

# Gender Pay Report

**April 2020 & April 2021**



## GENDER PAY GAP

### Explanation as to data

Pay data is taken from the payroll including the April 2020 snapshot date and represents the calculated hourly pay rate in accordance with the Equality Act Regulations 2017(SI 2017/172). The rescheduled reporting deadline of October 2021 offers the opportunity for Ishida to concurrently report on the April 2021 snapshot date, in accordance with the same Regulations.

Bonus Data is based on bonus payments made within the 12 months previous to the snapshot date.

It should be noted that no Ishida employees were furloughed during 2020 or 2021 at any point and therefore this national pay influence can be disregarded in relation to this Gender Pay Gap report.

Gender Pay Gap is the difference between the average earnings of men and women, expressed relative to men's earnings. It is distinct from Equal Pay, which under the Equality Act 2010 ensures that men and women in the same employment performing equal work must receive equal pay.

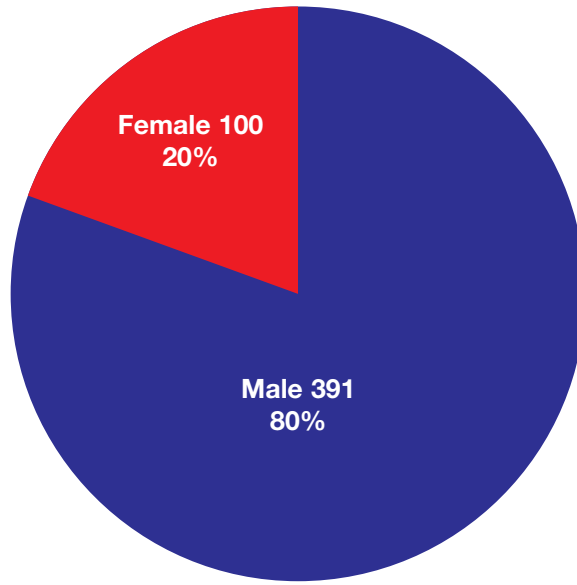
This report refers to Ishida Europe's relevant employees within the UK and does not include our overseas EMEA colleagues.



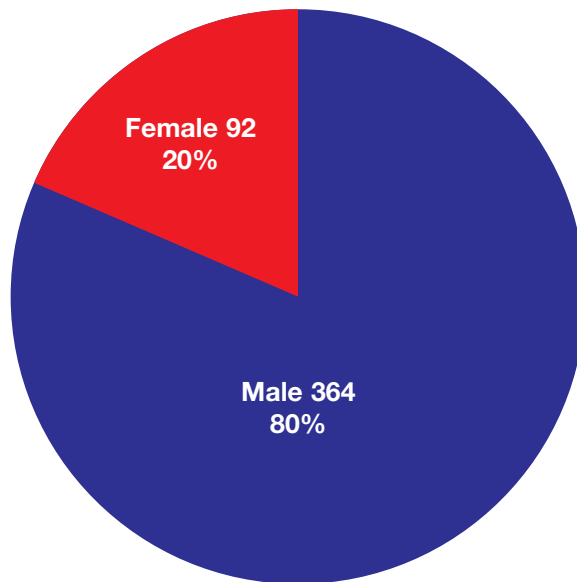
### Overall Numbers

Ishida is an expanding company. On 5 April 2021, we employed 491 people in the UK. On 5 April 2020, Ishida Europe Ltd employed 456 people in the UK.

