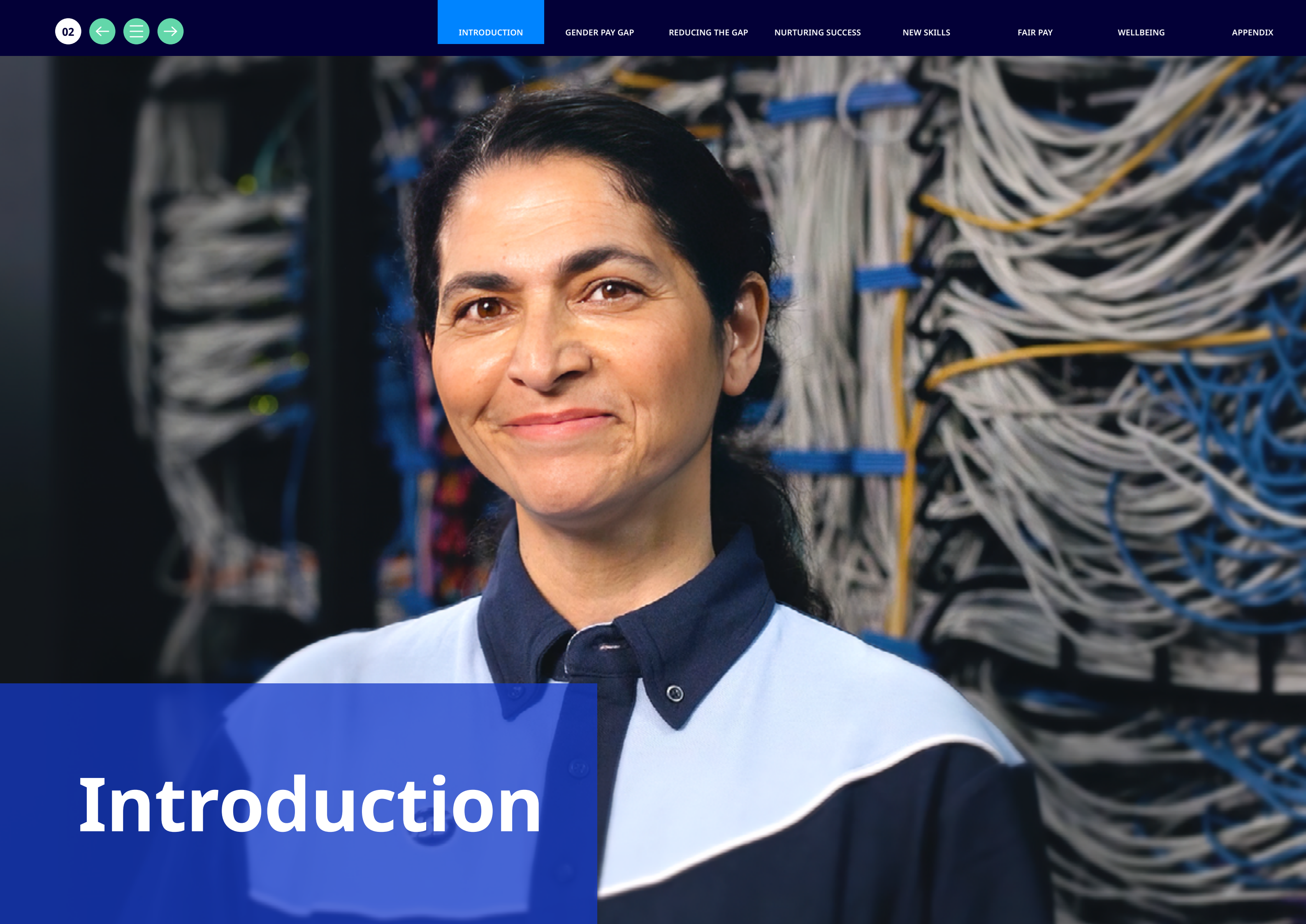


2024 GENDER PAY GAP REPORT

ISS UK

View Report





Introduction

Introduction

At ISS, we're on a journey to achieve our ambition to become the global Company of Belonging. 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 26,500 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 2024 (the snapshot date for this report), the ISS UK median gender pay gap was 3% — down from 4% in 2023 — and the lowest since we started reporting in 2017.

