

Gender Pay Gap Report 2018

Snapshot of data as at 5 April 2018





As passionate about equal opportunities as it is about overall business success.

At Safeguard Global we are fully committed to the principles of equality and equal opportunities. As a Company with headquarters in Austin Texas and a truly global presence, the advantages of diversity amongst our teams have long since been obvious to our leaders.

Overview

Safeguard's diverse workforce is something that we are very proud of.

We firmly believe that being able to utilize the **skills and experiences of such a varied team of people**, supported by ever advancing methods of global communication and system technology, is what **continues to drive our progressive growth**.

We welcome the focus the **Gender Pay Gap** reporting brings to the issue of gender parity. It highlights the challenges we face in relation to this topic within our industry / work groups and inspires our business to be creative in the ways we can improve.

In the UK our gender split is **42% men** and **58% women**. What is interesting is when this information is broken down by department, we can see that our operational functions are predominately filled by women and our technical, financial and sales roles are predominately filled by men.

General Workforce Split (as at 1 March 2019)

42% men



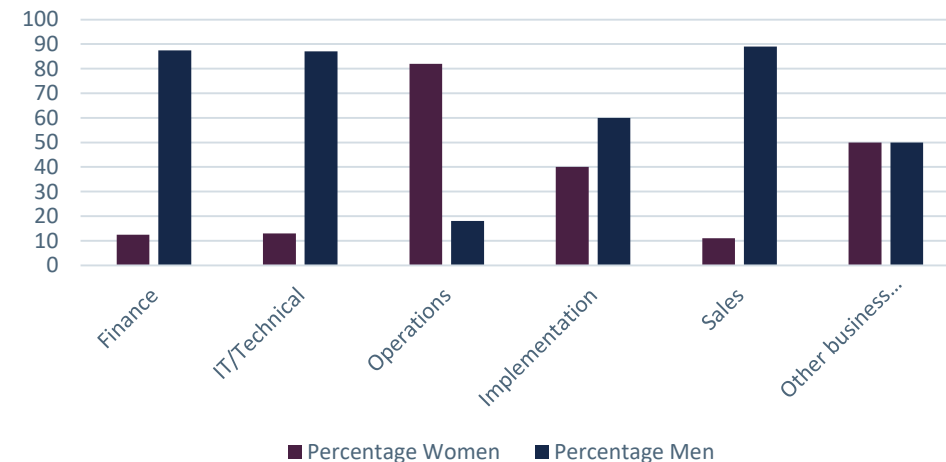
58% women



In our analysis we found that this pattern is typical in industry across the operational (administrative), technical and financial work streams. However, our bias towards men in the sales group seems out of line with industry patterns and is a particular potential area of focus for us moving forwards. The fact that those areas more predominately occupied by men are generally higher earning positions means we anticipate a gender pay gap at Safeguard Global.

This report sets out our gender pay gap statistics, our analysis of the potential causes and details of some of the processes we have in place to reduce this gap wherever possible.

Gender Split by Department (as at 1 March 2019)



Key Gender Pay Gap Results 2018 (Includes UK Global Employment Outsourcing)

As per our 2017 results, it's important to note that although we technically employ and are required to report on 270 UK based employees, only 142 of these employees are directed by Safeguard management. The remaining 128 employees fall within our Global Employment Outsourcing ("GEO") business area. In this model, the client is determining who is hired and the appropriate salary for the employee, rather than Safeguard. So, whilst Safeguard is confident that our Clients are also committed to the principles of equal opportunities, we are unable to offer total insight in to the data provided at this time.

Our results are set out opposite.