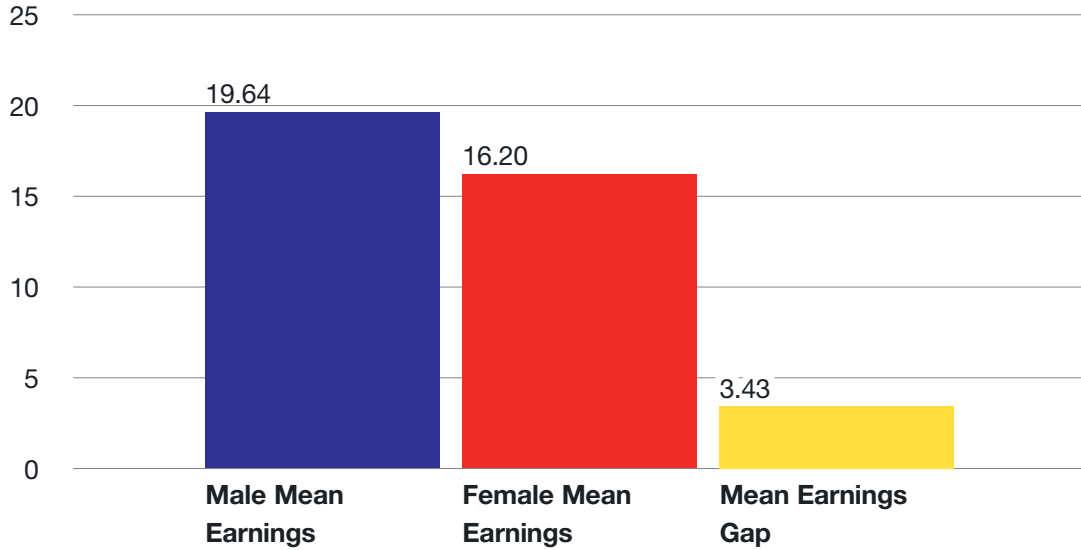
The gender split in 2021 was as follows:



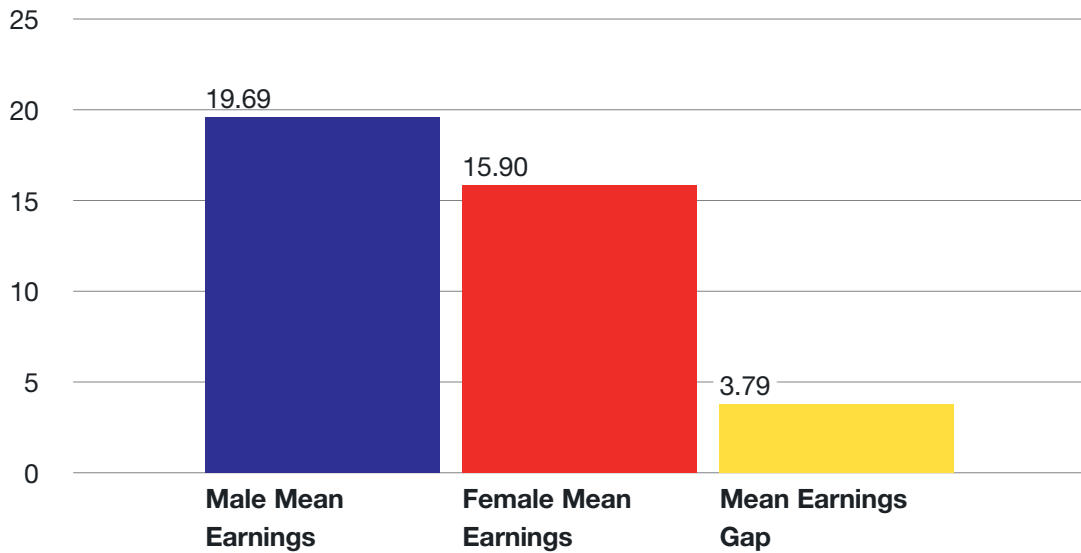
The gender split in 2020 was as follows:



**Mean Gender Pay Gap 2021**

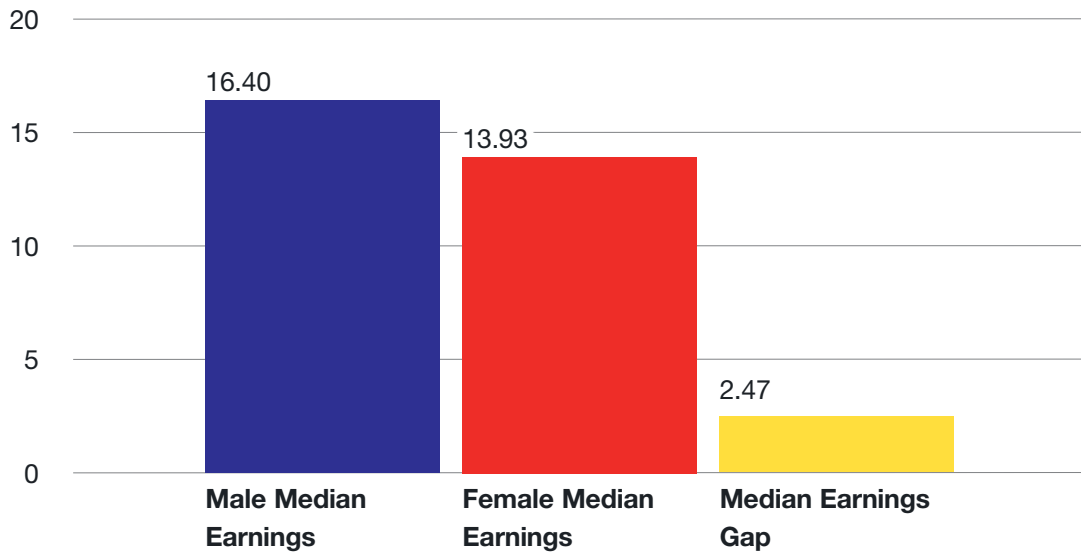


**Mean Gender Pay Gap 2020**

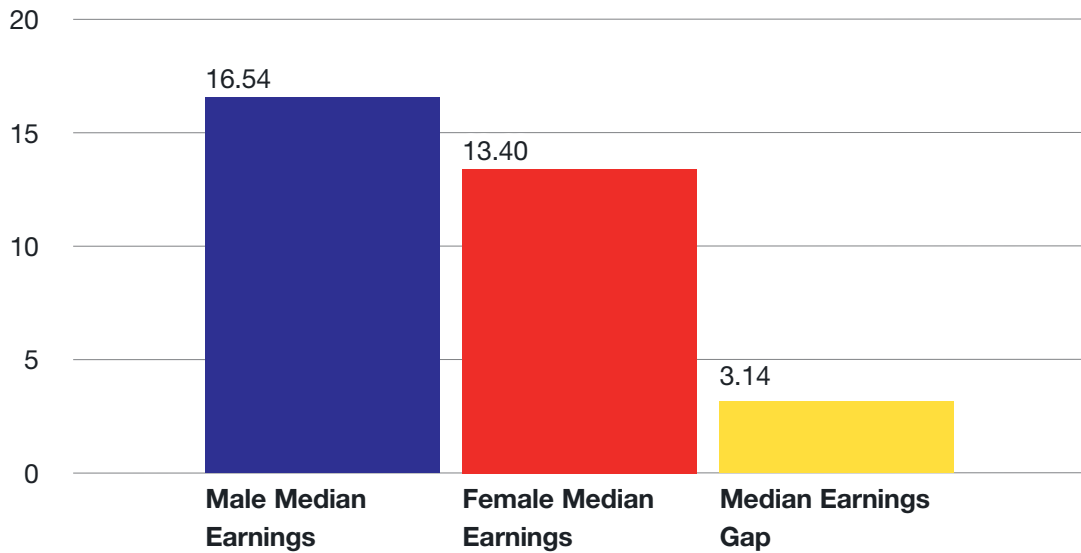


In April 2020, the mean gender pay gap between men and women was 19.3%, and in April 2021 dropped to 17.5%. Like all companies, Ishida was impacted by Covid restrictions. Our manufacturing facility was divided into two shifts to socially distance colleagues. Field based engineers were prevented from travelling to the same extent as previous years. For these two reasons, less overtime was worked, and this accounts for the small drop in hourly rate for male workers.

### Median Gender Pay Gap 2021



### Median Gender Pay Gap 2020



The median gender pay gap between men and women was 19% in 2020, decreasing to 15.1% in 2021. As commented above, this decrease is partly due to the reduction in overtime worked. The median male employee is a Production worker and therefore would earn overtime as part of his role.

