



2023 Gender Pay Gap Report

ISS UK

PEOPLE MAKE PLACES



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Sandy Lucas, People & Culture Director
ISS UK & Ireland



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Foreword

At ISS, we're on a journey to achieve our ambition of being the global Company of Belonging. A core part of that ambition is a commitment to fostering a safe, diverse, and inclusive workplace where all our people have the freedom and support to flourish. As an employer, we take this responsibility seriously, understanding the impact we have on the careers and lives of the more than 27,000 people working in our business across the UK & Ireland, which is why we continue to take the necessary steps to reduce the gender pay gap and support more women into leadership roles.

As at 5 April 2023, our 2023 median UK gender pay gap is now at 4% — its lowest since we started reporting in 2017 (10%) — meaning that women earn an average of 4% less per hour (excluding overtime) than men. Our median bonus pay gap also reduced significantly from 60% in 2022 to 33% in 2023.

Gender balance is critical to reducing the pay gap and we have set ourselves a global target of 40% gender balance in corporate leadership by 2025. Within ISS UK, 40% of our middle managers and 45% of our senior managers are female (compared to 38% and 33% in 2022). While we're proud of the progress we've made, we recognise there is still work to do to achieve our goals, and we will continue to develop and adapt our strategies to recruit, develop, and celebrate the talent we have across the organisation.



Scott Davies
Chief Executive Officer
ISS UK & Ireland



Sandy Lucas
People & Culture Director
ISS UK & Ireland

The data in this report is accurate at the snapshot date of 5 April 2023 and is reported in line with UK government reporting regulations.

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 gender 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).

Our gender pay gap data for April 2023

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 the 5 of April each year (for the purposes of this report, this is 5 April 2023).

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 as a whole. A breakdown by legal entity can be found in the appendix.

ISS UK GROUP OF COMPANIES

The table below shows the overall gender pay gap for the ISS UK group of companies. A breakdown by legal entity can be found in the Appendix.

Gender Pay Gap

The **mean gender pay gap** is the difference in the average hourly rates of pay of men and women, expressed as a percentage of male earnings.

The **median gender pay gap** is the difference between the midpoints in the ranges of hourly rates of pay of men and women, expressed as a percentage of male earnings.

The mean and median are important metrics and should be looked at together. However, the median is a typically more representative figure as the mean can be skewed by a few individuals earning more in the upper ranges. Therefore, we tend to use the median pay gap in our report summary.

**The UK gender pay gap for all employees is 14.3% (ONS).*

Year	Median	Mean
2023	4%	11%
2022	5%	12%
2021	9%	19%
2020	7%	13%
2019	7%	7%
2018	10%	10%
2017	10%	9%

Gender Bonus Gap

The **mean gender bonus gap** is the difference in the average bonus pay received by men and women, expressed as a percentage of male earnings.

The **median gender bonus gap** is the difference between the midpoints in the ranges of bonus pay received by men and women, expressed as a percentage of male earnings.

Year	Median	Mean
2023	33%	50%
2022	60%	58%
2021	28%	49%
2020	42%	58%
2019	44%	52%
2018	81%	63%
2017	19%	67%

Employees receiving a bonus

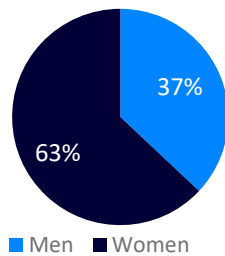
This is the proportion of men and women who received a bonus in the 12 months up to 5 April 2023.

Year	Men	Women
2023	16%	11%
2022	16%	11%
2021	12%	7%
2020	11%	7%
2019	10%	8%
2018	12%	11%
2017	12%	11%

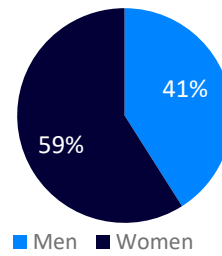
Proportion of women and men in each pay quartile

All employees are ranked from lowest to highest paid and then divided into four equally sized quartiles. The percentage of men and women in each quartile is then calculated. Our pay quartile results are reflective of our demographic within ISS UK (57% women and 43% men).

