

2026 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 2,000 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 2026 (the snapshot date for this report), women represented 68% of our workforce, with men accounting for 32%. ISS Ireland's median gender pay gap was 5.8%, an increase of 0.4 percentage points compared with the previous year, while our mean gender pay gap reduced to 14.6%, a decrease of 1.5 percentage points.

As part of the expanded reporting requirements, our part-time employee gender pay gap was 3.0% on a median basis and 1.1% on a mean basis. Among temporary employees, the median gender pay gap was 2.8%, while the mean gender pay gap was -3.6%, indicating that women earned slightly more on average than men within this employee group at the snapshot date.

Our median bonus gap improved to 28.1%, reducing by 2.4 percentage points, while the mean bonus gap was 28.4%. Bonus participation remained relatively low across the organisation, with 2.1% of women and 8.3% of men receiving a bonus. Benefits-in-kind were received by 1.6% of women and 4.7% of men.

Our commitment to building inclusive workplaces means addressing conscious and unconscious bias, ensuring every employee feels valued and respected, and providing opportunities for growth and development. While we are encouraged by the progress made in a number of areas, we recognise there is more work to do to improve representation across all levels of the organisation and to further reduce our gender pay gap over time.

We welcome the transparency that gender pay gap reporting brings by helping organisations understand where gaps exist, the factors contributing to them, and the actions required to drive meaningful change.

In this report, we outline the measures we are taking to support greater gender balance and inclusion, including:

Inclusive employment

Learning, development and career progression

Creating a company of belonging

Health, wellbeing and employee support

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 2026 as their snapshot date and analyse pay information for both male and female employees over the preceding 12 months. In addition to reporting the Mean and Median Gender Pay Gap, employers are also required to publish information relating to bonus pay, benefits in kind, and gender pay gaps for part-time and temporary employees.

For 2026, the reporting deadline is five months after the chosen snapshot date. ISS Ireland's snapshot date is 26 June 2026 and, accordingly, this report is published in line with the statutory reporting requirements.

Pay gap vs equal pay

A gender pay gap measures the difference in average earnings between men and women across an organisation. Equal pay refers to our legal obligation to provide equal pay for equal work and work of equal value.

ISS Ireland is committed to the principles of equal pay, equal opportunity 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 protected characteristic. Our analysis has not identified evidence that our gender pay gap arises from unequal pay for equal work. Rather, the differences reported reflect the composition of our workforce and broader labour market factors that influence participation and representation across different occupations and levels within the organisation. We maintain policies and practices designed to ensure employees are rewarded fairly and consistently for the same or equivalent work, regardless of gender or any other protected characteristic.

