

Gender Pay Report

April 2023



GENDER PAY GAP

Explanation as to data

Pay data is taken from the payroll including the April 2023 snapshot date and represents the calculated hourly pay rate in accordance with the Equality Act Regulations 2017(SI 2017/172). Bonus Data is based on bonus payments made within the 12 months before the snapshot date.

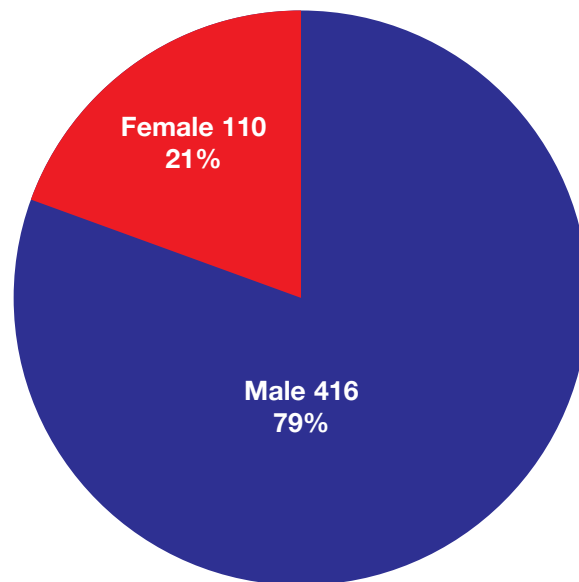
Gender Pay Gap is the difference between the average earnings of men and women, expressed relative to men's earnings. It is distinct from Equal Pay, which under the Equality Act 2010 ensures that men and women in the same employment performing equal work must receive equal pay. This report refers to Ishida Europe's relevant employees within the UK and does not include our overseas EMEA colleagues.



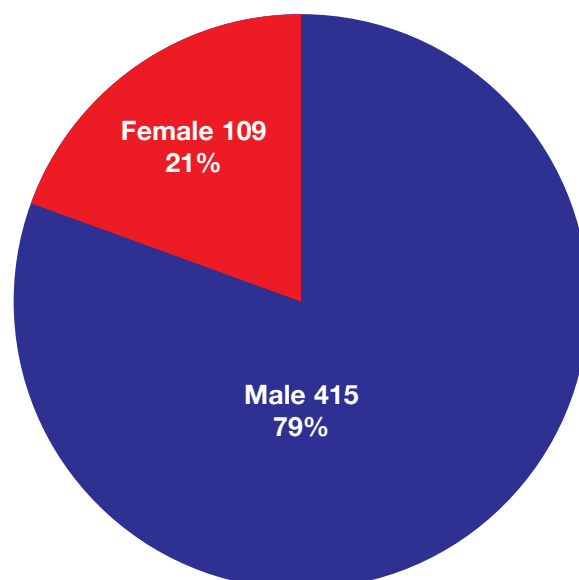
Overall Numbers

Ishida is an expanding company. On 5 April 2023, we employed 526 people in the UK (2022 comparative: 524)