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.

While 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 2024).

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 earnings 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 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 reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other personal characteristic and 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



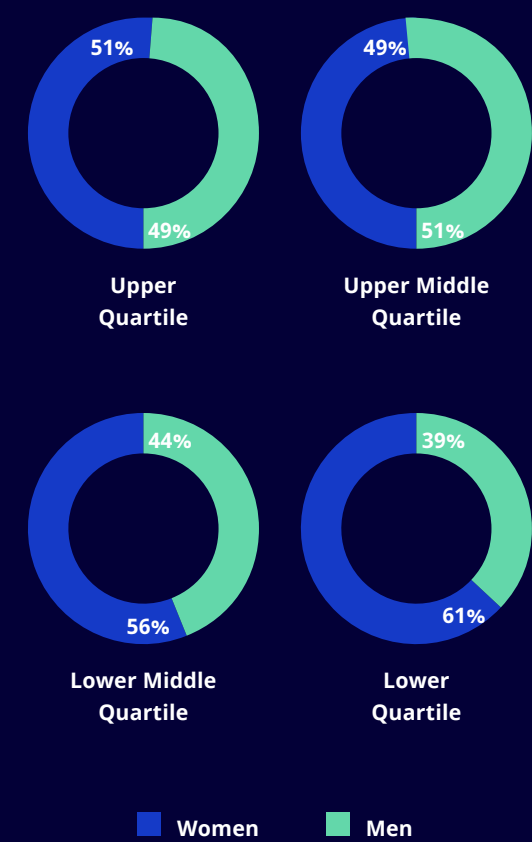
Our gender pay gap data

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 32).

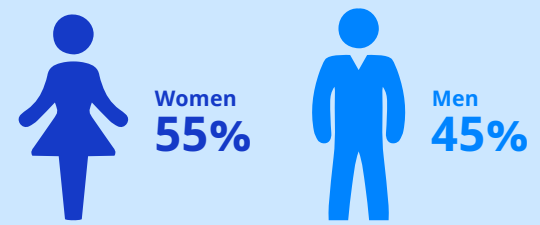
For 2024, our median gender pay gap reduced to 3% (2023: 4%), the lowest since pay gap reporting began in 2017, and significantly below the UK's national gender pay gap of 13.1% (ONS). Our median bonus gap also reduced to 31% (2023: 33%), largely due to representational balance in positions that attract bonuses.

We are working to reduce the gap further by launching a new operational management excellence programme in 2025 that includes improved training, frameworks, and bonus scheme with transparent criteria based on operational performance as well as individual performance.

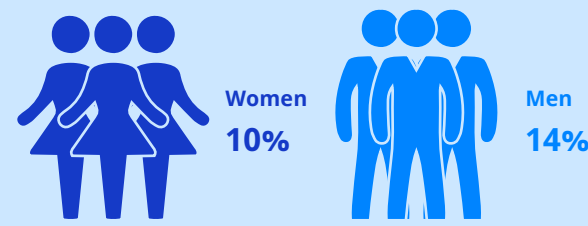
Proportion of women and men in each pay quartile



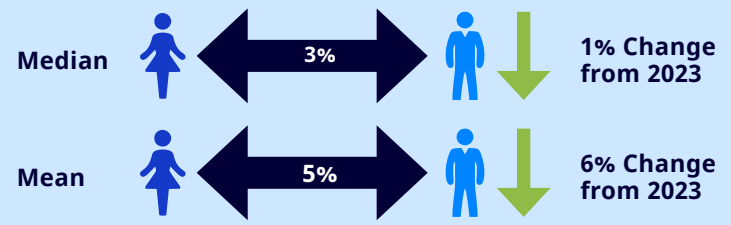
ISS UK Gender Balance 2024



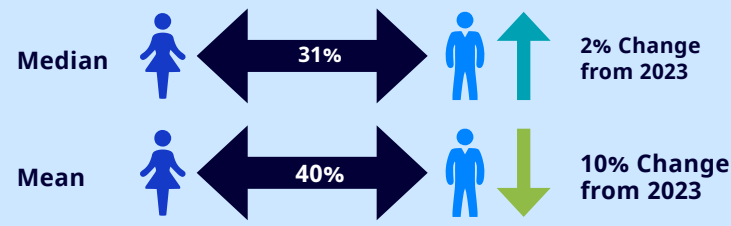
Proportion of employees receiving a bonus



