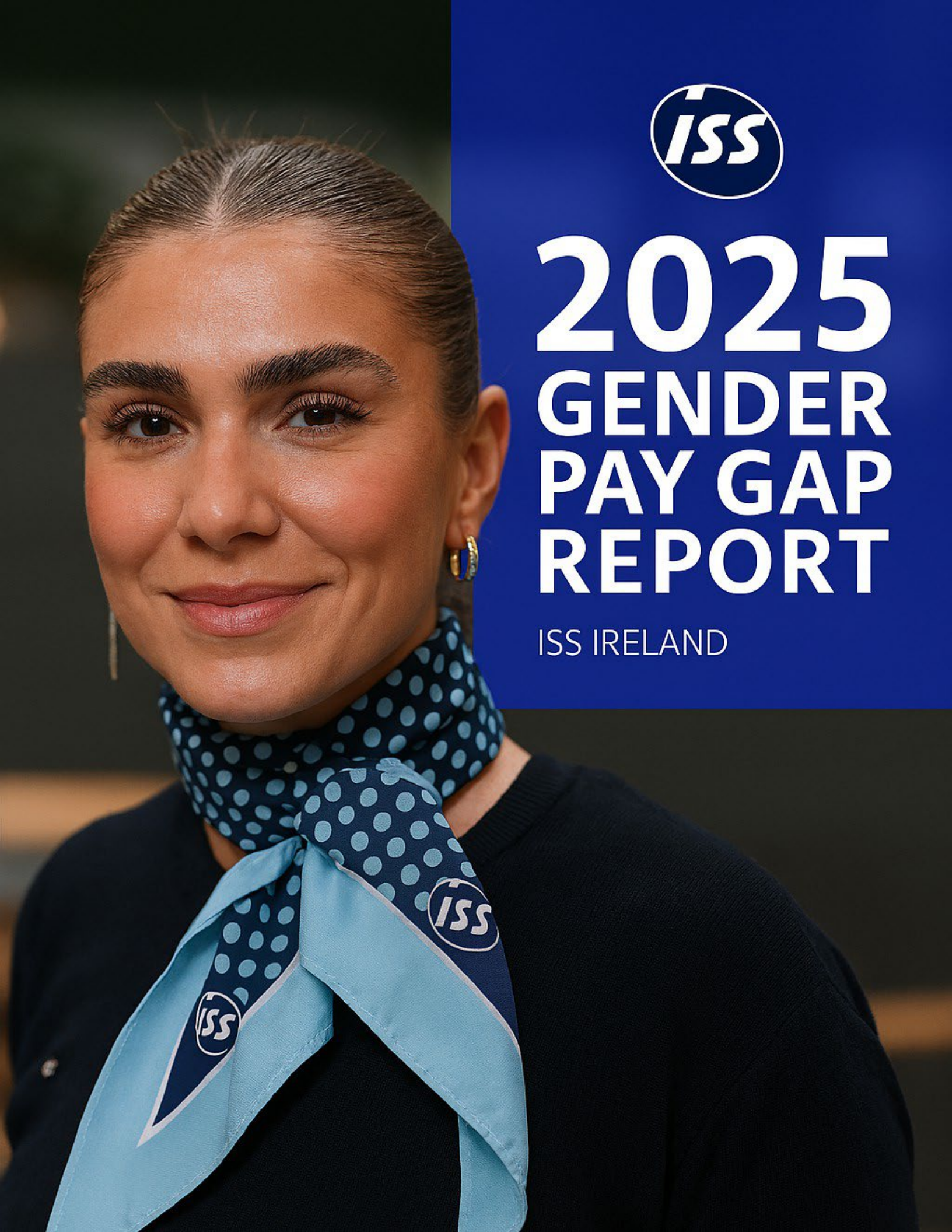


2025 GENDER PAY GAP REPORT

ISS IRELAND

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 2,500 people working in our business across Ireland, which is why we continue to analyse pay gaps between our different workforce demographic groups and take steps to address those gaps.