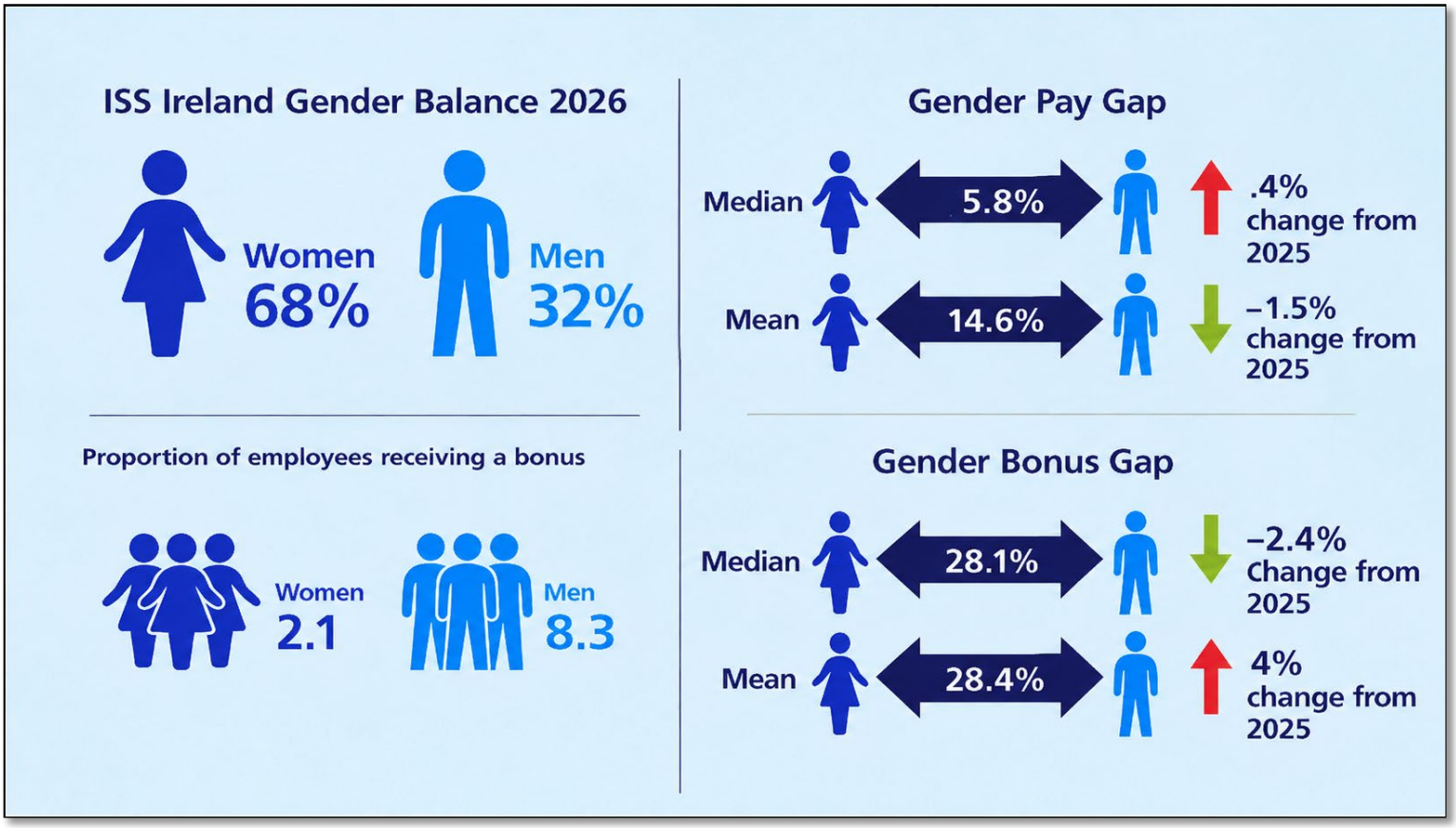


Our gender pay gap data

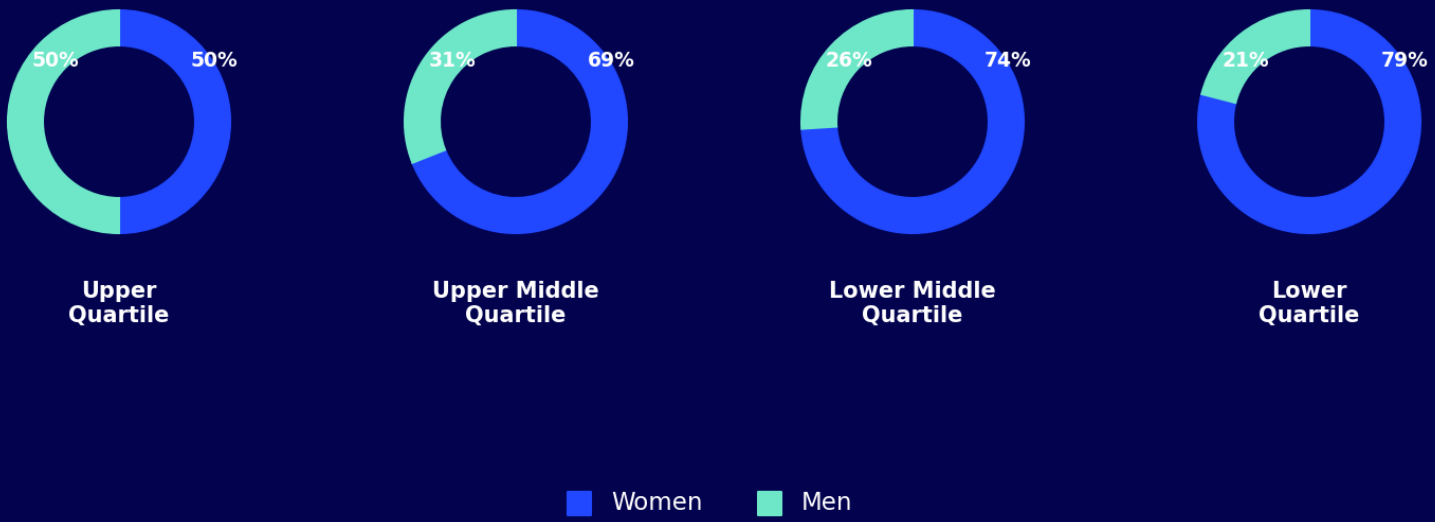
The information below highlights ISS Ireland's gender pay gap position for 2026.