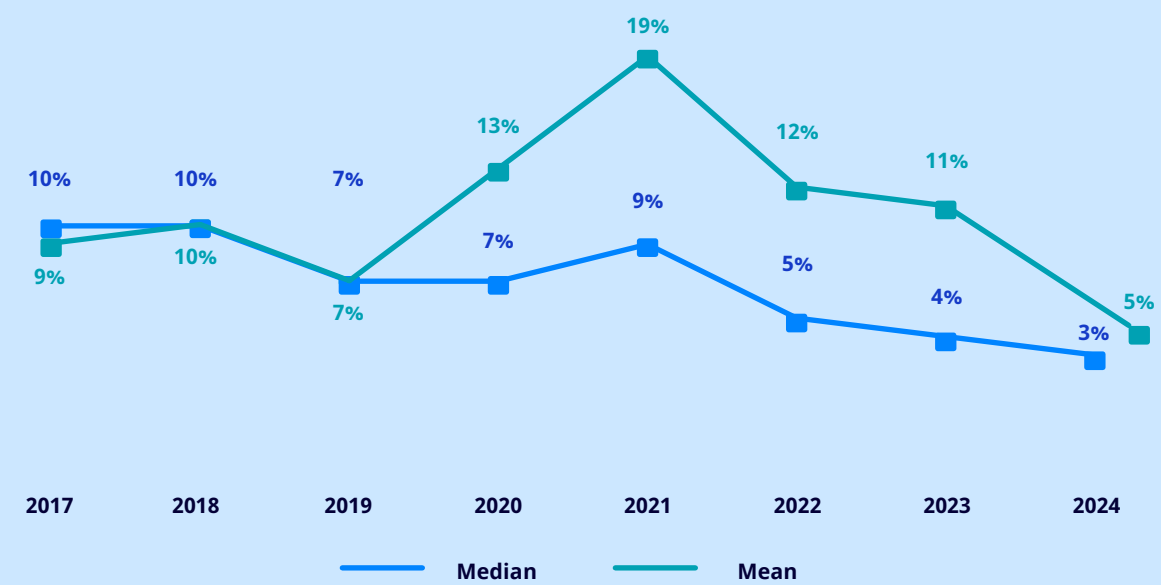
Gender Pay Gap



Gender Bonus Gap



ISS UK continues to reduce its gender pay gap





Reducing the gap

Taking action to reduce the gap

Creating a more diverse and inclusive workplace is at the heart of our approach to becoming the global Company of Belonging. 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.

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 by 2025
	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, people with disabilities, 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, while also building a more diverse workforce.



Our inclusive recruitment partnerships

 Supporting people who have been long-term unemployed	 Supporting people who have been long-term unemployed	 Supporting people with disabilities
 Supporting refugees into work	 Supporting female ex-offenders	 Supporting people across London

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 10,000 responses in the 2023 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 2023 survey, overall perceptions of working at ISS were at a favourable 77% with women at 77% and men at 75%. Across all belonging and inclusion themes, the scores of our female employees remain higher than male colleagues, with stronger scores around personal growth.



"I feel as if I belong at ISS"

70% Women agree

69% Men agree



"At ISS, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc.)"

77% Women agree

74% Men agree



"My work gives me a feeling of personal accomplishment"

75% Women agree

73% Men agree



"I have the training I need to do my job effectively"

84% Women agree

80% Men agree



From key insights delivered through the MyVoice survey, we designed the Year of the Supervisor programme to recognise and support the supervisors and first-line managers who make up the backbone of our organisation; a year of celebrating, connecting, and supporting a critical part of the ISS family.

The programme focuses on creating career pathways and learning opportunities as well as bringing together this key community of managers to share ideas and give feedback to our leadership teams.

Chloe and Natasha's story

As part of the Year of the Supervisor programme, we created forums for supervisors and first-line managers to come together to share feedback and ideas. Chloe Hunt and Natasha Austin, supervisors on one of our national transport accounts and professional services accounts, respectively, heard about our new Facilities Management and Women in Leadership courses at one of these forums and are now studying Level 3 apprenticeships.