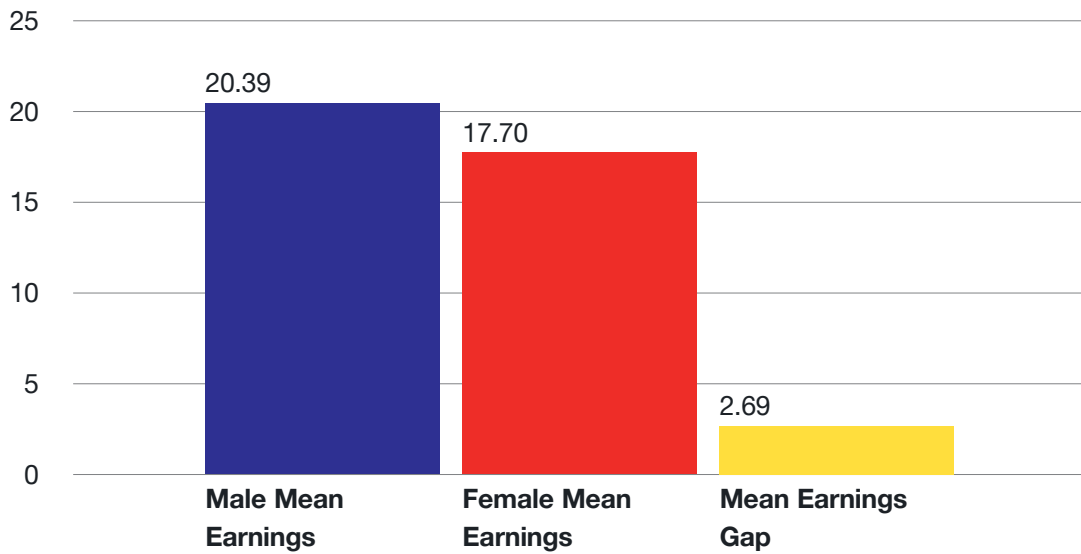
The gender split in 2023 was as follows:



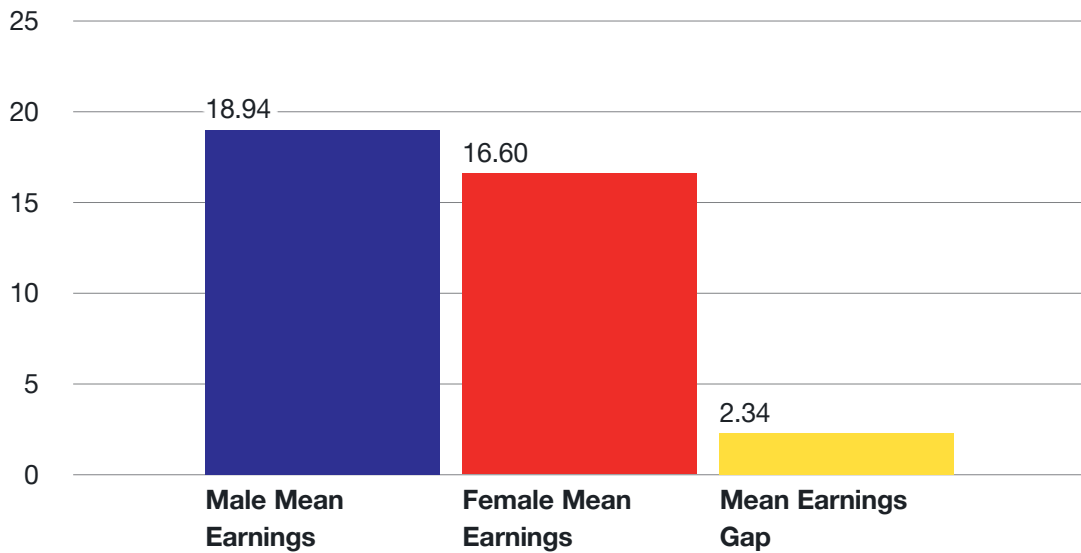
The gender split in 2022 was as follows:



Mean Gender Pay Gap 2023

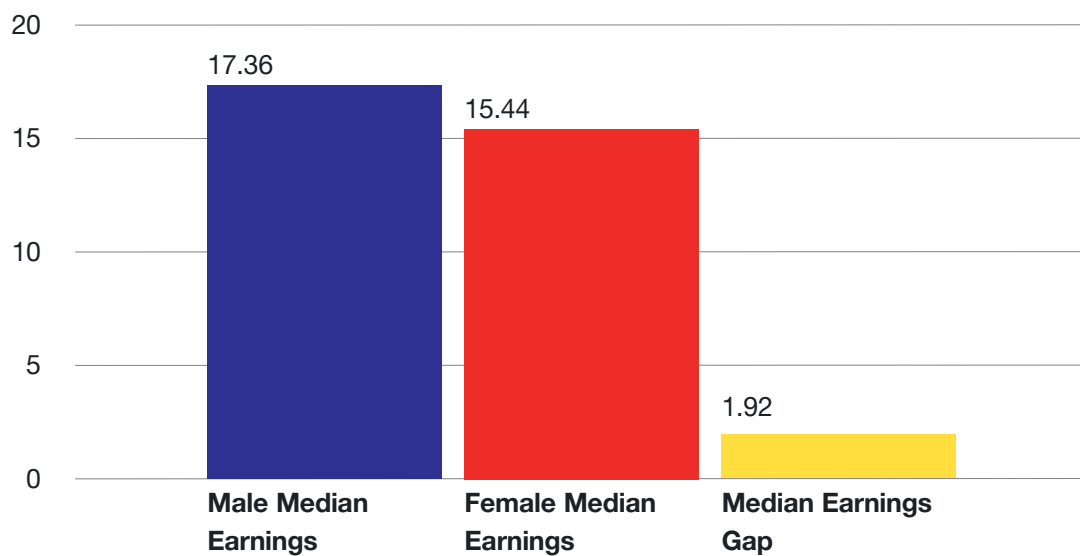


Mean Gender Pay Gap 2022

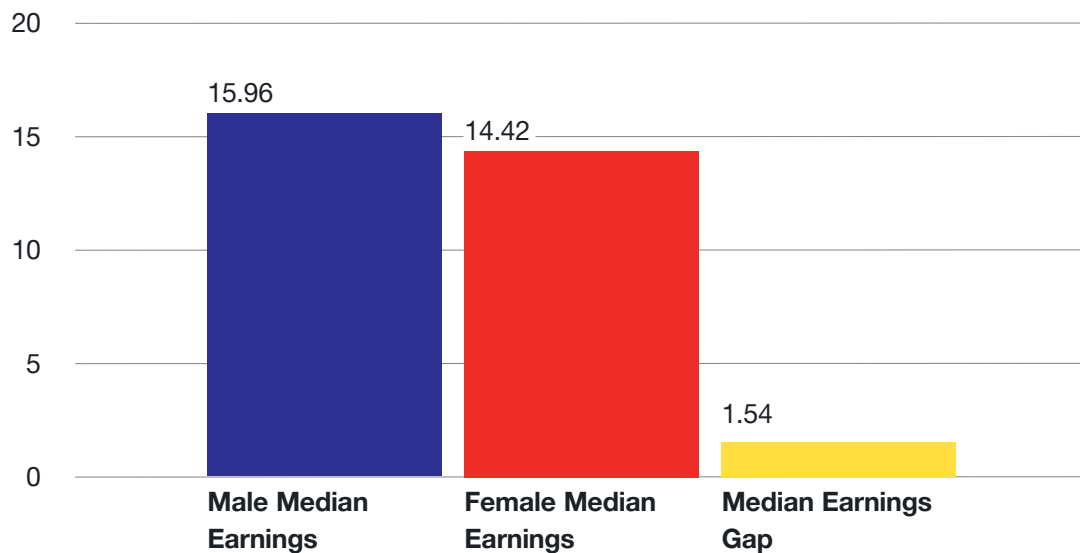


In April 2023, the mean gender pay gap between men and women was 13.2% (2022 comparative 12.4%). In the year to April 2023, our employee base and ratio male/female has remained largely stable. There has been an incremental increase in the male mean earnings when compared to female mean earnings.

Median Gender Pay Gap 2023



Median Gender Pay Gap 2022



In April 2023, the median gender pay gap between men and women was 11% (2022 comparative 9.6%).

