



# Gender Pay Gap Report

2019 • Sanctuary Personnel



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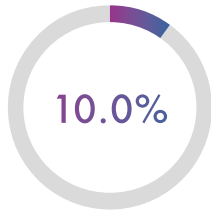
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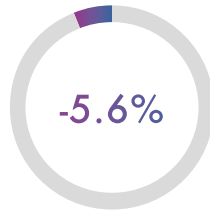
What is Sanctuary Personnel doing to address its gender pay gap?

## Gender pay gap report.

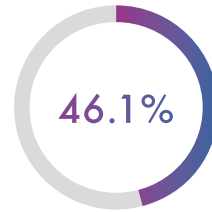
Sanctuary Personnel is required by law to publish an annual gender pay gap report.  
This is its report for the snapshot date of 5 April 2019.



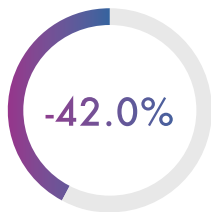
The mean gender pay gap for Sanctuary Personnel is 10.0%



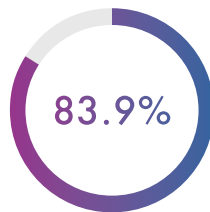
The median gender pay gap for Sanctuary Personnel is -5.6%



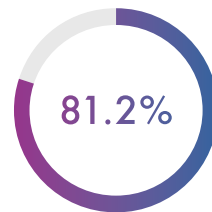
The mean gender bonus gap for Sanctuary Personnel is 46.1%



The median gender bonus gap for Sanctuary Personnel is -42.0%



The proportion of male employees receiving a bonus is 83.9%



The proportion of female employees receiving a bonus is 81.2%

## Pay Quartiles by Gender.

The figures set out have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Band	Males	Females	Description
A	50.0%	50.0%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	65.3%	34.7%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	53.0%	47.0%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	57.1%	42.9%	Includes all employees whose standard hourly rate places them above the upper quartile

## What are the underlying causes of Sanctuary Personnel's gender pay gap?

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme;
- work of equal value.

Sanctuary Personnel is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- evaluates job roles and pay grades as necessary to ensure a fair structure.

Sanctuary Personnel is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In

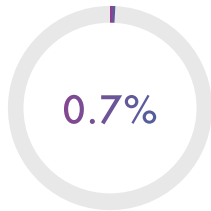
addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of Sanctuary Personnel's workforce, where the majority of senior manager roles are held by men. In addition, the majority of the relatively highly paid roles are held by men and not women.

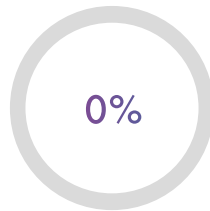
This can be seen above in the table depicting pay quartiles by gender. This shows Sanctuary Personnel's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. Within Sanctuary Personnel, 50% of the employees in Band A are women and 50% men. Band B shows the biggest difference as there are 32 males and 17 females in this quartile. This is as a result of one particular job role basic salary falling within this quartile and within that role 79% of them are male.

## Gender pay gap (external candidates)

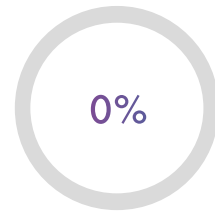
This is the report for the snapshot date of 5 April 2019 for external candidates.



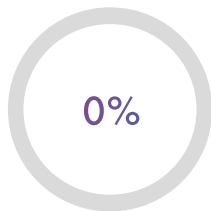
The mean gender pay gap for Sanctuary Personnel is 0.7%



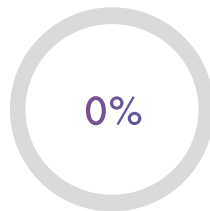
The median gender pay gap for Sanctuary Personnel is 0%



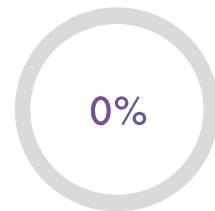
The mean gender bonus gap for Sanctuary Personnel is 0%



The median gender bonus gap for Sanctuary Personnel is 0%



The proportion of male employees receiving a bonus is 0%



The proportion of female employees receiving a bonus is 0%

## Pay quartiles by gender

Band	Males	Females	Description
A	24.1%	75.9%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	27.4%	72.6%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	27.7%	72.3%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	23.8%	76.2%	Includes all employees whose standard hourly rate places them above the upper quartile

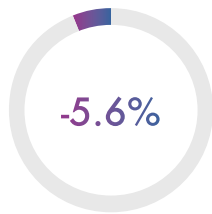
## How does the gender pay gap report compare to that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that Sanctuary Personnel's gap compares favourably with that of other organisations.