Women make up 68% of our workforce, with men accounting for 32%. The mean gender pay gap has reduced to 14.6%, continuing a positive downward trend, while the median pay gap is 5.8%, a slight increase of 0.4% compared with the previous year. For part-time employees, the mean gender pay gap is 1.1%, with a median gap of 3.0%. Among temporary employees, the mean gender pay gap is -3.6%, indicating that women earned slightly more on average than men in this group, while the median gap is 2.8%.

The median gender bonus gap has improved to 28.1%, reducing by 2.4%, although the mean bonus gap has increased to 28.4%. Bonus participation remains relatively low across the organisation, with 2.1% of women and 8.3% of men receiving a bonus. Benefits-in-kind were received by 1.6% of women and 4.7% of men. These outcomes largely reflect the representation of women and men in roles where bonus and benefits arrangements apply.



Proportion of women and men in each pay quartile





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	Building proactive partnerships to create more employment opportunities for people who face barriers to employment
	Employee Engagement	Listening to and engaging with our employees to gain better knowledge of their experience and suggestions
	Skills & Training	Offering meaningful career development opportunities
	Diversity, inclusion & belonging	Improving gender balance across our workforce, targeting 40% women in leadership roles
	Wellbeing	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

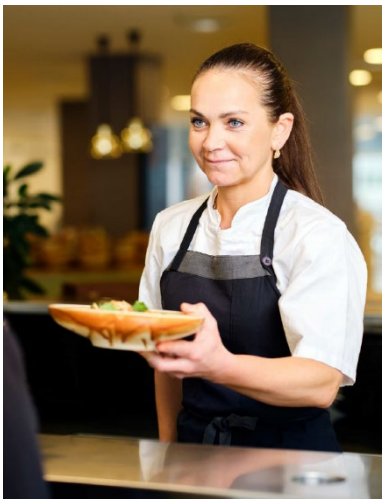
Supporting people who have been long-term unemployed and helping refugees into work.

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 78% response rate in the 2026 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 2026 MyVoice survey shows overall perceptions of working at ISS remain highly favourable 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.



> “It has been great to see more focus on recognition to individuals in the business, through awards being handed out and praise posts online etc. The opportunities to attend away days, network and meet members of the wider team has been positive and I hope this continues. I feel that ISS is diverse and allows individuals to be themselves which is a great environment to be in.”
>
> Anonymous





Nurturing a culture of success through talent development

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.

At ISS Ireland, we are committed to creating opportunities for all employees to develop their skills, progress their careers and achieve their full potential. Through a combination of learning, leadership development and career progression initiatives, we continue to support employees at every stage of their career journey. Building diverse leadership teams remains an important focus, and we are committed to ensuring development opportunities are accessible to all employees across the organisation. ISS Ireland continues to strengthen its talent and succession planning processes through transparent career pathways, targeted development programmes and a structured approach to leadership development.

The Development Hub: The Development Hub for UK&I is a self-service, one-stop shop providing access to resources, programmes and interventions that support the personal and professional development of individuals and teams across the business. Whether through face-to-face learning, interactive e-learning, on-the-job development, coaching or mentoring, employees can access a wide range of opportunities to build skills and support career growth.

Leadership Development: We continue to invest in internal leadership programmes, including Leading OneISS, which support managers in developing leadership capability, people management skills and behaviours that align with our values and culture.

Talent Programmes to Accelerate Careers: Our High Potentials Programme supports employees with the potential to progress into senior leadership positions, while our Key Account Manager Accelerator helps Site Managers develop the commercial, operational and leadership skills required for future advancement.

Further Education Support: Through our Further Education Support Policy, employees may apply for financial assistance towards approved qualifications that support career development and business needs. We also promote external leadership programmes, including

- Professional Academy Diploma in Leadership & Management (UCD Professional Academy),
- Professional Academy Diploma in Women in Leadership (UCD Professional Academy)
- Advancing Women in Leadership (IMI).

Through these initiatives, ISS Ireland continues to invest in developing talent, strengthening leadership capability and creating an environment where all employees have equal opportunities to succeed and progress, regardless of gender.



