



People.
Quality.
Service.

Our 2026

Gender Pay

Gap Report

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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 measures 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 5th April 2025, ISS had a headcount of 1192; 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 (by 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

The mean pay is calculated by adding together the rate of pay of all employees and dividing this total by the number of employees. This provides an overall average that reflects the full pay distribution across the organisation. The mean calculation can be significantly influenced by outliers, such as the higher earnings of a small number of senior leaders, which may widen the reported gender pay gap.

Median

Median pay is determined by arranging all employees within a group in order of their pay, from lowest to highest, and identifying the pay rate of the individual at the midpoint of that distribution. This process is carried out separately for female and male employees. The median pay gap is then calculated by comparing the midpoint pay values for each group.

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**

5.57%

This has reduced by
1.04% since 2024

**The median gap
in hourly pay**

0.50%

This has reduced by
3.16% since 2024

The proportion of people paid a bonus

46.77%

Female

53.23%

Male

This has reduced by 3.13% from 2024

Gender bonus gap

40.08%

Mean bonus gap

This has increased by 11.64%
from 2024

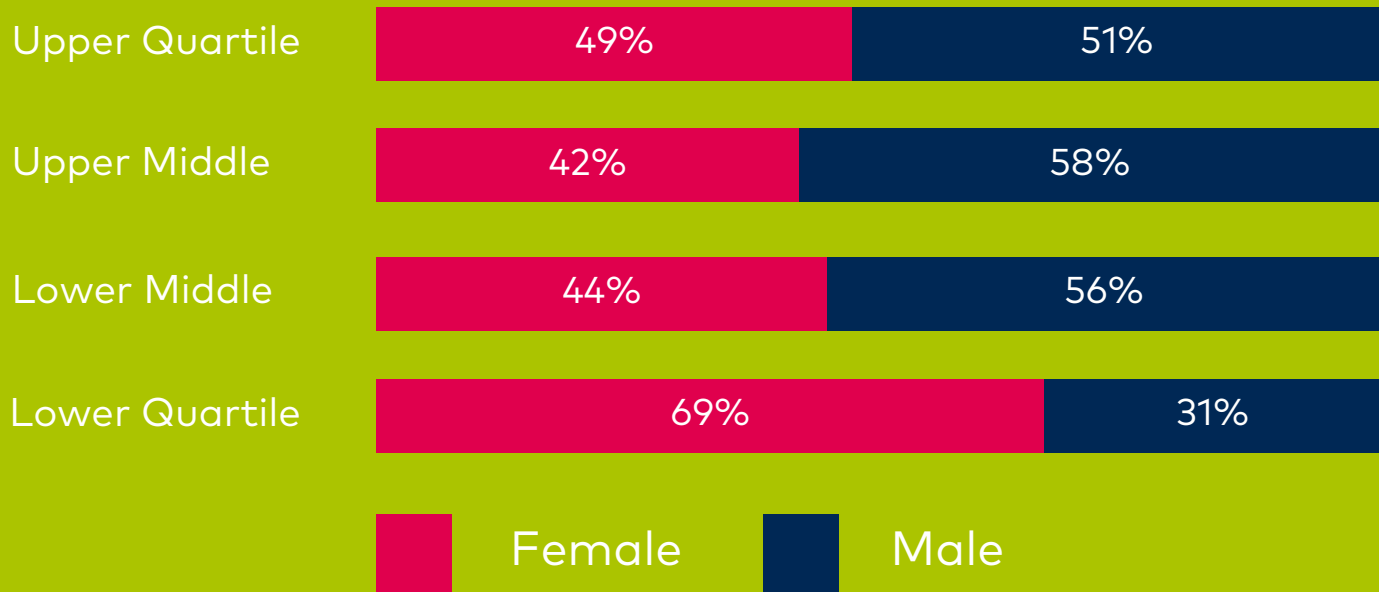
13.04%

Median bonus gap

This has decreased by 7.68%
from 2024

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 informs our recruitment, development and reward strategies. Although our pay gaps are below the UK average, we understand that we can still do more to close the gap and we are pleased with the progress we have made towards this in the last year.

We recognise that our pay gaps, however are consistently demonstrating our commitment to closing the gap year upon year. We maintain our good recruitment and selection practices in place and are confident this is a result of our desire to hire the very best people available at the time through fair and consistent recruitment practices.

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.



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Our Action Plan

At ISS, we are committed to working towards closing our gender pay gap. As part of this, we have developed specific actions to demonstrate our proactive approach to balancing pay with consistent application of fair practices and equal opportunities.

Review of our Pay Rates

We are actively reviewing our pay rates and identifying opportunities to implement consistent rates across all roles.



Monitor Bonus Schemes

Ongoing monitoring of our bonus scheme distribution across eligible senior roles.

Increase Pay Transparency

We publish salary ranges in job adverts and are working towards internal clarity on how pay and bonuses are determined.



Investment Into Internal Managerial Programs

Internal program delivery and opportunities for aspiring managers, current managers and senior managers.



Declaration

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

A handwritten signature in black ink, appearing to be 'John Counsell'.

John Counsell
Managing Director

A handwritten signature in black ink, appearing to be 'Anna Fuller'.

Anna Fuller
HR Business Partner



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