Hourly Pay (5 April 2018)

- Mean pay gap 34.8%
- Median pay gap 37.9%

Bonus Pay (5 April 2018)

- Mean bonus pay gap 46.7%
- Median bonus pay gap 63.6%

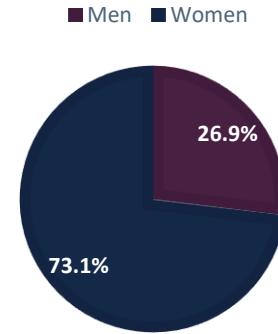
Proportion of employees receiving a Bonus 12 month prior to 5 April 2018)



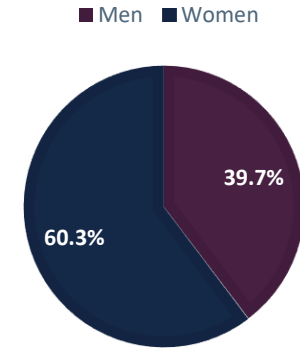
Note, 'bonus' also includes sales commissions. At Safeguard, this accounts for the majority of payments made.

Pay Quartiles

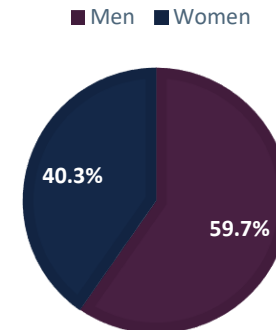
LOWER QUARTILE:



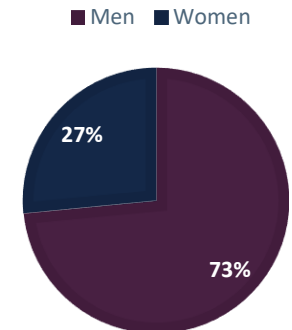
LOWER MIDDLE QUARTILE:



UPPER MIDDLE QUARTILE:



UPPER QUARTILE:



Results Examined

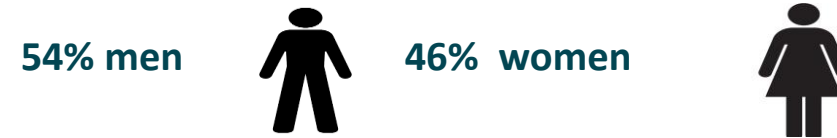
External Impact

We have found that between the relevant dates in 2017 and 2018 our gender pay gap has slightly increased over the period. As per previous note our data includes that of our clients, however when we analyze our own internal activity we note that we have increased the recruitment of roles in those functions previously mentioned as possible contributors to a gender pay gap. Specifically we have hired men (we received no applications from females) into Software Development / Business Analyst roles and predominately women (14 from 18) into our payroll operation positions.

Safeguard Structure

When we further examine the gender split of our UK workforce we're pleased to see that the number of managers (those with line management accountability) are broadly in line with the gender split of the population, with **54% being male managers** and **46% being female managers**.

Split of those with line management accountability (as at 1 March 2019)



However, as we move to more senior positions the split changes to 29% women and 71% men. Undoubtedly we have some work to do to see a more balance figure here.

Split of those in senior management



Our executive split is 100% men with no women. The reason for this is that a group of men initially started the business based in the UK and have since relocated the majority of executive positions to be based from the USA. This undoubtedly impacts our gender pay gap and quartile reporting and may continue to do so in the UK, at this executive level.

Closing the Gender Pay Gap

Equal Opportunities

As previously stated, we are fully committed to the principles of equal opportunities and will continue to develop our systems and processes to continue to promote equality within all relevant areas including recruitment, development and reward.

Recruitment

We're passionate about recruiting guardians based on their skills and not due to their gender or other personal characteristic. We operate robust recruitment processes and try to eliminate any potential bias in recruitment by utilizing structured interviews with multiple stages, where possible.

With regards to recruitment, we have to acknowledge the challenges faced within our industry as previously mentioned and understand that we may be limited somewhat in terms of the impact we can have here. However, in order to ensure we are not complacent we will aim to make a conscious effort to include female candidates in short lists for those roles which tend to be more highly paid, such as technical, financial and sales roles, wherever possible.

Progression and Development

Some of the initiatives already in place to support career progression at Safeguard Global include our management development program launched in 2017 and our high potential program (HiPo), launched in 2018.

These schemes are aimed at providing opportunities for those with the potential to progress through the business, regardless of background. Notably, both schemes have a female majority at present **with the HiPo scheme being split 73% female and 27% male**. We're confident that these schemes will enable applicable women (and men) to progress to more senior positions.