They've credited the Year of the Supervisor and the support of their line managers with giving them access to these career development opportunities they didn't know existed. Chloe and Natasha are not alone — since the Year of the Supervisor programme started in early 2024, we have seen an uptake of Level 3 apprenticeships with 133 apprentices over nine cohorts.





Nurturing a culture of success

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

Spotlight: Inspire Appraisals

In 2023, to ensure that all employees (and particularly our frontline employees) have access to an appraisal, one of our talent development cohorts successfully piloted the Inspire appraisal programme within the business.

The Inspire appraisals are designed to facilitate a conversation between an employee and their manager or supervisor to discuss the employee's achievements and contributions and look at their skills and potential for growth.

We equip managers with unconscious bias training to ensure these career conversations are free from limitations - including gender bias.

Through this pilot, we discovered a number of our employees held qualifications and experience that could be beneficial to our business: people that could be developed into a role where not only can they improve and grow, but they will also help us deliver an even better service to our customers.

We are delighted that Inspire appraisals are now a regular occurrence in many areas of our business with a 94% completion rate across almost 2,000 employees. From these conversations, we have been able to provide additional development for many employees including new job opportunities and apprenticeships.



Nurturing a culture of success through talent development

In 2022, ISS made a global commitment to giving 100,000 employees or their family members a recognised qualification. We are two thirds of the way there, having just hit the 67,000 mark.

Key Account Manager Accelerator programme for Site Managers

To support aspiring colleagues with career progression: develop their leadership skills, financial business acumen, operational planning, and build relationships and networks

Talent Forums

To actively manage talent engagement, development, retention and enhance mobility

Development Menu

A new self-serve platform for employees to create personalised learning plans tailored to their roles, interests, and learning style

High Potentials Leadership Development programme

For individuals who aspire to move into a senior leadership role, with a specific focus on the development of leadership behaviours



Creating new skills

Creating new skills

Our people make us who we are, and we are committed to helping them develop their skills and build 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. In 2023, ISS UK supported over 200 apprentices across Levels 2-7.

Spotlight: Women In Leadership

We've introduced three ILM-accredited apprenticeships aimed at getting more women into supervisory and management roles to progress their careers as potential leaders.

- Aspiring Leaders (Level 3) for aspiring or existing first line managers
- Women in Transformation Leadership (Level 5) for people managers up to Heads of Department
- Women in Strategic Leadership (Level 7) for aspiring or existing senior leaders

Coordinated in partnership with apprenticeship specialists and ISS's training partner Learnmore, the programme, in 2024, brought together 25 female leaders from a variety of roles and backgrounds to collaborate, share knowledge and network across teams, accounts and departments. With more cohorts planned over the year, delegates will work towards a recognised qualification that combines leadership and management apprenticeships.

“Developing the leaders of the future early is so crucial, and we hope to encourage more women to come forward and kick-start their journey in leadership through these apprenticeships.”

Jo Roberts, Chief Financial Officer

Nazrine's story

Within five months of joining ISS as an Employability Manager, Nazrine Lewis-Humphrey enrolled onto the Level 5 Women in Transformation Leadership apprenticeship, became one of the inaugural mentees on our Executive Mentoring Programme for Talent from Diverse Backgrounds, and is now the chair of our Culture, Race, and Ethnicity Employee Group. Working with her mentor, a senior leader in the business, it became apparent the Level 7 Women in Strategic Leadership course was more suitable for Nazrine, which she has since transitioned to.





Championing fair pay



Meaningful careers start with a fair rate of pay that affords a decent standard of living for our people and their families.

Since 2014, we have strategically partnered with the Living Wage Foundation as a Recognised Service Provider. In 2023, we made a global pledge to work with customers, suppliers, and policy makers to improve the implementation of living wages across the facilities management industry.

Our commitments as a Real Living Wage Recognised Service Provider include paying all directly employed people, not

tied to client contracts, the real Living Wage (or London Living Wage) and working with our customers to increase the overall number of employees being paid the real Living Wage.

As of the latest reporting for FY2023, across our UK workforce, 68% of all employees were paid at least the real Living Wage, with 100% of direct employees (not tied to client contracts) paid at least the real Living Wage.