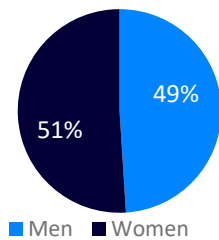
Lower Quartile



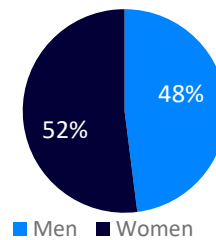
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Summary

It is positive to see both our gender pay gap and bonus pay gap have decreased since 2022. However, the fact remains — there is still a gap.

Statistically, across the UK economy, men predominantly hold more senior and technical roles, which are typically higher paid, while women are predominant in lower-level service delivery roles, specifically in the “five Cs” — catering, clerical, cleaning, caring, and cashiering. Additionally, women are more likely to experience career interruptions and to work part-time, often in lower-paid positions. This distribution of roles contributes to the gender disparity in career progression and income, and thus, causes the gender pay gap.

We are taking steps to address the imbalance by actively recruiting from a diverse talent pool, and supporting and developing women in areas that are underrepresented to develop career pathways and undertake targeted training and apprenticeship opportunities that will support their career development. We are also undertaking a review of our approach to compensation and benefits to reflect our commitment to being a great place to work.

BECOMING THE GLOBAL COMPANY OF BELONGING

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 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.



Kat Parsons
Head of Diversity,
Inclusion & Belonging
ISS UK & Ireland

Our approach to diversity, inclusion & belonging (DI&B)

At ISS, our commitment to gender equality and gender balance is an integral part of our journey to become a global Company of Belonging. From being a corporate signatory of the UN Women's Empowerment Principles to having a global target to achieve a 40% gender balance in corporate leadership by 2025, ISS is taking the steps to achieve a more equitable workplace where all our people can thrive.

In the UK and Ireland, we are proudly leading the way on this critical issue. Whether it is championing equality in Facility Management (FM) careers through our International Women in Engineering Day celebrations or fostering a deeper understanding of key topics with our Menopause Awareness Project, our UK & Ireland Gender Balance Employee Resource Group (ERG) is helping to deliver real, positive change – across our business as well as the wider FM industry.

We still have progress to make, but I am inspired by the passion and commitment of our ERG members who work so hard to drive forward our gender balance agenda, and build a supportive culture where all our people, regardless of gender, feel confident that ISS is 'a place to be you'.

Our employee promise — 'A place to be you'

Be who you are

At ISS, we know that people make places and that every person belongs. Here, you are part of a valued and diverse team — a global community of colleagues happy to help each other find a place to be their true self. A community where you can thrive in our positive, inclusive environment.

Become what you want

Everyone working at ISS is a 'Placemaker' who wants to make the world work better. People who care and want to give fantastic service and memorable experiences within facilities services. We inspire you through our extensive development opportunities that can take you across disciplines and geographical borders. And we welcome your new ideas and suggestions which can influence change for customers, colleagues, our company, and communities.

Be part of something bigger

Experience our dedication to making customer lives easier, more productive, and enjoyable first-hand because, at ISS our commitment to creating a positive impact through our committed and remarkable service is visible at every level. We've set ambitious goals, how we impact the environment, and how we value our people. At ISS, we never limit ourselves to what we've been in the past but actively explore what we can be — and give — in the future. We want you to experience that for your work life with us too.

Our actions

Our purpose is to 'connect people and places to make the world work better' – a purpose that underscores our commitment to creating social value for our people, places, and planet.

As our gender pay gap is predominantly caused by over-representation of women in roles that attract lower pay, supporting women to develop career pathways and undertake training and apprenticeship opportunities that will support their career development is fundamental to reducing the gender pay gap. This is supported by our social value objective to create new skills and encourage more people across ISS to engage with training and apprenticeship opportunities that enable progression.

Reducing the gender pay gap also supports our inclusive employment objective to create more employment opportunities for people who face barriers to entering the workforce. Creating opportunities for more women who face barriers to employment to access roles at ISS that are fairly paid and have good opportunities for progression supports both sustainable employment and social mobility. This is a significant contributor to social value, creating long-term impact not only for women employed but also for their families through positive role modelling and improved financial freedom.