**Bonuses 2020**

MEN	WOMEN
5% of men receive a bonus	1% of women receive a bonus
Male Median bonus £0	Female Median bonus £0
The median bonus pay gap was 0%	
Male Mean bonus £456.25	Female Mean bonus £567.27
The mean bonus pay gap was -21.9%	

**Bonuses 2021**

MEN	WOMEN
94% of men receive a bonus	95% of women receive a bonus
Male Median bonus £500	Female Median bonus £500
The median bonus pay gap was 0%	
Male Mean bonus £1,531.58	Female Mean bonus £911.43
The mean bonus pay gap was 40.5%	

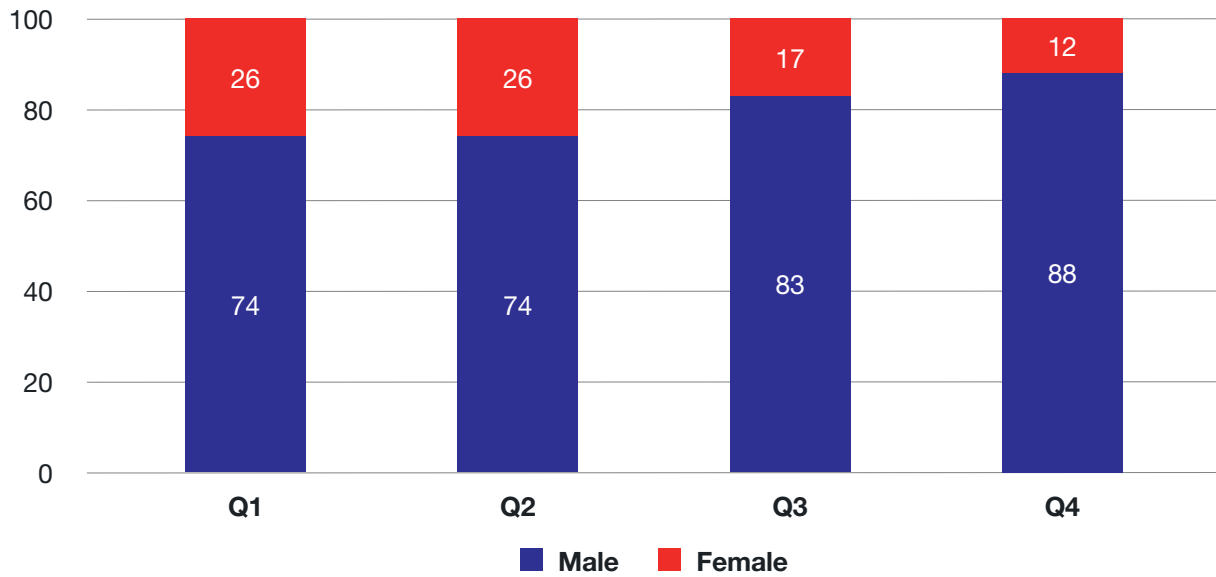
Colleagues on contractual bonus schemes are paid against pre-determined and objective criteria (for example, sales volumes, sales growth and profitability). In the reporting year of 2020, Ishida began to be negatively impacted by the Covid pandemic across EMEA. As a result, few bonus targets were achieved; no fixed ex gratia bonus amount was paid to staff in this reporting period.

Of those who were awarded a bonus in the 2020 reporting period, female employees in the commercial organisation earned higher remuneration and this is divided between a smaller cohort, leading to the negative gender pay gap.