Becoming the world's Leading Frontline Employer

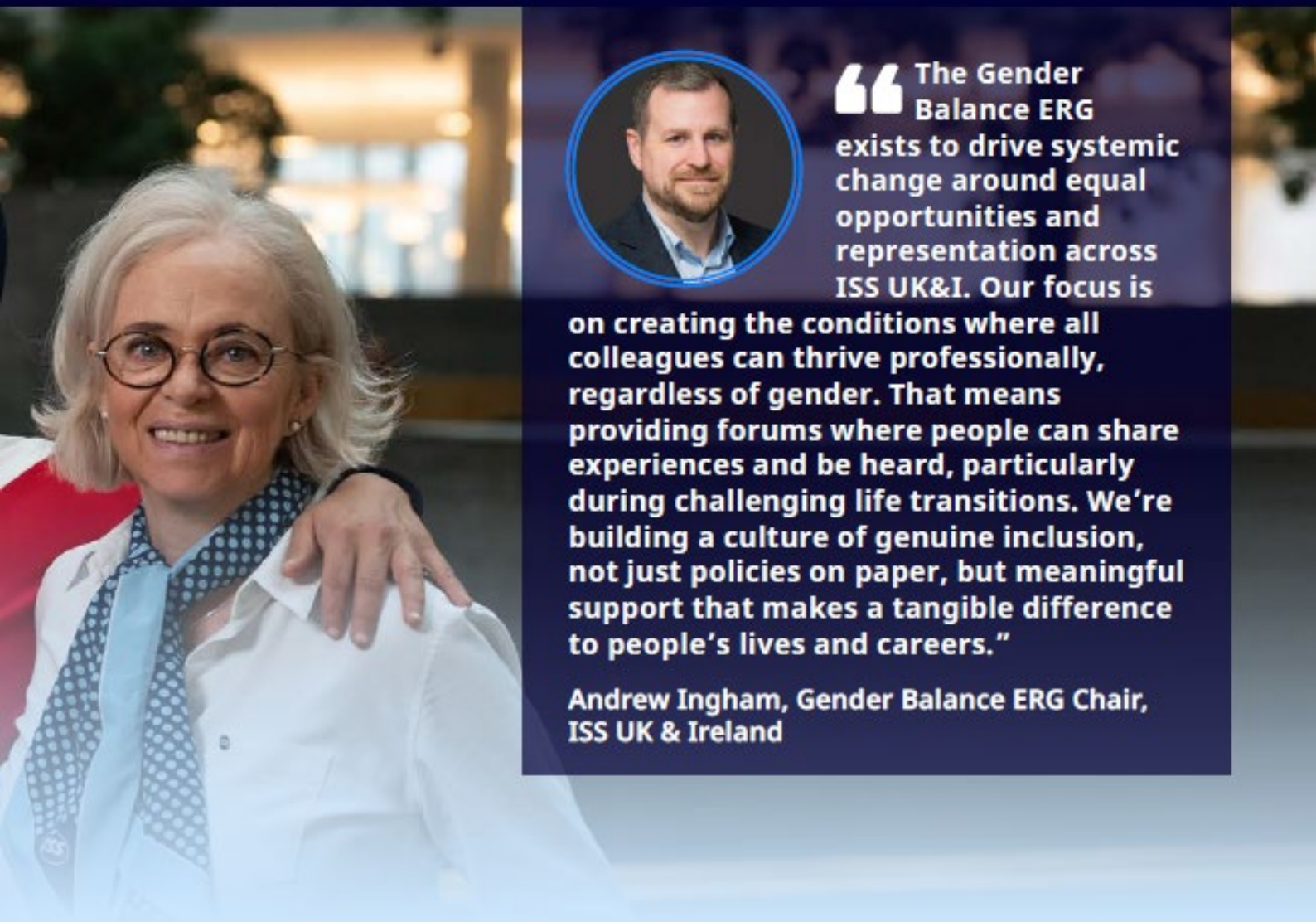


"At ISS, we firmly believe that our Employee Resource Groups (ERGs) are the cornerstone of fostering a diverse, inclusive, and belonging culture for all our employees. Our ERGs are instrumental in driving positive change across our organisation. These achievements underscore the vital role our ERGs play in our DIB strategy, and we are immensely proud of their contributions."

Rebecca Jeffs
Chief People Officer at ISS UK & Ireland

We are committed to fostering a greater understanding of the many dimensions of diversity across our organisation and are on a journey to becoming the world's Leading Frontline Employer – a place where everyone can thrive.