Here are some of the ways we have been focusing our efforts over the past 12 months and will continue to invest in, to reduce inequalities in our workforce and create the right conditions for women to access career development and progression opportunities at ISS.

Recruiting

A great business needs great people. We recognise that our colleagues are fundamental to our organisation's success and the key source of our competitive advantage. Through our recruitment efforts and partnerships, we're working hard to attract some of the best and most diverse talent.

Since 2014, we have strategically partnered with the Living Wage Foundation as a Recognised Service Provider to promote the Real Living Wage across facility management services, and we use our best endeavours to influence our clients to pay the Real Living Wage, including a Real Living Wage bid alongside every market rate submittal where possible. All employees, who are employed on ISS sites, are paid the Real Living Wage or the London Real Living Wage.

Other partnerships that help us drive the attraction of diverse talent include WiTHL (Collaboration Community devoted to increasing Diversity and Inclusion across Hospitality, Travel and Leisure), WES (Women in Engineering Society), British Disability Forum, Stonewall, and DIAL Global.

Through these collaborations, we are trying to address the gender imbalance, particularly in male-dominated professions and environments prevalent in facilities management, by creating a supportive and inclusive environment, as well as challenging and addressing the stereotypes that serve as barriers to women entering and progressing in these fields.

Developing

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

We have a global commitment to giving 100,000+ colleagues or their family members a recognised qualification by the end of 2025. One of the ways we are hoping to achieve this is by enhancing our apprenticeship offering through the introduction of new courses including Women in Leadership which has been designed to increase the volume of women in all levels of management. Women currently make up 41% of our apprentices and we are hoping to bring this more in line with our workforce demographic (57%).

We recognise that our managers are tomorrow's leaders and need our support to progress. As part of our ongoing Talent strategy, we have designed some new talent interventions:

Talent Menu: The Talent Menu is a self-serve platform for colleagues to create personalised learning plans tailored to their roles, unique interests and learning style.

Career Pathways: We have developed career pathways for several of our traditionally male-dominated professions including Finance and Engineering to establish an equal foundation for men and women upon which they can build their careers. The pathways provide access to a range of learning and development steps towards industry-aligned skills, qualifications, and career advancement.

Talent Programmes designed to accelerate and develop careers:

- **High Potentials:** For individuals who aspire to move into a senior leadership role within the organisation with a specific focus on the development of leadership behaviours.
- **Key Account Manager Accelerator:** A future leaders programme for Site Managers who have the aspiration and potential to become a Key Account Manager. Our ambition is to support these colleagues with career progression, develop their leadership skills, financial business acumen, operational planning, and build relationships and networks.
- **Women in Leadership Apprenticeships:** In partnership with [Learnmore](#) we're introducing 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):** Fundamentals for aspiring and existing first line managers
 - **Women in Transformational Leadership (Level 5):** Tactical leadership for people managers, up to Heads of Department
 - **Women in Strategic Leadership (Level 7):** Strategic leadership for aspiring or existing senior leaders.

Supporting

We are committed to providing a positive and inclusive environment where all our colleagues can thrive. We want everyone to know they belong and can fearlessly be their authentic selves.

Through our [employee listening programme](#), MyVoice, we actively seek feedback from our colleagues on what's working well and what needs to be improved at ISS. We use these valuable insights to help shape our people strategy, the work of our [Employee Resource Groups \(ERGs\)](#), and our [Wellbeing](#) strategy.

We have six dedicated ERGs, communities of passionate colleagues who work together to create awareness, celebrate milestones, and progress, and help set the Diversity, Inclusion and Belonging agenda for senior leadership within ISS:

- Gender Balance (focus on all genders, including their caring responsibilities)
- Culture, Race & Ethnicity (focus on ethnic background, as well as nationality and religion)
- Pride (focus on the LGBTQIA+ communities)
- Generations & Age (focus on the multi-generational workforce)
- Abilities (focus on seen and unseen disabilities)
- Military Community (focus on those who have served or with close family members in the military).