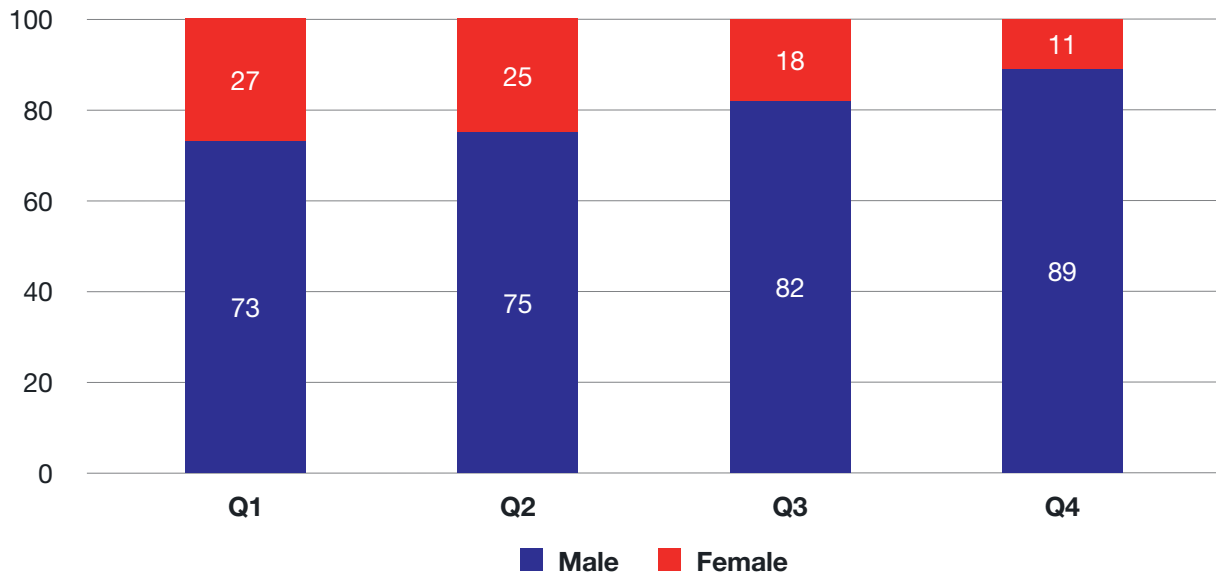
In the reporting year of 2021, all employees across Ishida Europe were awarded a ‘Thank You’ bonus from the company’s Japanese owner, Mr Ishida, in recognition of the hard work and resilience that they had shown throughout the pandemic in the previous financial year. This was awarded to all employees working in the financial year as a flat rate, regardless of seniority. This accounts for the zero median pay gap.

Ishida has striven to succeed despite the pandemic and this effort was rewarded in corporate and commercial bonus payments in the 2021 snapshot year. The mean bonus gender pay gap is explained by the comparative prevalence of males in senior positions, as shown in the fourth Quartile and discussed later in this report.

