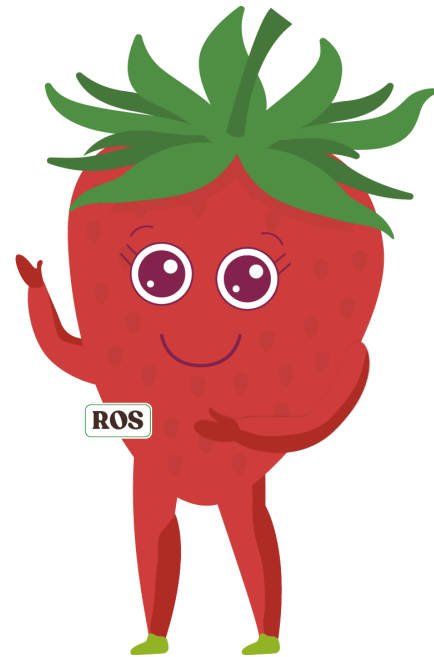


Our 2022

Gender Pay Gap Report



People.
Quality.
Service.

Executive Summary

Our mean and median gender pay gaps have narrowed since last year, with both still falling in favour of males.

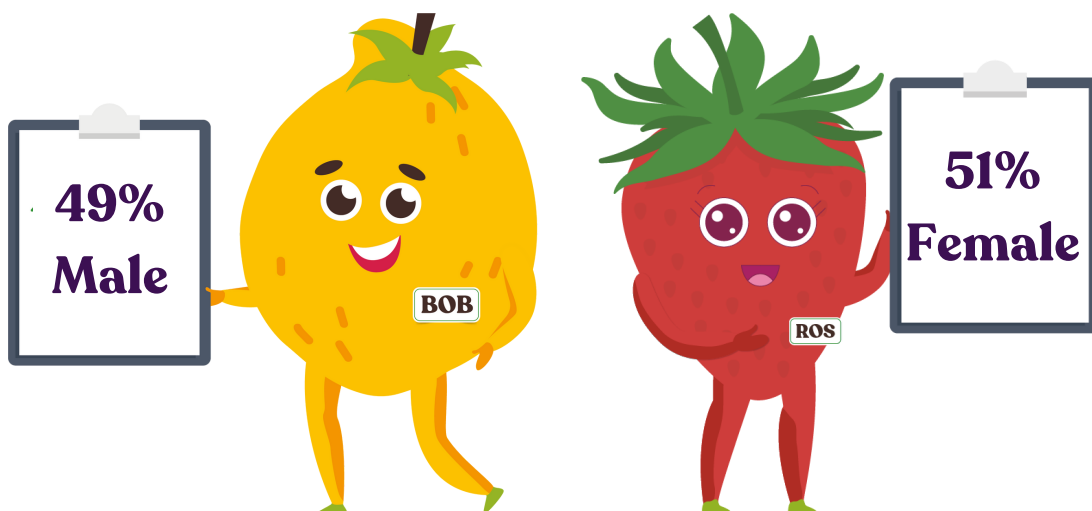
When compared to the UK National pay gaps and the pay gaps in the Manufacturing sector for 2022 both the median and mean pay gaps reported are lower, particularly the median pay gap.

- Mean gender pay gap: 9.9% (a decrease of 1.6%)
- Median gender pay gap: 4.0% (a decrease of 0.8%)

The mean bonus pay gap has narrowed considerably since last year and remains in favour of men, whilst a median pay gap of 0 has been recorded for the second year running.

- Mean bonus pay gap: 46.2% (a decrease of 21.2%)
- Median bonus pay gap: 0.0% (same as last year)

As at the snapshot date 5th April 2022 ISS had a total headcount of 738; 688 of which were in the scope of reporting. At that time 49% of employees were male and 51% were female.