Some of the initiatives and activities from our Gender Balance ERG include:

- [#EmbraceEquity on International Women's Day 2023](#) saw the launch of our inaugural awards programme, providing an opportunity to spotlight inspirational women and allies within our business. We held webinars on unconscious bias and a panel discussion where senior leadership team members shared their personal experiences and views on topics like inclusive parental policies, career roadblocks, and what flexible working means for the future of gender equality.
- [Tackling Period Poverty with Hey Girls](#): The introduction of Hey Girls products in our office bathrooms allows colleagues to have universal access to menstrual hygiene products with discretion.
- [Celebrating International Women in Engineering Day](#), in partnership with Omni Recruitment, we hosted education sessions on apprenticeships and inclusive recruitment, a panel discussion on how to advocate for women and the importance of being an ally, and networking for colleagues.
- [A broader perspective on men's health](#): We recognise that advancing gender diversity is not about solely focusing on initiatives aimed at those identifying as women, but gender more broadly. We have been proud to support important campaigns including Movember and we continue to work with our charity partner, Macmillan Cancer Care, to raise awareness and funds for the treatment of cancer in men.

Over the past 12 months, we have strengthened our [wellbeing](#) services and resources to support our colleagues at work and home with their physical and mental health:

- Free, personalised, and confidential Mental Health Support Service and Employee Assistance Program for all colleagues
- Training for all colleagues in mental health awareness, mediation, and mindfulness
- Access to Mental Health First Aiders and training
- Menopause support and awareness for colleagues and people managers
- Financial wellbeing resources and signposts.

Recognition

We are honoured to be recognised by the following organisations for our efforts to create a safe, diverse, and inclusive workplace. Being shortlisted and winning awards such as these helps acknowledge the hard work of our colleagues and validate that we are moving in the right direction.

Winners



Highly Commended: Company of the Year



Winner: Best CSR / Corporate Sustainability Initiative
Winner: Best Talent Approaches for Business Culture



Winner: Diversity Initiative of the Year Award



Winner: Menopause Awareness Project

Finalists



Pride ERG – Network Group



**Diversity, Equality, and
Inclusion Initiative**



**Best Provision of Women's Health
and Wellbeing Support**



**Menopause Awareness Project -
Diversity & Inclusion Initiative**



**Menopause Awareness Project –
Diversity & Inclusion Award
*with Santander***

Appendix

Gender pay gap data for entities with 250 or more employees in the UK. ISS has three entities to report on: ISS Facility Services Limited, ISS Mediclean Limited, and ISS UK Limited.

	ISS Facility Services Limited		ISS Mediclean Limited		ISS UK Limited	
	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	9%	19%	-1%	-3%	18%	22%
Gender Bonus Gap	8%	48%	65%	42%	41%	48%
	Men	Women	Men	Women	Men	Women
Proportion receiving a bonus	21%	18%	7%	4%	53%	48%
Upper Pay Quartile	71%	29%	29%	71%	64%	36%
Upper Middle Pay Quartile	53%	47%	46%	54%	58%	42%
Lower Middle Pay Quartile	38%	62%	40%	60%	51%	49%
Lower Pay Quartile	38%	62%	37%	63%	43%	57%

A note about our different legal entities:

ISS Facility Services Limited consists of mostly private sector (financial services and technical) customers, with higher proportions of men in upper quartiles that attract higher pay and bonuses, and more women in lower quartiles where roles have lower rates of pay and no bonus.

ISS Mediclean Limited consists of mostly public sector contracts, specifically in the Healthcare and Education sectors, caring professions that tend to attract more women. The reduction in gender and bonus pay gaps within this legal entity are partly because of a focused effort on the recruitment and development of females in Key Account Management and other senior management roles traditionally held by males (the number of female Key Account Managers in ISS grew by 64% from Q4 2022 to Q3 2023).

ISS UK Limited consists of 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 legal and people-focused roles. Whilst the gender balance across this entity is fairly equal, there is a higher proportion of males in roles attracting higher pay and bonus.