On 26th June 2025 (the snapshot date for this report), the ISS Ireland median gender pay gap was 5.4% — down 1.6% on 2024 — and the lowest since we started reporting in 2021. Our mean gender pay gap is 16.1%, down 1% on 2024.

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 to 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 Ireland with 50 employees or more to calculate and publish gender pay gap data on an annual basis.

Under the Gender Pay Gap Information Act 2021, organisations are required to select a date in June 2025 as their snapshot date and review monies paid to both male and female employees over the previous 12 months. Organisations must report on both the Average (Mean) Gender Pay Gap and Median Gender Pay Gap in their organisation.

For 2025, the reporting deadline has moved forward to November (five months after your chosen snapshot date). For example, if your snapshot date is 26 June 2025, your report must be published by 26 November 2025

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).

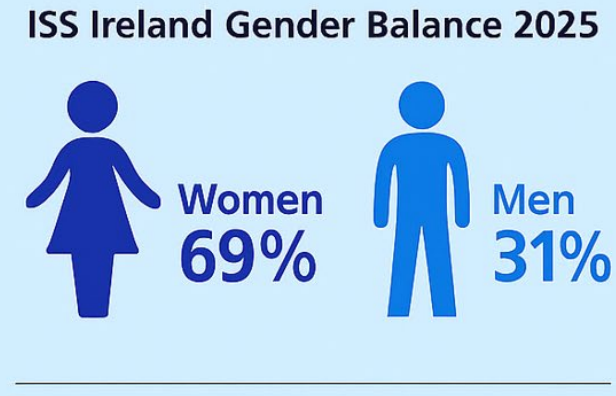


Our gender pay gap data

The data below shows the overall gender pay gap for ISS Ireland.

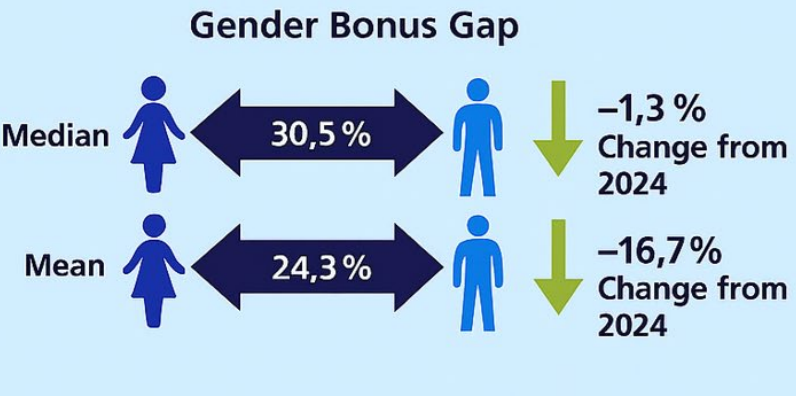
Our workforce in Ireland remains strongly female, with 69% women and 31% men. In 2025, the median gender pay gap is 5.4%, down 1.6 % from 2024, and the mean gap is 16.1%, a 1% decrease. The median bonus gap is 30.5%, down 1.3%, while the mean bonus gap is 24.3%, a significant reduction of 16.7%. Bonus recipients include 2.4% of women and 9.2% of men, largely due to representational balance in positions that attract bonuses.

We are working to address this by actively recruiting from diverse talent pools and advancing women in underrepresented roles through structured career pathways, targeted training, and apprenticeships. Our newly implemented grading and job architecture enables smarter succession planning, career development, and competitive rewards—underscoring our commitment to being an employer of choice.