Reward and Recognition

Currently we set salaries by reviewing market data and considering internal team equity. We do not believe we have any equal pay issues. We also operate a performance based merit increase system, utilizing assessments against specific criteria rather than ad-hoc management recommendations, which we believe may be subject to bias. We conduct periodic checks on such information to ensure appropriate equity and will continue with this practice.

Flexible Working

Finally, we will continue to support our working women (and men) via the agreement of various flexible working arrangements including part time and home working, as appropriate.



What do some of our senior females say?

Tanya Rawcliffe, GWS Project Manager

“I have worked at Safeguard Global for 8 years, during which time my career has gone from strength to strength.

I started as a Global Advisor within the Global Employment Outsourcing (GEO) team and have worked on numerous business critical projects since; including establishing a new payroll division to serve smaller clients, through to project managing Safeguard’s ‘global footprint’.

Safeguard has always given me the freedom to work on new things and has empowered me to make the roles my own.

I’ve had two children whilst working for Safeguard, for one of which I took advantage of the Shared Parental Leave. I was offered a huge amount of support and flexibility regarding my return to work, including being able to mix being office based, with working from home.

I have always found that Safeguard believes in people and their potential, regardless of gender.”



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Jacqui Robertson, Global Implementation Leader

“I joined Safeguard Global in March 2013 as a Global Project Manager, after contracting as a Transformation Project Manager, at a global bank. It is difficult to explain that from day one living the Safeguard Global culture was like joining a ‘work family.’ I had an overwhelming welcome and received passionate on boarding support.

My role is an integral part of the business, on boarding new clients and supporting their transformation to a global payroll platform with Safeguard Global Managed Payroll. As the business has grown my career has progressed. Firstly, I was promoted to Global Portfolio Manager, expanding my role within project management office to include supporting EMEA project managers and supporting sales with prospective client’s implementation and project management guidance. My skillset and experience were recognised, my gender was irrelevant.

Subsequently, in 2018 I was promoted again to the Global Implementation Leader role, becoming a senior female manager within the UK; this has been a great career step for me. If I reflect on my time at Safeguard, having working within operational payroll, payroll implementation project management, and at a more strategic level as a Global Portfolio Manager, and Global Implementation Leader, gender has played no part in my advancement. I am seen as an equal.

Safeguard Global demonstrates diverse thinking with its guardians, and believes in cultural and gender balance, that is required to support a fast moving global business.

I am excited about my future at Safeguard Global, working with forward thinking leadership.”

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Viki Smith, VP Global Operations GEO

“I joined Safeguard Global after an 18-month maternity leave, in a role that had little responsibility and no direct reports; I was very apprehensive about applying for a leadership role, since I wasn’t sure how I’d get on as a working mum. After joining, I felt immediately trusted, respected and supported and I was quickly promoted to head up our Global Employment Outsourcing Operations.

When my son joined primary school, I faced new challenges in that there are countless ‘stay and make sessions’, church services, class assemblies etc. that you’re invited to attend. Unfortunately, so many children are left at these sessions with no parent in attendance due to their parent’s un-flexible work schedules or un-flexible employers. I was scheduled to attend one of these sessions, at a time when I had a conflicting meeting with our CEO, Bjorn Reynolds. I felt confident enough that not only would I not be judged as a working mum but that he would understand. So, I reached out to Bjorn to say, “Hey I have this thing with my son at the same time as our meeting.” Bjorn, no questions asked, immediately responded to me, “family first Vik, we can reschedule.”

Safeguard Global continue to work with me to ensure I have continued career progression. I have recently been selected on to our Superstar Development program where I’ll be mentored by our SLT team.

The global nature of my role and the flexibility of Safeguard and its Senior Leadership team helps make my life as a working mum easy and makes Safeguard Global my Employer of Choice.”



When I had a conflict between a school session and with the CEO Bjorn Reynolds, he said, “family first Vik, we can re-schedule.”

Statutory Signature

I, Katherine Loranger, confirm that the above data has been compiled in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 regulations, using automated payroll software and that I believe it to be accurate.

Signature:



Date: 1 April 2019

Thank You