Our global Diversity, Inclusion and Belonging (DIB) strategy guides our approach to nurturing a diverse and inclusive workplace where we proactively work to reduce bias, ensure all voices are heard and all people are seen, and create a workplace where everyone knows their contributions are valued, and that no matter who you are, you have equal access to opportunities at ISS.



"The Gender Balance ERG exists to drive systemic change around equal opportunities and representation across ISS UK&I. Our focus is on creating the conditions where all colleagues can thrive professionally, regardless of gender. That means providing forums where people can share experiences and be heard, particularly during challenging life transitions. We're building a culture of genuine inclusion, not just policies on paper, but meaningful support that makes a tangible difference to people's lives and careers."

Andrew Ingham, Gender Balance ERG Chair, ISS UK & Ireland

Employee Networks

ISS UK and Ireland recognises that Employee Resource Groups (ERGs) are fundamental to building a diverse and inclusive culture for all our employees. These groups are at the heart of our DIB strategy, driving positive change throughout our organisation.

In 2024, our ERGs were highly active and delivered significant contributions. The Gender Balance ERG successfully delivered initiatives for International Women's Day (IWD), including internal awards for the third year running to recognise employees who have made a significant contribution to advancing gender equality and empowering women in the workplace, Movember, and International Men's Day (IMD), raising a significant sum for important causes. They also held IWD and IMD Townhalls to recognise award winners and reinforce our DIB commitments.

The Gender Balance ERG were also instrumental in leading a review of our Parental Leave policies with enhancements to the pay we now offer employees on maternity and adoption leave.

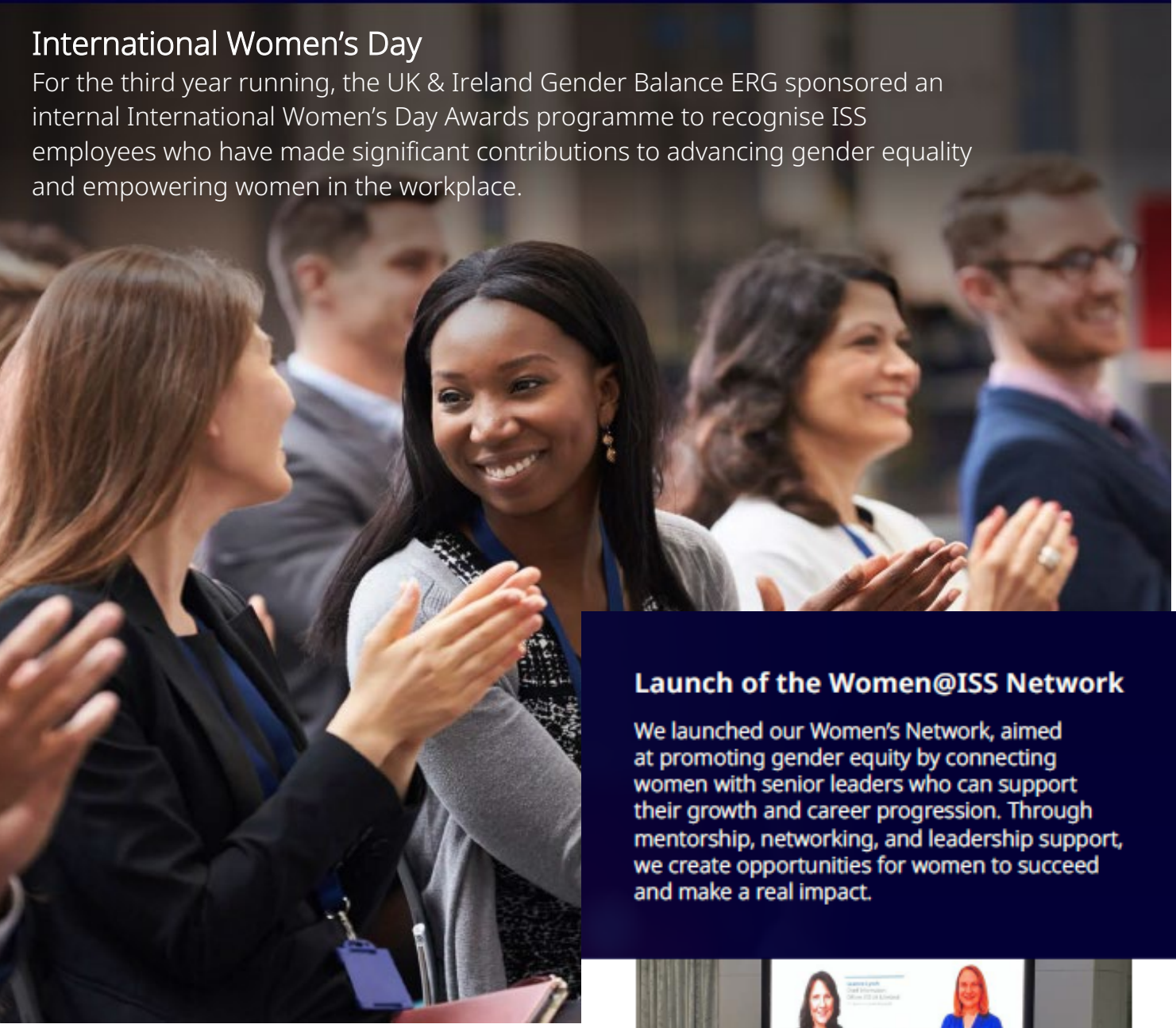
Black History Month, organised with tremendous engagement across the business by our Culture, Race & Ethnicity (CRE) ERG was a particular highlight, offering valuable insight and education.