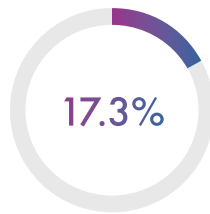
In April 2019, the gender pay gap based on median hourly earnings for full-time employees was 8.9% according to the

October 2019 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures. This was an increase of 0.03% from 2018. A combined figure of 17.3% for all full-time and part-time employees was reported as a result of more women working in part time roles. At -5.6%, Sanctuary Personnel's mean gender pay gap is, therefore, lower than that for the whole economy.

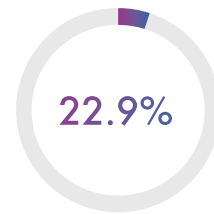
### Median Gender Pay Gap



Sanctuary Personnel



2018 ONS ASHE Whole Economy

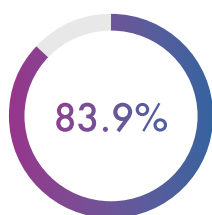


Difference

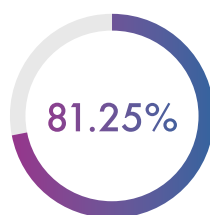
### Bonus

The mean gender bonus gap for Sanctuary Personnel is relatively large at 46.14% and the median gender bonus is at -42%. Our sales team has a significantly higher proportion of men. This is where the highest bonuses will be earned as it is a commission-based role and will be largely responsible for the

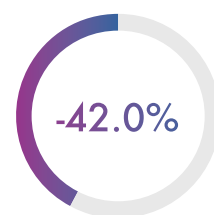
gender bonus gap. We currently have female employees who are earning some of the largest bonus figures given the nature of their role and accounts for gap. The proportion of men at Sanctuary Personnel who received a bonus in the 12 months up to 5 April 2019 was 83.9%, for women this was 81.25%.



Men



Women



Median gender bonus gap



## What is Sanctuary Personnel doing to address its gender pay gap?

While Sanctuary Personnel 's gender pay gap compares favourably with that of organisations both across the whole UK economy this is not a subject about which Sanctuary Personnel is complacent, and it is committed to doing everything that it can to reduce the gap. However, Sanctuary Personnel also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make.

To date, the steps that Sanctuary Personnel has taken to promote gender diversity in all areas of its workforce include:

- Creating an evidence base: To identify any barriers to gender equality and inform priorities for action, in 2014 Sanctuary Personnel introduced gender monitoring to understand:
  - the proportions of men and women applying for jobs and being recruited;
  - the proportions of men and women applying for and obtaining promotions;
  - the proportions of men and women leaving the organisation and their reasons for leaving;
  - the numbers of men and women in each role and pay band;
  - take-up of flexible working arrangements by gender and level within the organisation;
  - the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
  - the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

An interesting finding was that at commencement of the monitoring, there were no female sales staff working in our recruitment teams and Sanctuary sought to resolve this imbalance. Since 2014 more female staff have been recruited into these roles and as at April 2018 17.5% of the team were female. In April 2019 this figure has been increased to 20.2%. Sanctuary is committed to increasing this figure further in order to reduce the gender gap.

- Revising the flexible working policy: Sanctuary Personnel's flexible working policy was revised to make it clear that employees in all areas and levels of the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working.
- Supporting parents: Sanctuary Personnel has developed new guidelines for managers on supporting employees prior to, during and on return from maternity and other parental leave, to be backed up by training for all line managers and senior managers.

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, Sanctuary Personnel is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Any further initiatives launched throughout the year will be reported on the company intranet.

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I, Kellie Thomas, Director of People, Accreditations & Facilities, confirm that the information in this statement is accurate.

Date: March 2020

Signed