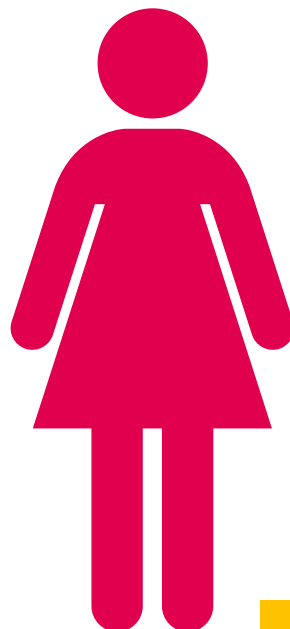




Our Results

	Mean	Median
Gender Pay Gap	9.9%	4.0%
Bonus Pay Gap	46.2%	0.0%

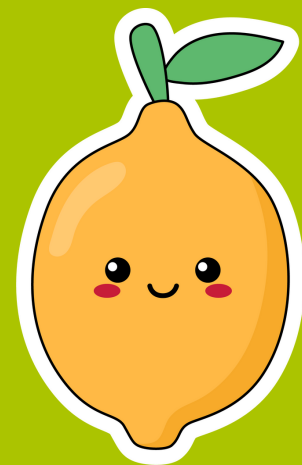
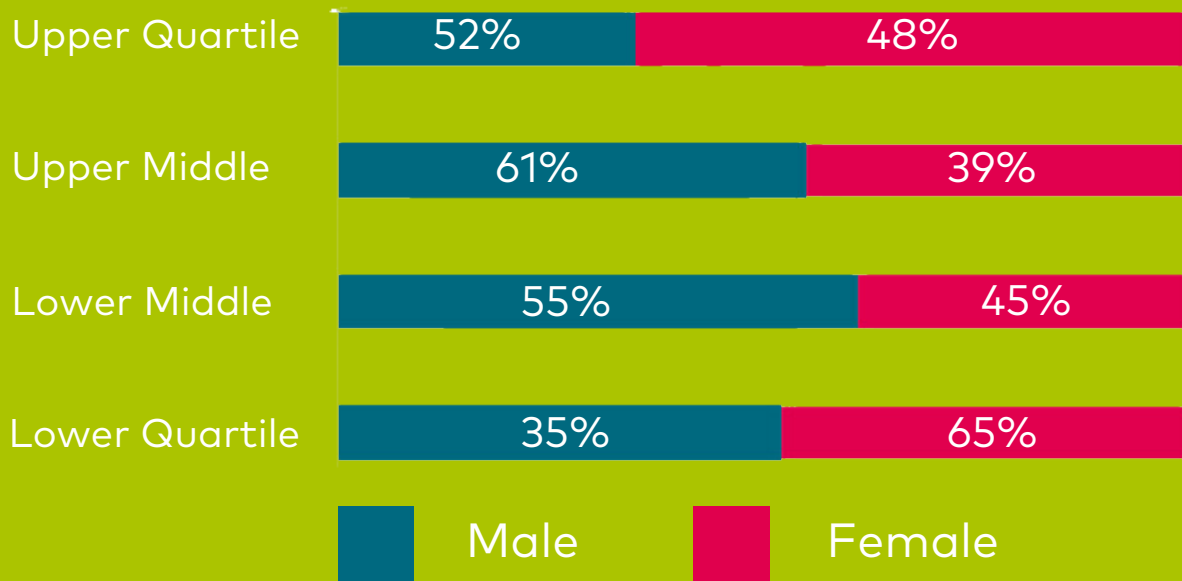
**72% of
males
received
a bonus**



**74% of
females
received
a bonus**

Proportion of Males and

Females by quartile pay bands



Understanding the numbers

Measuring our gender pay gap is important to us, as it helps us to understand more about gender equality and helps to inform our recruitment, development and reward strategies. Although our pay gaps are below the UK average, we understand that we can still do more to reduce them to zero and we are pleased with the progress we have made towards this in the last year.

We recognise that our pay gaps are driven by having a largely male leadership team. However, we have good recruitment and selection practices in place so we are confident this is a result of our desire to hire the very best people available at the time and not a result of discriminatory recruitment practice.

We are also confident that our gender pay gap is not representative of an equal pay issue as we carry out extensive benchmarking and pay fairly, regardless of gender or any other protected characteristic.

Declaration

We confirm that Integrated Service Solutions Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

John Counsell
Managing Director

Kay Makin
Head of People



People.
Quality.
Service.

Understanding the data and how it is calculated



The gender pay gap is calculated as the difference between the average hourly earnings of women and men as a proportion of men's average hourly earnings.

The calculation doesn't directly compare men and women doing the same job but it does measure whether men and women are equally distributed across levels of seniority.

The report is not a measure of equal pay. Equal pay is a direct comparison between the pay rates of men and women doing the same or similar jobs.

The government requires all companies with more than 250 employees on the snapshot date (5th of April each calendar year) to publish figures on their gender pay annually as part of its commitment to tackle gender inequality.

In gender pay gap reporting, average pay is calculated in two different ways; mean and median. Quartile pay bands are used to show the distribution of the workforce. When looking at gender pay gaps, statisticians such as the Office for National Statistics often prefer to analyse and compare median data points because these are not impacted as much by outlying values such as the earnings of a small number of senior leaders.

Mean

can be described as the 'average'. The mean pay for all females is calculated by adding up the pay of all females and dividing the result by the number of females. The mean pay for all males is calculated by adding up the pay of all males and dividing the result by the number of males. The pay gap is then calculated by comparing these two values.

Median

if ISS lined up all females in order of their pay the median would be the rate of pay received by the individual in the middle of that line. If we did the same with all males the median would be the rate of pay received by the individual in the middle of that line. These 2 pay rates are compared to calculate the median pay gap.

Quartile pay bands

are calculated by lining up the pay of the total workforce (females and males in the same group) and then splitting the data into four equally sized groups called quartiles. The quartiles are then analysed to show the proportions of females and males in each.