



People.  
Quality.  
Service.

**Our 2025**

**Gender Pay**

**Gap Report**

**People. Quality. Service.**

# Gender Pay Gap Report

**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.

From the snapshot date of 4th April 2024 ISS had a headcount of 1091; all of which were in the scope of reporting.

At that time 51% of our employees were female and 49% male.



# Understanding the data

**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 to show the distribution of the workforce. When looking at gender pay gaps, statisticians such as Office of 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

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## 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 two pay rates are compared to calculate the median pay gap.

## Quartile pay bands

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.



**The mean gap  
in hourly pay**

**6.62%**

This has reduced by  
0.89% since 2023

**The median gap  
in hourly pay**

**0.54%**

This has reduced by  
3.04% since 2023

**The proportion of people paid a bonus**

**43%**

Female

**56%**

Male

**Gender bonus gap**

**29%**

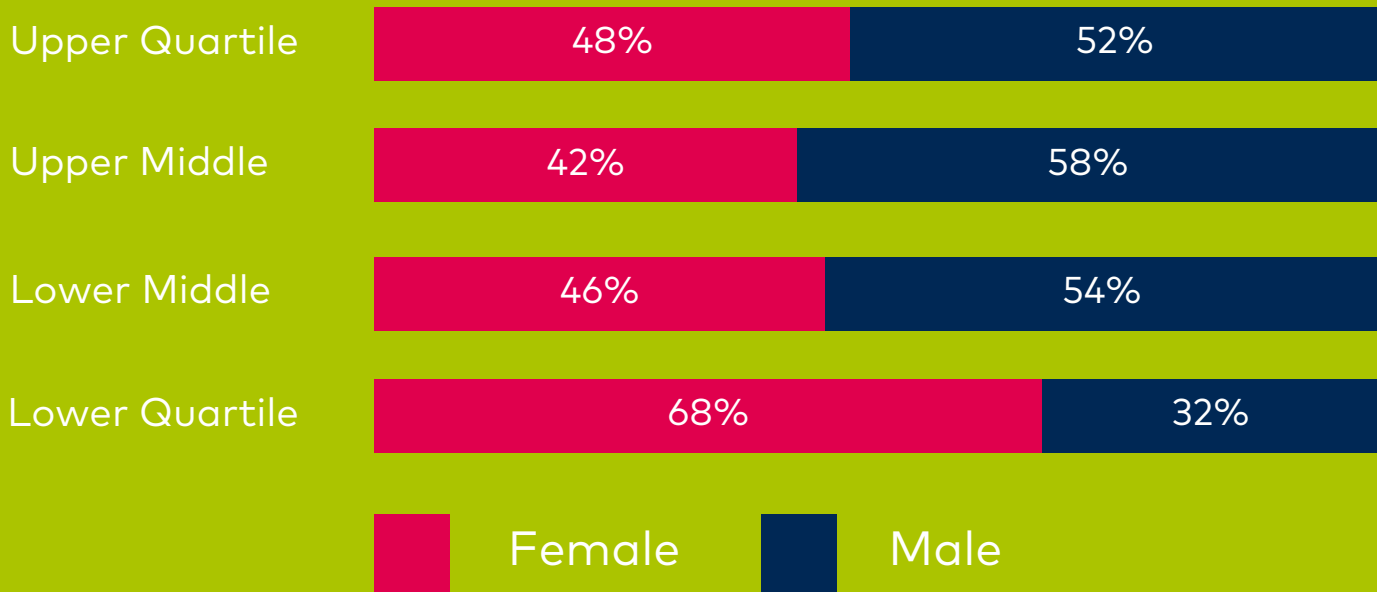
Mean bonus gap

**21%**

Median bonus gap

# 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

**Anna Fuller**  
Junior HR Business Partner



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