Bonuses 2023

MEN	WOMEN
7% of men receive a bonus	3% of women receive a bonus
Male Median bonus £0	Female Median bonus £0
Median bonus pay gap was 0%	
Male Mean bonus £845.24	Female Mean bonus £1057.80
Mean bonus pay gap was -25.1%	

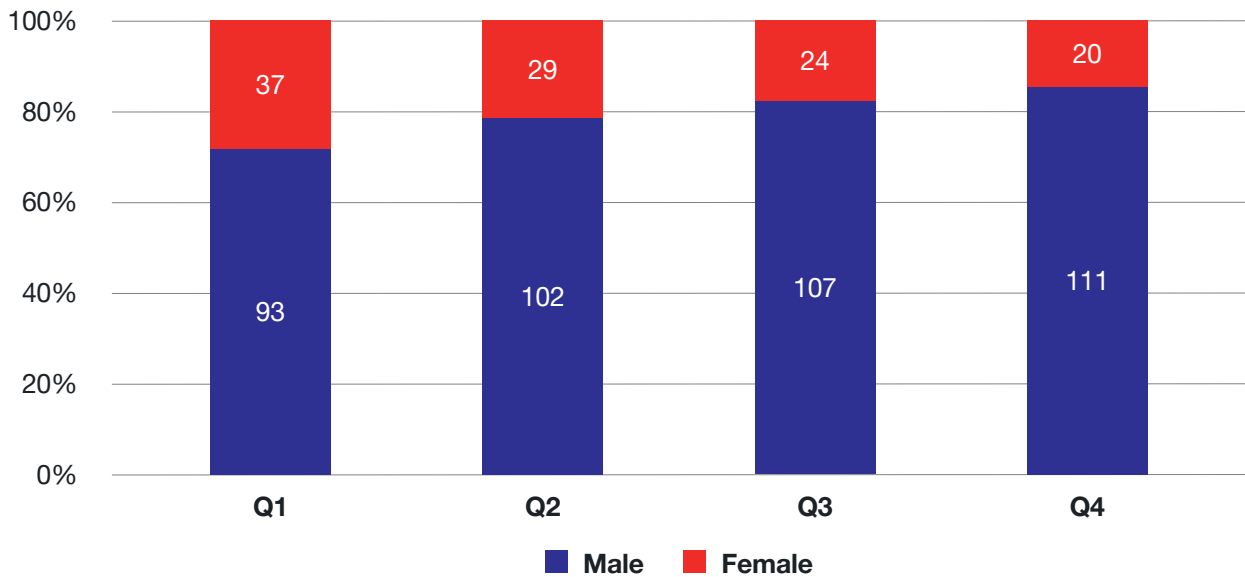
Bonuses 2022

MEN	WOMEN
5% of men receive a bonus	3% of women receive a bonus
Male Median bonus £0	Female Median bonus £0
Median bonus pay gap was 0%	
Male Mean bonus £568.67	Female Mean bonus £260.21
Mean bonus pay gap was 54.2%	

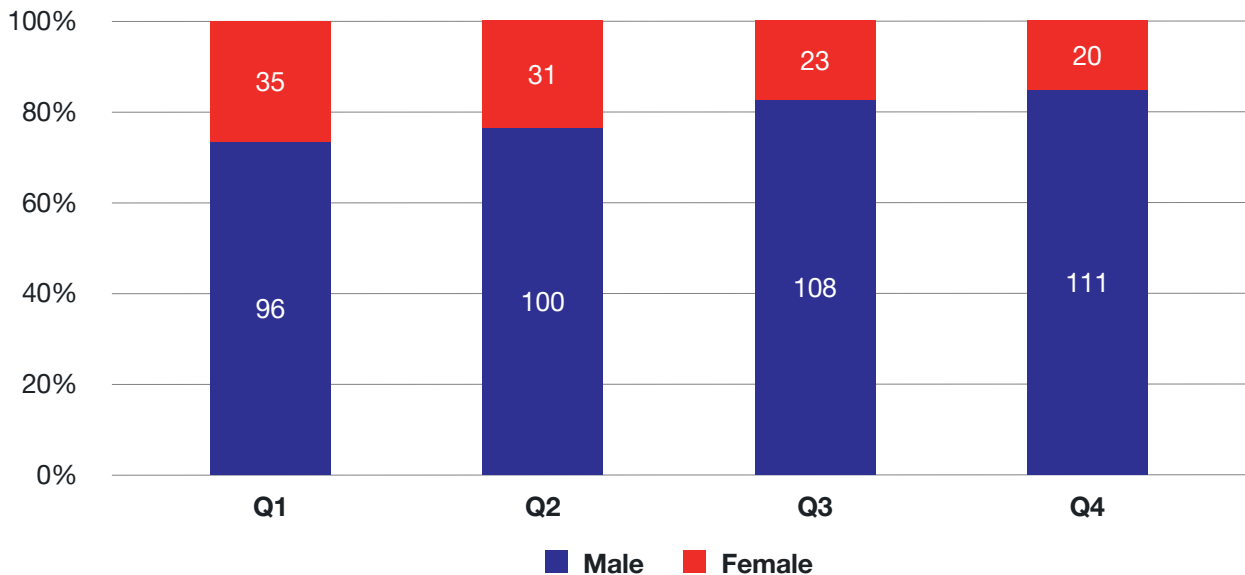
Colleagues on contractual bonus schemes are paid against pre-determined and objective criteria (for example, sales volumes, sales growth, and profitability).

