



# GENDER PAY GAP REPORT 2021



# INTERNATIONAL SOS GENDER PAY GAP REPORT 2021

International SOS is passionate about creating an inclusive and collaborative culture. We focus on attracting, recruiting, and developing a high performing workforce, where all employees feel fully empowered to fulfil their career aspirations, irrespective of their gender.

Gender pay gap reporting is a broad comparison of the average earnings of men and women across an organisation and within seniority bands, regardless of the nature of the work.

It is important to note that gender pay reporting differs from the issue of equal pay, which refers to a legal requirement to provide equal pay to male and female employees conducting similar work or work of equal value. This has been a legal requirement since the Equal Pay Act was introduced in 1970 and is currently governed by the Equality Act. At International SOS, we are confident that men and women are paid equally and fairly for doing the same job and that the policies, processes and practices are transparent and fair.

International SOS is a global company and the UK is home to a significant number of our long-standing regional and global senior executive roles, which are filled by a higher proportion of male employees with long tenure. This has directly impacted both our gender pay gap and gender bonus gap.

However, we have implemented a number of initiatives to reduce our gender pay gap and, since we started reporting, we have seen a reduction in both our gender pay gap and bonus pay gap. We acknowledge that we still have a way to go and addressing this imbalance continues to be an area of focus for us.

Gender balance will take time to get right, but we are confident that we have an effective programme in place to support women to succeed within International SOS and achieve our aim of gender parity at all levels across the organisation.

## GENDER PAY GAP REPORTING STATISTICS

International SOS has two legal entities in the UK with at least 250 employees: International SOS Assistance UK Limited and International SOS (Medical Services) UK Limited. Under the regulations we are required to report our gender pay gap data for each of these entities, as outlined in the below tables for the year ending April 2021.

### International SOS Assistance UK Ltd

	Median	Mean
Gender Pay Gap	16%	41%
Gender Bonus Gap	58%	61%

Proportion of men and women receiving a bonus payment	Male	Female
	65%	54%

Proportion of men and women in each quartile band		
Quartile	Male	Female
Upper	59%	41%
Upper Middle	35%	65%
Lower Middle	25%	75%
Lower	38%	62%

### International SOS (Medical Services) UK Ltd

	Median	Mean
Gender Pay Gap	37%	28%
Gender Bonus Gap	0%	84%

Proportion of men and women receiving a bonus payment	Male	Female
	37%	6%

Proportion of men and women in each quartile band		
Quartile	Male	Female
Upper	78%	22%
Upper Middle	68%	32%
Lower Middle	27%	73%
Lower	34%	66%

## ADDRESSING THE GENDER PAY GAP?

### Leadership Development

We continue to invest in leadership development training with a comprehensive leadership development curriculum including our 'flagship' Executive Leadership Development Programme (ELDP). ELDP is a six-month leadership training programme designed for our high potential leaders with the potential to move into a senior leadership role within the next two years. A key outcome of this programme is to ensure that our high potential female employees are supported in their development with the aim of increasing the number of females holding roles at director level or above. Females have made up a significant proportion of our first three cohorts, and more than half of female participants (58%) have subsequently been internally promoted. Our fourth cohort is commencing in October 2021 with females representing over 40% of participants.

### Recruitment Practices

Ensuring we have an inclusive and unbiased culture is of utmost priority right across our organisation. This starts with the candidate experience, ensuring that the application process and interaction during the process is fully inclusive. Unconscious Bias Training continues to form a key part of the training agenda not only for managers and others contributing to the recruitment process, but right across the organisation. Diversity and inclusion principles underpin all of our recruitment activities. Our recruitment teams are trained in developing inclusive job descriptions and best practice recruitment processes.

Whilst 60% of our new joiners over the past 12 months have been female, most of this recruitment has been into roles that are not bonus eligible and tend to have a lower starting salary than other parts of the business. We know that in the short term this may distort our pay gap reporting, however we are confident that our extensive Learning and Development agenda will provide learning opportunities for all our employees to help them progress through their career.

### Learning & Development

As a company, we believe that building the skills, knowledge and engagement of our female employees is critical to our overall success. Employees are encouraged to strive for excellence in their roles and reach their career goals by investing in their own development and engaging in continuous learning.

As part of our L&D offering, all our employees have access to internal career coaches who aim to provide employees with a better insight into their career aspirations by giving them the tools to formulate a clear development plan. External certified coaches are available as required to help employees reach their potential. By providing this support to our employees we believe we will see an increase in the number of female employees applying for internal promotions which will have a positive impact on our pay gap.