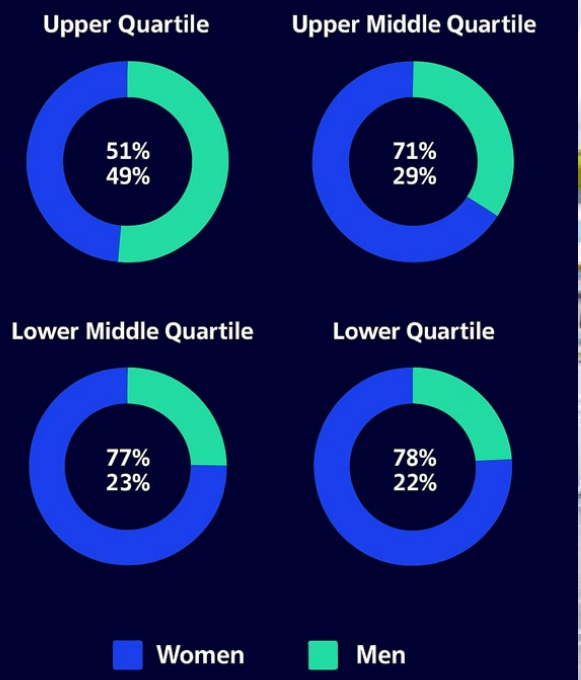






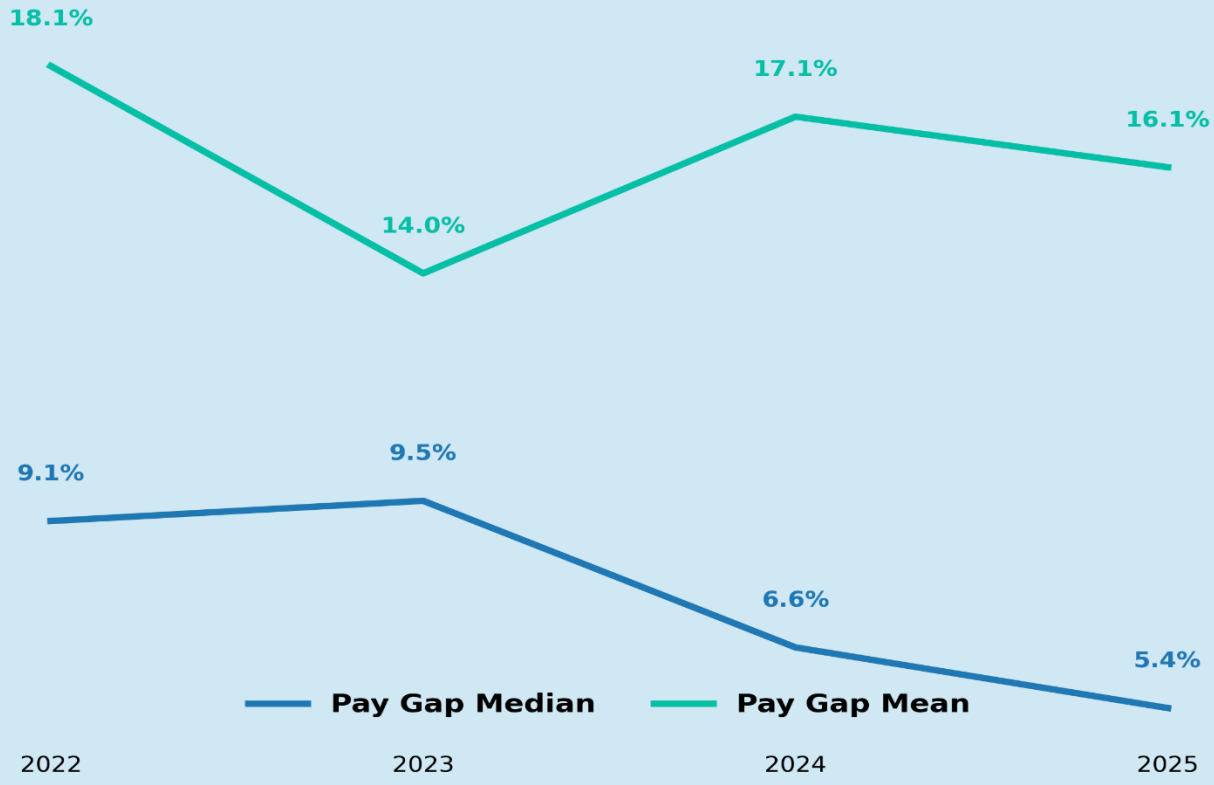


Proportion of women and men in each pay quartile





ISS Ireland Gender Pay Gap Progress



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
	Employee Engagement (See more)	Listening to and engaging with our employees to gain better knowledge of their experience and suggestions
	Skills and training (See more)	Offering meaningful career development opportunities
	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.

We engage 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.

Just some of our inclusive recruitment partners

