

IHSS Ltd.

Gender Pay Gap Report

2024/25

At IHSS Limited, we value strong partnerships and meaningful collaboration. As an organisation, we are committed to employing individuals from diverse backgrounds, with a wide range of characteristics, values, beliefs, and experiences. We strive to foster an inclusive working environment where all employees feel respected, accepted, supported, and valued.

IHSS is committed to upholding the highest standards of ethical business practice and to treating everyone who works for and with us fairly and with integrity.

The gender pay gap is one way of understanding how we value the contributions of men and women within our workforce. It measures the difference in average pay between men and women across the entire organisation, regardless of role, seniority, or type of work.

What is our Gender Pay Gap?

Over the past year, our gender pay equity has evolved. The mean gender pay gap has increased to 5.5%, up from 1.9% last year, reflecting a widening in the average pay difference between men and women. In contrast, the median gender pay gap has slightly decreased, from 1.4% to 1.2%, indicating an improvement in pay equity at the midpoint of our workforce.



HOURLY PAY GAP

Mean

When comparing average hourly pay, women earn 5.5% less than men.

Median

Women earn £0.99 for every £1 that men earn based on median hourly pay. Their median hourly pay is 1.2% lower than that of men.

5.5%

2025

1.9%

2024

What is our Bonus Gap?

For this report, bonus pay includes all payments made in the 12 months up to April 2025, including management bonuses paid as a percentage of salary.

We are pleased to report a significant improvement in mean bonus pay. In 2024, women's mean bonus was 11% lower than men's. This year, the mean bonus gap has reversed to -37.4%, meaning that, on average, women received higher bonuses than men. The median bonus gap shows a different picture: women's median bonus is 38.2% lower than men's, compared with 17.6% lower in 2024. This difference between mean and median reflects variations in bonus distribution across roles and levels in the organisation. Overall, 4.9% of both women and men received bonus pay. Our bonus schemes are designed to be gender-neutral, with the same rules applied to all eligible employees, ensuring fairness across the workforce.

BONUS PAY GAP

Mean

When comparing mean bonus pay, women receive 37.4% more than men on average.

Median

Women earn £0.62 for every £1 that men receive based on median bonus pay. Their median bonus pay is 38.2% lower than that of men.

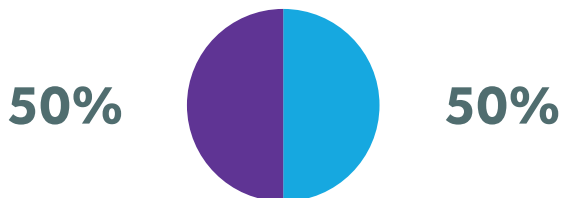


Pay Quartiles

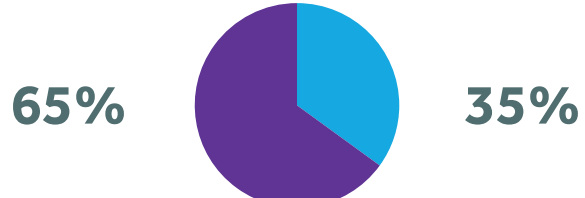
2023/24

The charts below illustrate the distribution of gender across our four pay quartiles at IHSS. As of 1 April 2025, the organisation employed 489 Relevant Employees.

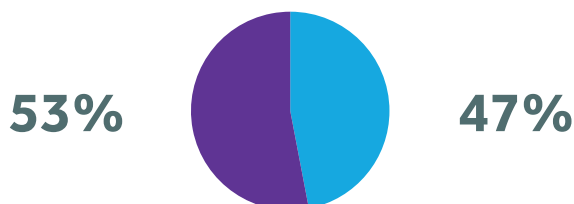
Lower hourly paid quarter



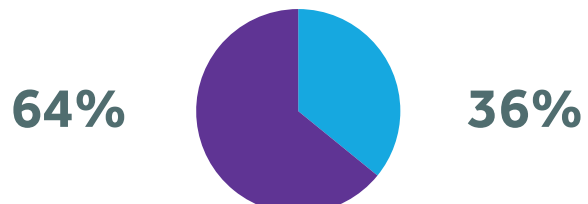
Lower Middle hourly paid quarter



Upper Middle hourly paid quarter



Upper hourly paid quarter



Female Male

Closing the Gender Pay Gap

At IHSS, we recognise that reducing the gender pay gap requires a multifaceted approach, combining policy changes, cultural shifts, and individual actions. Even in challenging economic times, we remain committed to eliminating the gap and ensuring fair pay for all employees.

Key initiatives include:

- **Pay transparency** – Disclosing salary ranges and conducting pay audits to ensure fairness.
- **Education and training** – Providing programs to develop skills and qualifications that enable career progression.
- **Unconscious bias awareness** – Training employees and managers, implementing blind recruitment processes, and using diverse hiring panels.
- **Flexible work policies** – Supporting flexible working arrangements in line with roles and responsibilities.
- **Employee engagement** – Using survey feedback to inform improvement plans.
- **Supporting women in leadership** – Offering mentorship and leadership programs to break the “glass ceiling.”
- **Promoting diversity** – Advancing opportunities through mentorship, leadership training, and sponsorship initiatives.
- **Enhancing benefits and wellbeing** – Expanding our benefits package to increase recognition, satisfaction, and health & wellbeing.

Through these measures, IHSS is committed to creating a fairer, more inclusive workplace where everyone has equal opportunity to succeed and be rewarded for their contributions.



For further information on the services and solutions IHSS could provide your organisation, please contact the Commercial team via email or telephone as detailed below.



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IHSS Limited