

Gender Pay Gap Report 2021

Snapshot of data as at 5 April 2021, reported in 2022



A photograph of two women sitting together, looking at a laptop. The woman on the left is wearing a hijab and glasses, and the woman on the right is wearing glasses and a white sweater. They are both smiling and appear to be in a collaborative work environment. The image has a teal color 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 and we understand that flexibility is key to this. Safeguard are committed to the **'future of work'** being **more flexible than ever before** and prioritised putting this in to practice to enhance Inclusivity, Equality and Diversity in the workplace as well as to provide flexible working solutions in response to the Covid-19 pandemic.

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

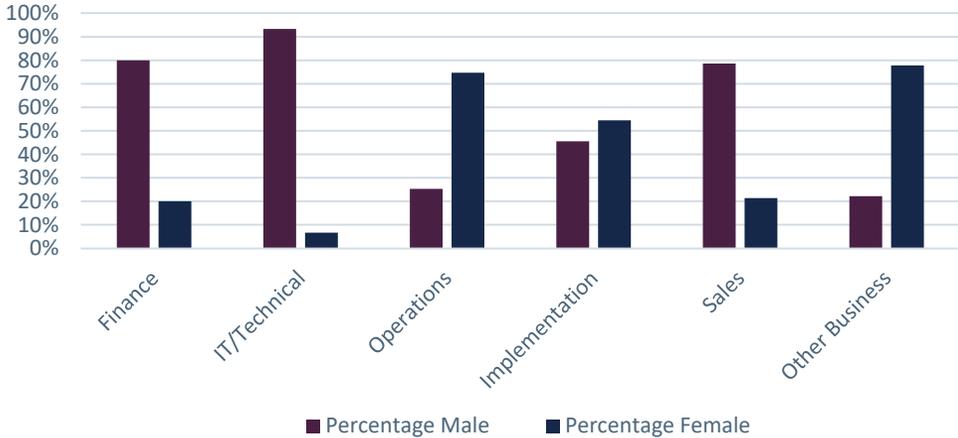
Over the last couple of years' we have continued to refine our management development program and introduced talent planning which helps our leaders to identify and to focus development of their highest potential employees based solely on merit.

This has helped us to achieve a stable, level playing field for our UK talent. In fact, as we look at **our split of leadership roles** within the UK, we have 43% of those occupied by men and **the majority - 57% - of those occupied by women**. This theme has been similar to previous years with the number of women in leadership roles actually increasing (by 2% from the last report). 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) still currently employed. Additionally, whilst we have continued to add additional female Guardians to our sales teams, these high earners also remain predominately male earning high 'bonus' (commission) amounts.

Safeguard Gender Split by Department (As at 4th April 2021)



Key Gender Pay Gap Results 2021

(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 418 UK based employees, only 152 of these employees are directed by Safeguard management. The remaining 266 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:

- **The proportion of women in the lower Pay Quartile has decreased by 2.2%** (from 67% at last report).
- **The proportion of of women in the upper middle Quartile has increased by 2.2%** (from
- **A significant gap in the bonus amounts received remains present.** 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 2021)

- Mean pay gap 30.4%
- Median pay gap 24.1%

Bonus Pay (5 April 2021)

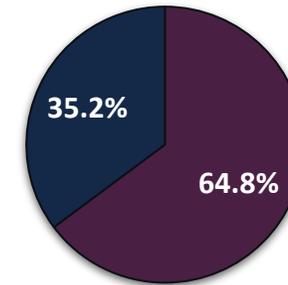
- Mean bonus pay gap 60.4%
- Median bonus pay gap 32.3%

Proportion of employees receiving a Bonus (12 month prior to 5 April 2021)



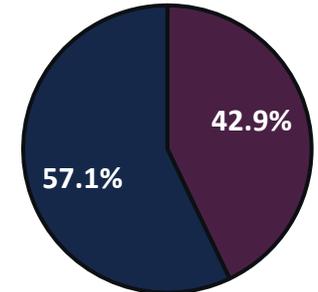
Pay Quartiles

Lower Quartile



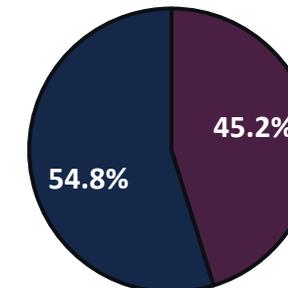
■ Women ■ Men

Lower Middle Quartile



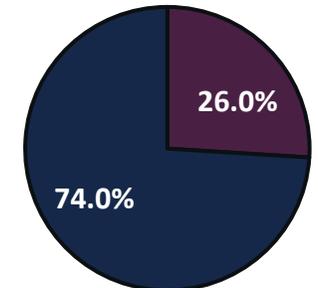
■ Women ■ Men

Upper Middle Quartile



■ Women ■ Men

Upper Quartile



■ Women ■ Men

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 practicing 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 this is reflected in the Safeguard values. 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. In addition to these programs, we continue to invest in our people and provide opportunities to develop and learn any time and any where with the support of our Learning Management Systems and dedicated L&D team.

Reward and Recognition

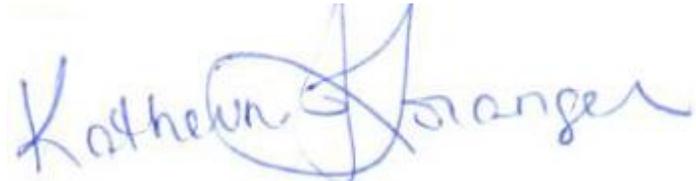
Currently we set salaries by reviewing market data and considering internal team equity. We do not believe we have any equal pay issues. We also operate a performance-based merit increase system, utilizing assessments against specific criteria rather than ad-hoc management recommendations, which we believe 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:

A handwritten signature in blue ink that reads "Katherine Loranger". The signature is written in a cursive style with a large, stylized initial 'K'.

Date: 4 April 2022

Thank You