assistiv

Supporting people with disabilities through assistive technology and inclusive employment solutions

Seetec

Supporting people who have been long-term unemployed and helping refugees into work.

SOS Kilkenny CLG
SKILLS • OPPORTUNITY • SUCCESS

Supporting adults with intellectual disabilities and autism into meaningful employment.

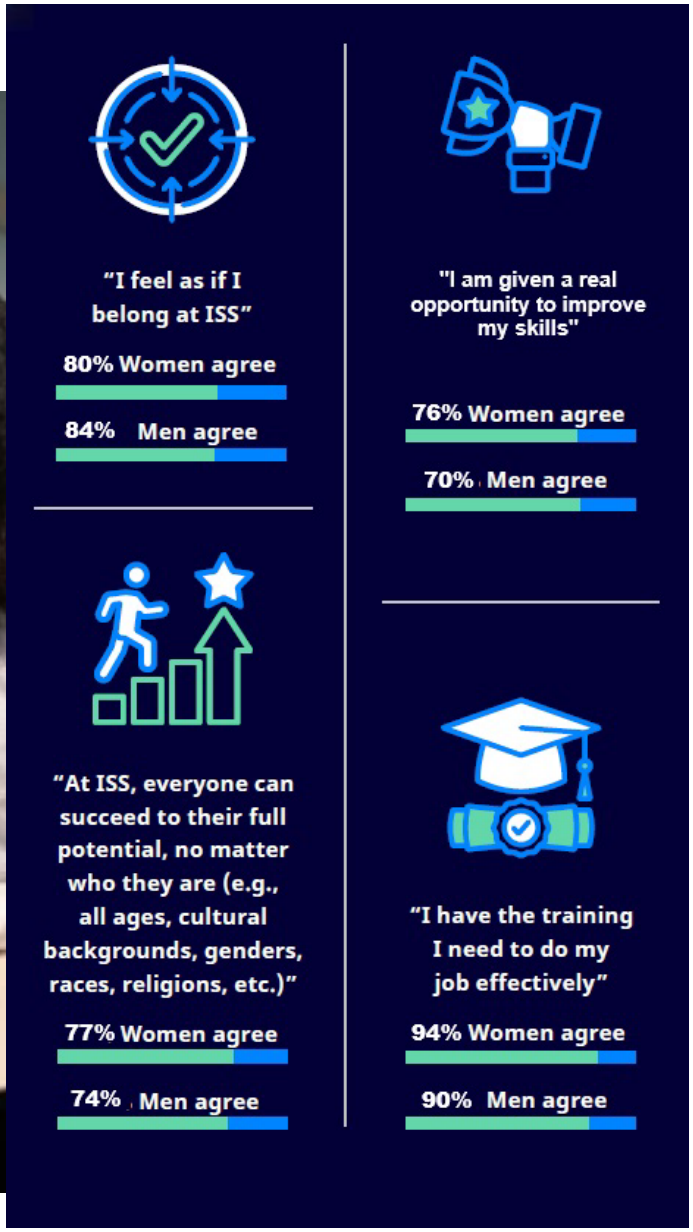
What our people are telling us

Our annual employee survey, MyVoice, invites employees to share their thoughts and opinions on working at ISS. With a 73% response rate in the 2025 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.