The CRE ERG have collaborated with an external learning provider to create a new ILM-certified Culture, Race, and Ethnicity Leadership Apprenticeship Programme.

Our Pride ERG actively champions LGBTQ+ inclusion and marked Transgender Awareness Week in 2024 by sharing transgender voices and celebrating community heroes.

International Women's Day

For the third year running, the UK & Ireland Gender Balance ERG sponsored an internal International Women's Day Awards programme to recognise ISS employees who have made significant contributions to advancing gender equality and empowering women in the workplace.



Launch of the Women@ISS Network

We launched our Women's Network, aimed at promoting gender equity by connecting women with senior leaders who can support their growth and career progression. Through mentorship, networking, and leadership support, we create opportunities for women to succeed and make a real impact.



Key aims of this network

- **Empowerment & Growth:** The Women@ISS Network is dedicated to nurturing an inclusive community where women within ISS UK&I can connect, share, and grow both personally and professionally.
- **Support & Advocacy:** We aim to provide support and advocacy for women's career advancement through mentorship, sponsorship, workshops, and networking opportunities.
- **Innovation & Leadership:** By encouraging diversity and promoting women in leadership roles, the network seeks to drive innovation and excellence at all levels within ISS UK&I.

Preparing for Greater Pay Transparency

ISS Ireland continues to review its people practices, pay frameworks and career progression processes in line with evolving best practice and emerging regulatory requirements, including the EU Pay Transparency Directive. While implementation requirements continue to develop across Member States, we have already taken steps to strengthen transparency through clear grading structures, objective progression criteria and a continued focus on fair and equitable reward practices. We believe these measures support greater consistency, improve employee understanding of career opportunities and contribute to a more inclusive workplace.



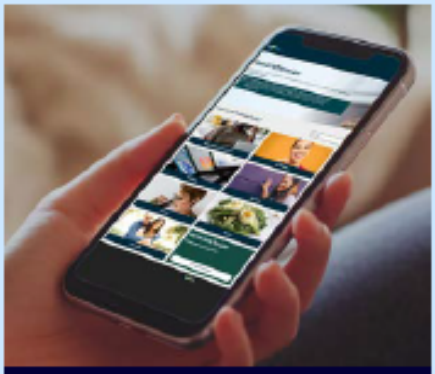
Good health and wellbeing

ISS recognises that employee wellbeing is foundational to organisational success. Our initiatives focus on creating environments where our employees feel physically, mentally, and emotionally safe and supported. Some of our wellbeing support services include:



Mental Health First Aiders

Our dedicated network of over 100 Mental Health First Aiders (MHFAs) led by one of our female leaders, 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 nine 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.



“Supporting employees through menopause is a critical part of creating a fair and inclusive workplace. By openly addressing this life stage, normalising the conversation and building practical support, we remove barriers that disproportionately impact women’s wellbeing, confidence and career progression. Our Menopause Working Group helps employees to access support and information, whether they are experiencing difficulties at work due to symptoms themselves, or a manager supporting a team member through this transition and the challenges it can bring in the workplace. Our aim is to reduce factors that contribute to the gender pay gap and support all through this life transition.”

Tina Yates, People and Culture Manager and Menopause Working Group Lead



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