**Proportion of Males and Females in each Quartile Band 2021**



**Proportion of Males and Females in each Quartile Band 2020**

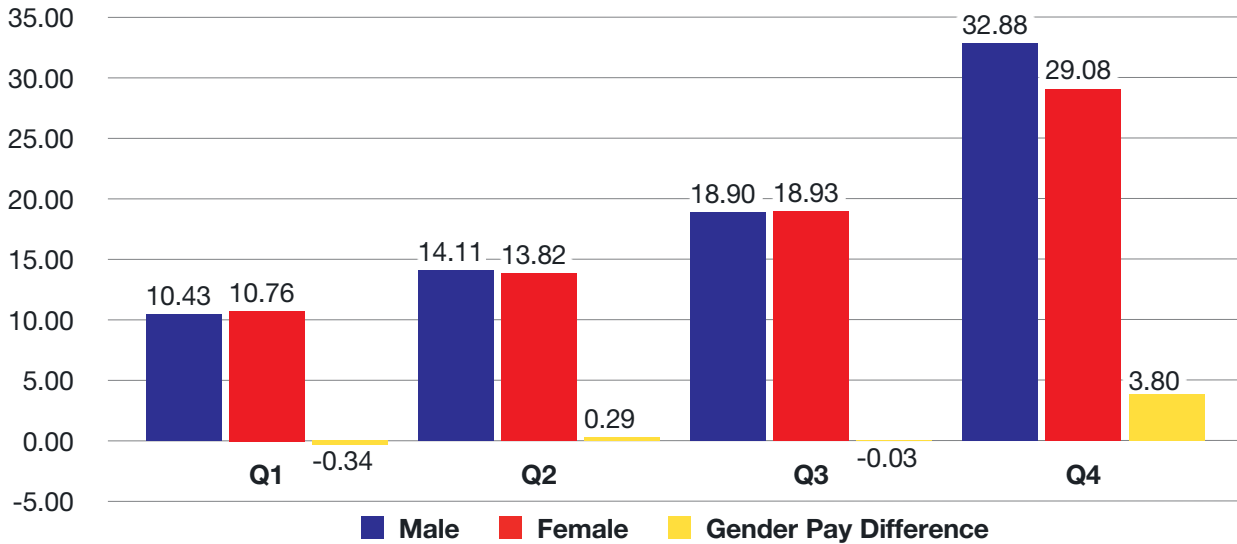


Quartile 1 contains the lowest paid employees rising to Quartile 4 which contains the highest paid employees (including Directors). Female participation in the highest paying quartile remains relatively low at 12% compared with Ishida’s overall female population of 20%. Ishida has implemented measures to increase female participation in career progression, as discussed further in this report.

**How do our Gender Pay differences compare?**

The Graph below shows the mean salaries per Quartile band between men and women and the corresponding Gender Pay Gap in 2021.

**Mean Salaries per Quartile Band 2021**



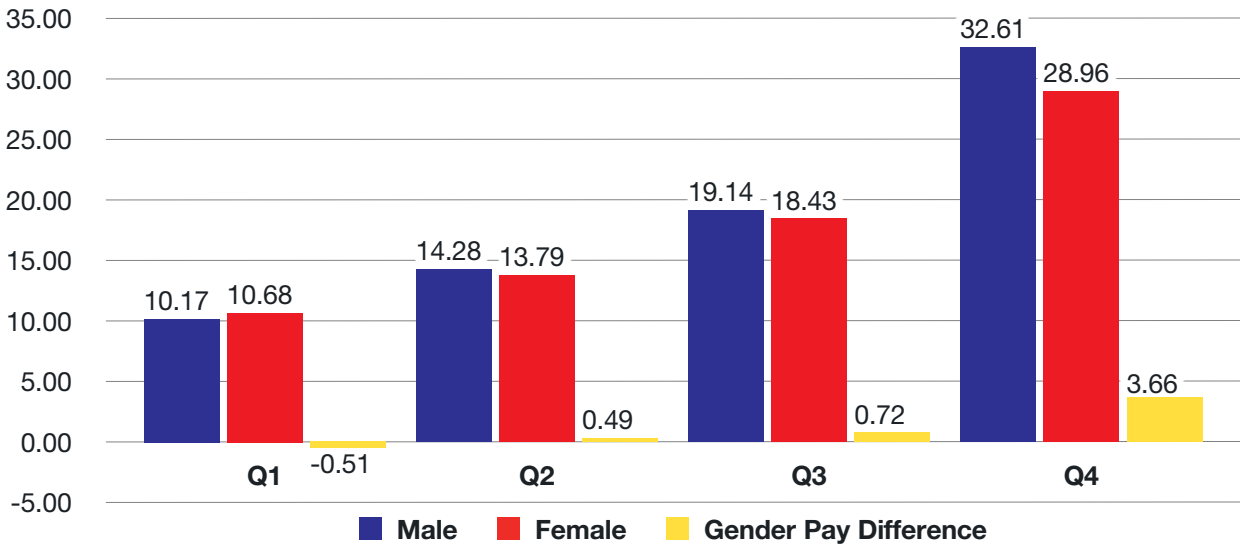
	Quartile 1	Quartile 2	Quartile 3	Quartile 4
<b>Male</b>	10.43	14.11	18.90	32.88
<b>Female</b>	10.76	13.82	18.93	29.08
<b>Gender Pay Difference</b>	-3%	2%	0%	12%





The Graph below shows the mean salaries per Quartile band between men and women and the corresponding Gender Pay Gap in 2020:

**Mean Salaries per Quartile Band 2020**



	Quartile 1	Quartile 2	Quartile 3	Quartile 4
<b>Male</b>	10.17	14.28	19.14	32.61
<b>Female</b>	10.68	13.79	18.43	28.96
<b>Gender Pay Difference</b>	-5%	3%	4%	11%

Ishida’s gender pay gap is most significant in the upper fourth Quartile.



### Comparison of UK's Gender Pay Gap and Ishida

The Office for National Statistics reported in November 2020 that the current median gender pay gap in the UK is 15.5%. Ishida's 2021 median gender pay gap is in line with the national trend at 15.1%, an improvement on 17.5% in 2020.