Our Female Executive Mentoring program was developed to equip our female high potentials with the necessary skills, resources and internal network to leverage their career aspirations and enhance our talent pool of female executives.

Our career development platform, MyCareer offers employees the opportunity to access bite sized e-learning on soft skills and leadership skills created by career coaches and experts. There is a wide range of topics available to suit the needs of all our employees, with a dedicated section highlighting specific modules which have been designed to support women in business. Employees periodically complete a self-assessment in the platform which allows the system to evaluate the individual and curate a personalised view,



## Celebrating & Supporting All Employees

Our Diversity and Inclusion Council meets 4 times a year and has a key goal of ensuring that our organisation reflects the diverse and inclusive customer base we serve and markets in which we operate. Through the work of the council, we have created diversity and inclusion goals, measured progress, monitored outcomes and reported back to the organisation overall.

Within the council there are 5 workstreams: Gender identity, Ethnic Identity, Age, (in)visible disabilities and Social mobility. Each workstream meets on a monthly basis and is responsible to meet the council's objectives and preparing regular newsletters to update our employees on the latest initiatives. The quarterly council meetings are for the workstreams to present their progress and results.

In celebration of International Women's Day 2021 we launched a global #ChooseToChallenge campaign to give our female employees the opportunity to share their personal stories, and organised a series of panel discussions to learn about the unique challenges women have been facing at home and work during the pandemic.

At International SOS we promote a flexible, family-friendly workplace, ensuring equal opportunity and reward for all. We understand that our employees have commitments outside of work and by allowing flexibility, where possible, we hope to empower our employees to succeed in their careers as well as their personal life. We have seen a positive increase in the uptake of employees taking advantage of this flexibility, including a number of employees who have returned from maternity leave and successfully progressed into more senior roles.

## Career Framework

Our global job banding framework MyCareer. MySuccess is due to be launched in early 2022 and will provide consistency to the process of hiring, promotions, career mobility and development right across the organisation. The framework will be hosted on an interactive portal and aims to bring clarity of our company structure and the career pathways available to employees. Our aspiration is that this tool will support female employees with identifying opportunities to advance their careers, as well as enabling the leadership with succession plan and the facilitation of talent mobility. Implementing a global framework will improve our diversity reporting, allowing us to gather additional insights to drive our Diversity and Inclusion initiatives. At the heart of MyCareer.MySuccess. is our continuous commitment to offering career paths and growth to our employees.

I can confirm that the gender pay gap data contained in this report for International SOS Assistance UK Limited and International SOS (Medical Services) UK Limited is complete and accurate.



Peter Jenkins  
General Manager,  
Northern Europe



David Ellis  
General Manager,  
Scotland



# YEAR ON YEAR COMPARISONS

## International SOS Assistance UK Limited

	FY17		FY18		FY19		FY20		FY21	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	16%	42%	15%	40%	20%	43%	22%	45%	16%	41%
Gender Bonus Gap	68%	63%	72%	67%	67%	67%	58%	58%	58%	61%

Proportion of men and women receiving a bonus payment	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
		67%	54%	68%	63%	63%	54%	61%	53%	65%

Proportion of men and women in each quartile band	FY17		FY18		FY19		FY20		FY21	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Upper	59%	41%	67%	33%	62%	38%	62%	38%	59%	41%
Upper Middle	35%	65%	31%	69%	31%	69%	36%	64%	35%	65%
Lower Middle	25%	75%	33%	67%	28%	72%	30%	70%	25%	75%
Lower	38%	62%	42%	58%	34%	66%	40%	60%	38%	62%

## International SOS (Medical Services) UK Limited

					FY19		FY20		FY21	
					Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap					49%	41%	47%	36%	37%	28%
Gender Bonus Gap					-1%	45%	0%	56%	0%	84%

Proportion of men and women receiving a bonus payment					Male	Female	Male	Female	Male	Female
						41%	8%	36%	9%	37%

Proportion of men and women in each quartile band					FY19		FY20		FY21	
					Male	Female	Male	Female	Male	Female
Upper					83%	17%	81%	19%	78%	22%
Upper Middle					74%	26%	74%	26%	68%	32%
Lower Middle					29%	71%	29%	71%	27%	73%
Lower					22%	78%	36%	64%	34%	66%



WORLDWIDE REACH.  
HUMAN TOUCH.

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