

Gender Pay Gap Report 2020

Snapshot of data as at 5 April 2020, reported in 2021



A photograph of two women sitting together, looking at a laptop. The woman on the left is wearing a white hijab and glasses, and the woman on the right is wearing a white sweater and glasses. They are both smiling and appear to be in a collaborative work environment. The image has a teal overlay.

Safeguard Global. Unlocking talent potential, everywhere.

At Safeguard Global we are fully committed to the principles of equality and equal opportunities. We believe that our ability to help Company's hire talent anywhere in the world, is inextricably linked to unlocking the potential of a truly diverse global workforce.

Overview

Safeguard's diverse workforce is something that we are very proud of. As our clients are implementing remote-first or remote-only policies, we too have been undertaking analysis of our own work structures and are committed to the **'future of work'** being **more flexible than ever before**.

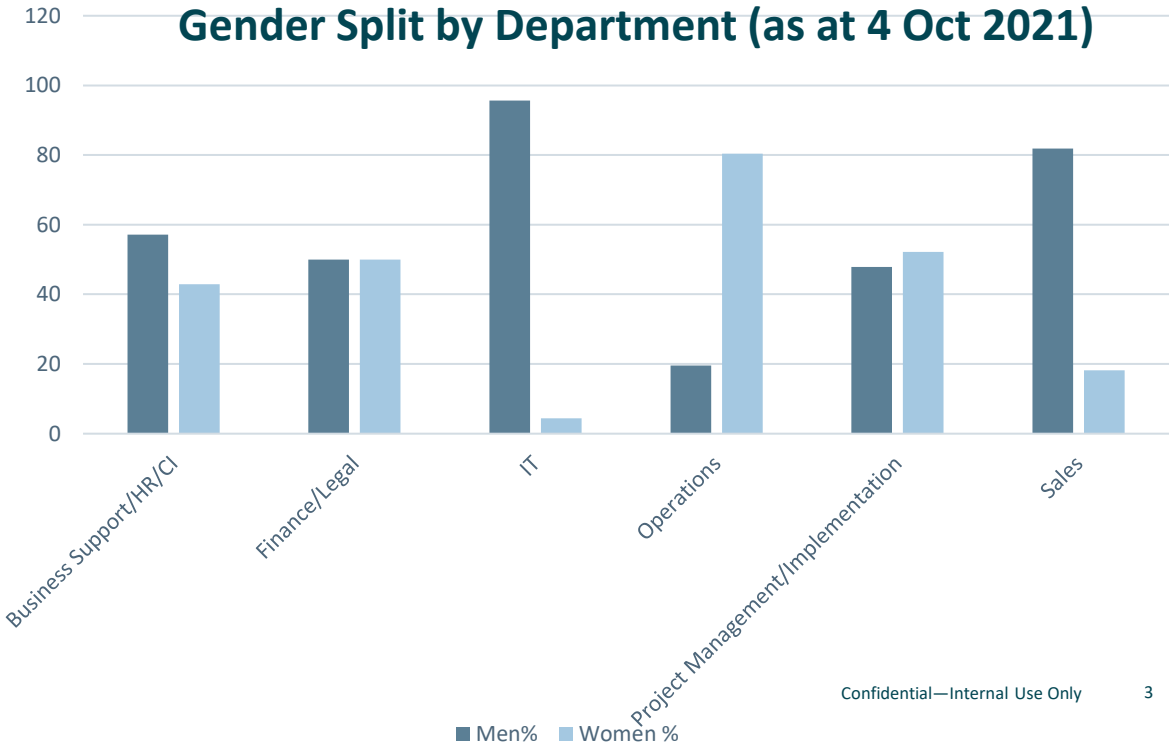
Senior leaders know that this is the key to hiring top talent and to **unlocking opportunities for those with childcare or caring responsibilities** which continue to disproportionately impact women.