Becoming the global Company of Belonging

We are committed to fostering a greater understanding of the many dimensions of diversity across our organisation and are on a journey to become the 'Company of Belonging' — a place where everyone can thrive.

Our global Diversity, Inclusion and Belonging (DI&B) 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

Our employee-led resource groups are now in their fourth year, working together to foster a diverse and inclusive workplace across ISS, supporting personal and professional development and creating a safe space where everybody can be their authentic selves.

The UK & Ireland Gender Balance Employee Resource Group (ERG) has partnered closely with the People & Culture team and our recruitment partners to make our hiring process more inclusive. This includes revising job descriptions to remove gender-biased language and implementing techniques, such as anonymising CVs to reduce unconscious bias in the selection process. These steps help ensure that candidates are evaluated solely on their skills and qualifications.

The UK & Ireland Culture, Race and Ethnicity ERG has launched a new Executive Mentoring Programme with women representing 56% of the cohort, to facilitate the development of leadership and professional skills for talent from diverse backgrounds through increased visibility and networking, while expanding opportunities for professional growth.

“The Gender Balance ERG supports ISS’s ambition to become the global Company of Belonging, championing inclusive recruitment practices and developing progressive people policies. We are working to build an environment where everyone feels valued and has equal opportunities to succeed.”

Andrew Ingham, Key Account Director and Gender Balance ERG chair

International Women’s Day

For the second 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. 2024 award winners included:



INSPIRATIONAL WOMAN OF THE YEAR

Collette Sweeney, Healthcare & IPAC Lead

What truly sets Collette apart is her inclusive approach, ensuring all voices are heard and valued, fostering collaboration and unity. Collette exemplifies the epitome of commitment and teamwork, inspiring those around her to strive for greatness.



MENTOR OF THE YEAR

Alison Gordon, Operations Lead

Alison’s mentorship extends far beyond career guidance: she fosters a culture of achievement, skill development, and leadership training, nurturing individual successes and fostering a sense of community and leadership. Under her guidance, colleagues have flourished, advancing in their careers and pursuing new opportunities.



APPRENTICE OF THE YEAR

Lorraine Harcombe, Business Support

After several years in the business as a Personal Assistant, Lorraine embarked on a new chapter in her career by transitioning into an apprentice role to study project management. Her journey exemplifies the transformative power of applying one’s existing skills and knowledge to embrace new opportunities. Lorraine’s perseverance and unwavering commitment to growth and self-improvement serves as an inspiration to others.

Good health & wellbeing



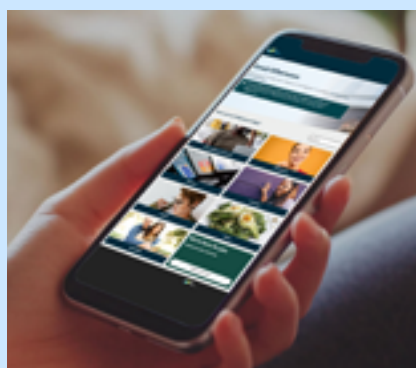
Good health and wellbeing

ISS is dedicated to fostering a supportive environment where individuals can prioritise their health and happiness both in and out of the workplace and be the best they can be. Some of our wellbeing support services include:



Mental Health First Aiders

Our dedicated network of over 100 Mental Health First Aiders (MHFAs) 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 9 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.





Appendix

Gender pay gap data broken down by ISS UK legal entities

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 Central Government, Healthcare and Education. 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 maintain the median gender pay gap and reduce the bonus pay gap.

ISS UK Limited consists of central functions such as Commercial, 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.

	ISS Facility Services Limited		ISS Mediclean Limited		ISS UK Limited	
	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	9%	16%	-1%	-7%	23%	24%
Gender Bonus Gap	22%	31%	9%	22%	21%	49%
	Men	Women	Men	Women	Men	Women
Proportion receiving a bonus	18%	15%	6%	5%	63%	50%
Upper pay quartile	74%	26%	33%	67%	54%	46%
Upper middle pay quartile	60%	40%	43%	57%	30%	70%
Lower middle pay quartile	48%	52%	39%	61%	31%	69%
Lower pay quartile	41%	59%	37%	63%	18%	82%



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