In the reporting year of 2023, Ishida traded at a loss and hence few people earned a bonus. This followed the poor results from the previous reporting period and continued the trend. Those that did receive a bonus worked primarily in sales, with several significant awards paid out to females, resulting in the significant swing in mean bonus pay gap.

Proportion of Males and Females in each Quartile Band 2023



Proportion of Males and Females in each Quartile Band 2022



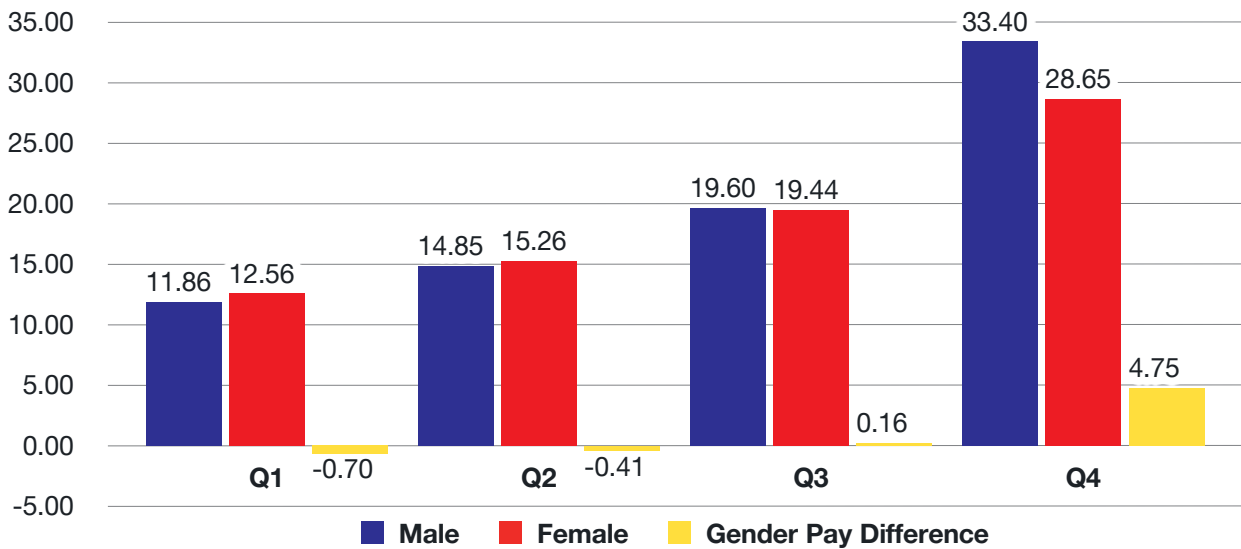
Quartile 1 contains the lowest paid employees rising to Quartile 4 which contains the highest paid employees (including Directors). Female participation in the highest paying quartile had remained stable at 15.3%. albeit this remains smaller than Ishida's overall female population of 21%. Whilst slight, it is noted that female participation in Quartile 1 and Quartile 2 has increased.