Over the last couple of years' we have continued to refine our management development program and introduced talent planning which helps our leaders to identify and to focus development of their highest potential employees based solely on merit.

This has helped us to achieve a level playing field for our UK talent. In fact, as we look at **our split of leadership roles** within the UK, we have 45% of those occupied by men and **the majority - 55% - of those occupied by women**. We believe this is a direct result of Safeguard's approach to development and opportunity based on merit.

However, as we examined our internal gender pay gap results, as with earlier years, we are impacted by occupational segregation.

Specifically, we see that within our IT function, which attracts strong salaries due to the skills required, we are almost 100% male (with only one female) currently employed. Additionally, whilst we have added additional female Guardians to our sales teams, these high earners also remain predominately male earning high 'bonus' (commission) amounts.



Key Gender Pay Gap Results 2020

(Includes UK Global Employment Outsourcing)

As per our previous results, it's important to note that although we technically employ and are required to report on 321 UK based employees, only 151 of these employees are directed by Safeguard management. The remaining 170 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. Key Findings of Combined Results Include:

- **Improved mean gender pay gap by 10%** (from 34.8% at last report).
- **Proportion of women receiving a bonus has significantly increased** from a 26.5% gap during last report to only a 7.6% gap.
- **Remains a significant gap in the bonus amounts received.** This is anticipated if bonuses are linked to salaries as a percentage and/or sales teams are predominately men, such as at Safeguard Global.

Hourly Pay (5 April 2020)

- Mean pay gap 24.8%
- Median pay gap 29.5%

Bonus Pay (5 April 2020)

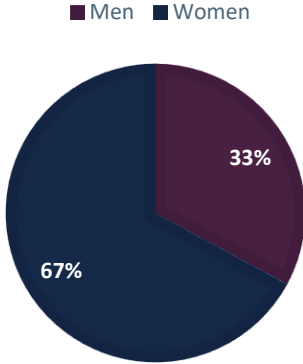
- Mean bonus pay gap 58.2%
- Median bonus pay gap 44.1%

Proportion of employees receiving a Bonus 12 month prior to 5 April 2020)

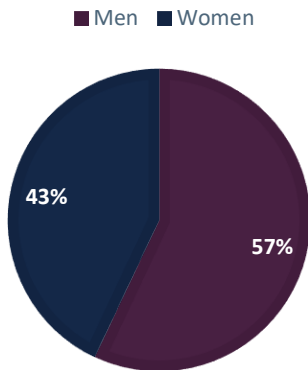


Pay Quartiles

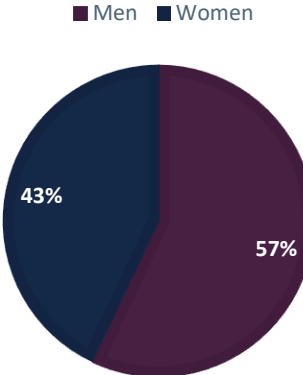
LOWER QUARTILE



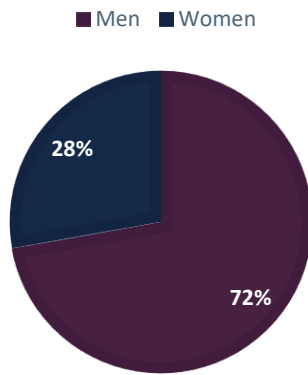
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



Action Plan

Future of Work

As already mentioned, Safeguard Global's future of work will offer internal Safeguard Guardians more flexibility than ever before. We are currently actively working on hybrid working policies to ensure that our opportunities are accessible by the most diverse workforce we have ever seen.

Equal Opportunities

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. Additionally, whilst we have to acknowledge the challenges faced within our industry as previously mentioned we will continue to aim to shortlist female candidates for IT and Sales wherever possible.

Progression and Development

We have seen great success from the implementation of our talent planning and management development programs. Our next goal will include the introduction of leadership development.

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.



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: 4 October 2021

Thank You