

Gender Pay Report 2023

Snapshot of data as of 5 April 2023, reported in 2024

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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.



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Overview

Safeguard's diverse workforce is something that we are very proud of and we understand that flexibility is key to this. We have adopted a people-centric 'Work in Any Way' approach to workforce management, allowing the future of work to be more flexible than ever before. Safeguard are committed to providing flexibility for employees globally and enhancing Inclusivity, Equality and Diversity in the workplace.

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.

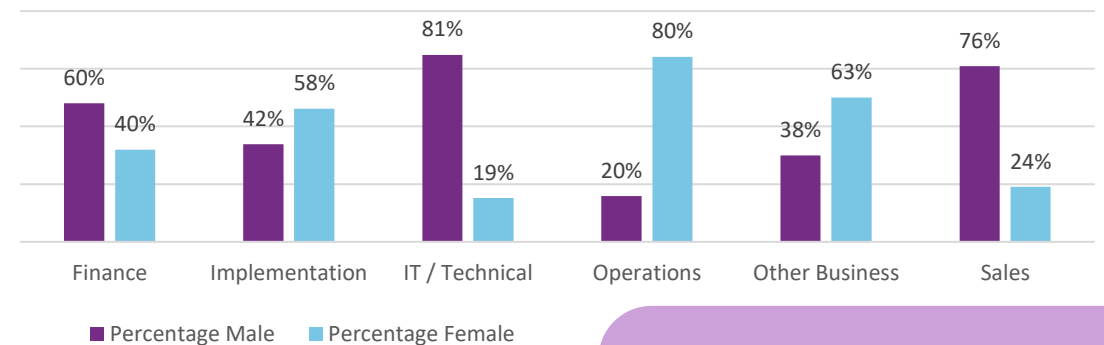
Over the last couple of years' we have continued to refine our management development program and introduced talent planning which helps our leaders to identify and to focus development of their highest potential employees based solely on merit.

The proportion of leadership roles held by females at Safeguard in the UK is 56% (increasing from 44% in the last report). Alongside this strong representation, in 2023 a 'Women in Leadership' panel served as a platform to share ideas and empower women in business.

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 & Technical functions, which attracts high salaries due to the skills and knowledge required, these roles are occupied by 81% male.

We have continued to add additional female Guardians to our sales teams (increasing to 24% in 2023, from 19% in 2022), although these high earning roles also remain predominately male and earn high 'bonus' (commission) amounts.

Safeguard Gender Split by Department Type
(as of 5th April 2023)



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Key Gender Pay Gap Results 2023

Includes UK Global Employment Outsourcing

As per our previous reporting, it's important to note that although we technically employ and are required to report on 648 UK based employees, only 219 of these employees are directed by Safeguard management. The remaining 429 employees fall within our Global Employment Outsourcing ("GEO") line of business. 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 6.3%** (from 27.9% at last report)
- **Improved median gender pay gap by 5.4%** (from 30.5% at last report)
- **The proportion of women in the Upper Middle Quartile has increased by 7.2%** (from 39.8% at last report)
- **The proportion of women in the Upper Quartile has increased by 10.2%** (from 30.8% at last report)
- **A significant gap in the bonus amounts received remains present.** It's likely that this is due to commission being paid via Sales Incentive Programs and these Sales teams are populated predominately by men, such as at Safeguard Global.



Hourly Pay

- Mean pay gap 21.6%
- Median pay gap 25.1%

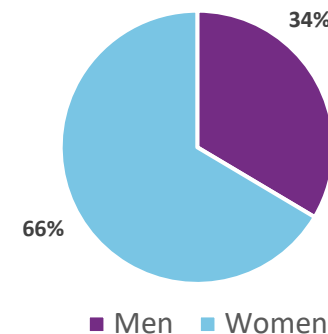
Bonus Pay

- Mean bonus pay gap 69.6%
- Median bonus pay gap 40.8%

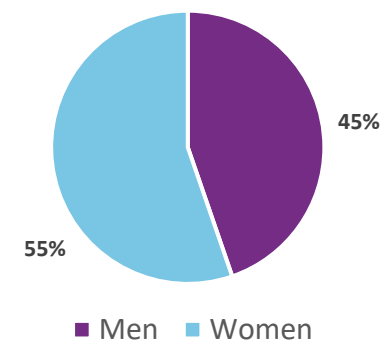
Proportion of employees receiving a bonus (12 months prior to 5 April 2023)



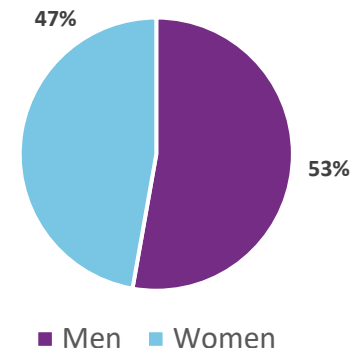
Lower Quartile



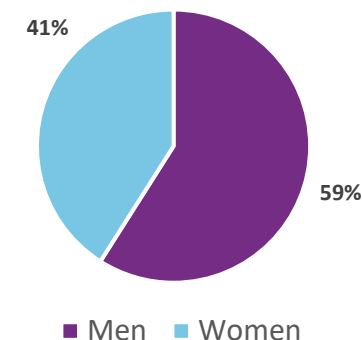
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



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Action Plan

Future of Work

We have launched “Work in Any Way” to ensure that our opportunities are accessible by the most diverse workforce we have ever seen. “Work in Any Way” is a people-centric approach to workforce management that is the result of a collaboration between employees and employers to better serve the needs of both. As part of this approach, we also employ a “hybrid” working policy, we empower employees to choose where they want to work, as long as it meets the needs of the role they are in and can be managed compliantly.

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, we will continue to aim to shortlist female candidates for IT, Technical and Sales roles wherever possible.

Women in Leadership Panel

By giving our female employees a platform to share ideas and provide support to one and other, we are ensuring that we showcase the backing that Safeguard provides the women within the business to achieve.

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.

Adjusted Bonding Leave

We have adjusted our bonding leave policy to ensure consistency between men and women. This extends the offering from Shared Parental Leave and whilst it may not have a direct impact at Safeguard it ensures that we are socially responsible.



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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: 6th March 2024

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