We demonstrate our progress in this regard; however we are committed to reducing the gender pay gap further.

### Why is this the case?

Ishida Europe Ltd is a company with a strong basis in Engineering and Manufacturing, industries in which there has historically been a lack of women entering.

Additionally, Ishida Europe Ltd has many long-serving employees. The average tenure across all employees is over 7 years. We are proud that 28% of our UK colleagues have been working for Ishida for longer than 10 years and 11% have been with the company longer than 20 years.

Given the tenure of our employees and the legacy demographics of the industries in which we operate, the potential pool available for promotion has been largely male dominated. These senior roles attract contractual bonuses. This clarifies our mean bonus gap of 40.5% in 2021.

Ishida has taken action to facilitate female participation in general. It is acknowledged that this will be evidenced by greater representation at senior levels in the longer term. Whilst the level of female participation has steadily improved over recent years, the pandemic in these reporting years has stalled progression, principally as turnover during the pandemic has been low.

We are committed to continuing the process of equalisation on which we have embarked.



### **Ishida's measures to drive open and inclusive career progression**

1. Where roles allow, Ishida operates hybrid working on a 50/50 balance between home and office. Contracted working is organised around core hours in tandem with the business need, giving flexibility to school runs, family and caregiving.
2. Ishida's agile approach to performance management is provided by simple but effective software that develops personal goals, quality communication and positive feedback. Every employee has a bi-monthly enabling conversation that promotes performance and personal development. This allows effective objective setting. Our development is inclusive for everyone in the business.
3. Individual career progression is planned and addressed through structured and coordinated succession planning. The programme and its associated outputs will promote opportunities equally to all colleagues and will encourage groups who may be underrepresented at senior and middle management to develop.
4. We work with key stakeholders across the business to further develop talent management practices and lateral and vertical career paths that meet the needs of both the company and the individual. They will be accessible to all colleagues.
5. Ishida is proud of its mentoring system which allows any staff member across all of our regions to formally apply to become an Ishida Mentee or Mentor. Our application process is based on defined areas of personal and professional development and can therefore enable any staff member to be matched up with another to assist in their development. Applications to be a mentor have no experience or qualification pre-requisites, training will be delivered for all, meaning all staff, regardless of status can look become a mentor, increasing the diversity in our pool of internal leaders.



6. This feeds into our learning and development portal which allows anyone to request training for their and the company's benefit. Ishida launches its new Learning Management System in November 2021 which will aim to increase the transparency of internal training and development opportunities by showing all colleagues a full listing of internal courses and external opportunities available to them. The system will also provide a self-service model in relation to training and development content at Ishida, with opportunities available to all to search and complete online development courses and content. This allows greater access for female colleagues to our established technical training programmes, creating awareness of products and business to support their performance through greater understanding.
7. The Ishida Apprentice Scheme continues to support female entry to STEM industries. We continue to support and promote our opportunities at schools and colleges with a female population.
8. From a recruitment perspective, we sensitively collate diversity data and analyse it annually to check the equality of opportunity at each stage gate. We partner only with agencies who are representative and faithful to our recruitment approach.
9. We have relaunched our recruitment website and social media footprint to promote our inclusive company. We have structured recruitment processes. We train our hiring managers to interview for skills and spot unconscious pitfalls and bias. We include diversity as standard in interview panels wherever we can. We proactively talent pool a diverse community of potential candidates.
10. All pay decisions are reviewed, checked and controlled by the Remuneration Committee to ensure parity and fairness across the company. We define pay scales within our main departments to remove individual negotiation and to provide our staff with better visibility of pay progression. We have undertaken key benchmarking exercises in areas of the business and will continue to do this throughout the organisation where needed.
11. Ishida promotes employee voice through its elected Colleague Communication Forum with Board representation by the HR Director. We seek colleague input on their experience of working at Ishida, such as key issues including hybrid working.

I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidance and regulations.

**Dave Tiso**  
**Managing Director**  
**Ishida Europe Ltd**  
**October 2021**