Our 2025 MyVoice survey shows overall perceptions of working at ISS remain highly favorable at 73%. Female employees consistently report higher scores across belonging and inclusion themes, particularly in personal growth.

Looking ahead, we will build on these insights by deepening leadership development, expanding career pathways, and strengthening inclusion initiatives to ensure every colleague has the tools and support to thrive.







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.

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.

We're enhancing our further education offering by promoting leadership courses for women, supported through our policy and financial assistance. With women at 53% of our upper quartile, our goal is greater balance in middle and senior management.

ISS Ireland is revising its grading system to strengthen succession planning and ensure equal opportunities through transparent criteria, mentorship, and an inclusive environment.

Managers are future leaders, so our Talent strategy introduces targeted interventions to accelerate development.

Talent Menu: A self-serve platform for colleagues to create personalized learning plans tailored to roles, interests, and learning styles.

Career Pathways: Developed for traditionally male-dominated professions like Finance and Engineering, providing equal foundations for men and women to build careers through industry-aligned skills, qualifications, and advancement.

Talent Programmes to accelerate careers:

High Potentials: For those aspiring to senior leadership, focusing on leadership behaviours.

Key Account Manager Accelerator: For Site Managers aiming to become Key Account Managers, developing leadership, financial acumen, operational planning, and networking.

Women in Leadership Further Education Support: Financial support for further education, plus awareness of three courses aimed at advancing women into supervisory, middle, and senior roles:

- Professional Academy Diploma in Leadership & Management (UCD)
- Professional Academy Diploma in Women in Leadership (UCD)
- Advancing Women in Leadership Short Course (IMI)

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 & Belonging (DI&B) strategy drives this vision. It shapes how we reduce bias, amplify every voice, and ensure that every individual knows their contributions matter. 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, championing diversity and inclusion across ISS. These networks provide safe spaces for authentic conversations, support personal and professional growth, and help us build a culture where everyone can be themselves.

The UK & Ireland Gender Balance Employee Resource Group (ERG) has partnered closely with the People & Culture team to make our hiring process more inclusive and 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.

International Women's Day

ISS Ireland proudly joined the global celebration of International Women's Day, recognising colleagues who champion gender equality and empower women in the workplace. While we had no Irish winners this year, our participation reflects our unwavering commitment to creating opportunities and celebrating achievements across all regions.

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

"At ISS Ireland, belonging means everyone has a voice and an equal chance to succeed. Our commitment to diversity isn't just a policy — it's a promise to our people."

Suzanne Ryan, ISS Ireland Finance Director & Gender Balance ERG Member

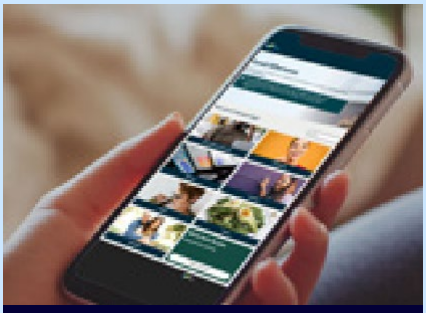
Good health and wellbeing

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:



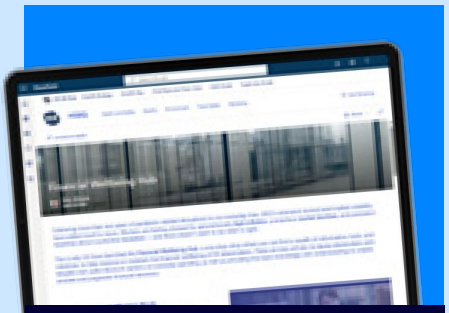
Mental Health First Aiders

Our dedicated network of over 100 Mental Health First Aiders (MHFAs) across UK & Ireland 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.



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