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 2023.

Mean Salaries per Quartile Band 2023

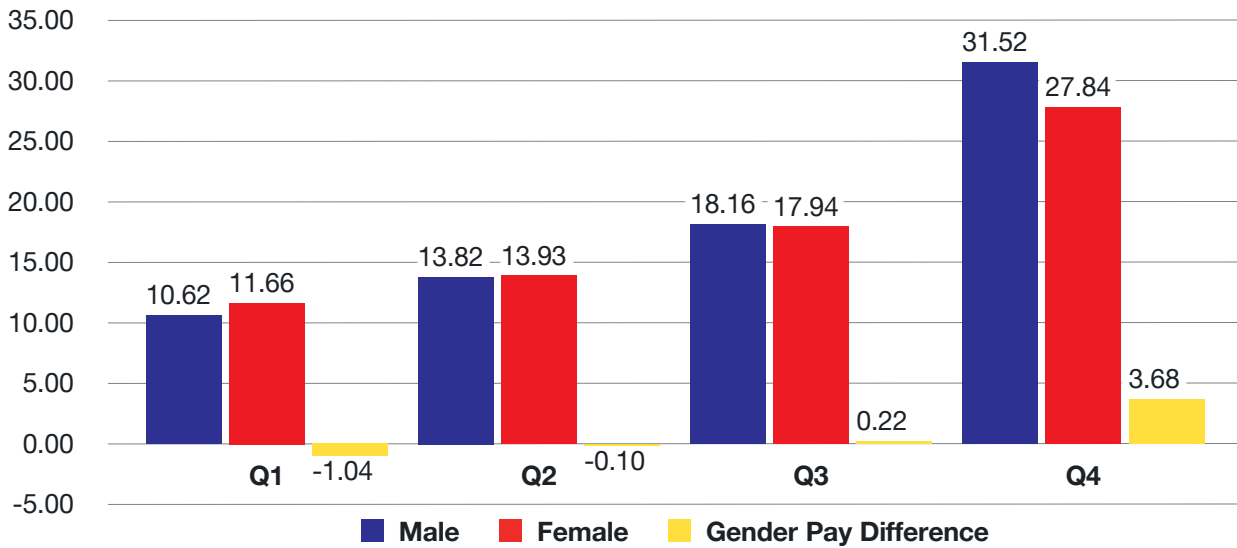


	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Male	11.68	14.85	19.60	33.40
Female	12.56	15.26	19.44	28.65
Gender Pay Difference	-0.70	-0.41	0.16	4.75



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 2022



	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Male	10.62	13.82	18.16	31.52
Female	11.66	13.93	17.94	27.84
Gender Pay Difference	-1.04	-0.10	0.22	3.68

Ishida's gender pay gap remains most significant in the upper forth Quartile. In this Quartile The mean gender pay gap between men and women has increased to 14.2% (2022 comparative 11.6%).



Comparison of UK's Gender Pay Gap and Ishida

The Office for National Statistics reported in April 2023 a continuing steady decline in gender pay gap. Ishida's is following this trend in all Quartiles excluding Quartile 4. Quartile 4 is the primary driver for the increase in 2023 median gender pay gap from 9.6% to 11%. The April report from the Office for National Statistics further indicates the difference in pay between the sexes is largest among higher earners.

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 almost 8 years. We are proud that 27% 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. 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. 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 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. 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 equally accessible to all colleagues.
4. 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.
5. Our functional learning and development opportunities are offered consistently to all employees. Via our learning portal, access can be gained to online development courses and content. This allows greater access for female colleagues to our established technical training content, creating awareness of products and business to support their performance through greater understanding.



6. 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.
7. 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. All open positions are posted internally, promoting opportunities equally to all colleagues.
8. Our recruitment website and social media footprint 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.
9. 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.
10. 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 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
April 2024