



**Gender Pay Gap Report**  
2018 • Sanctuary Personnel

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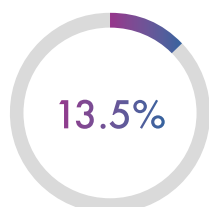
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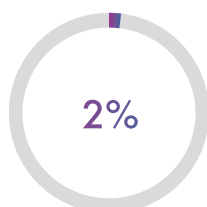
What is Sanctuary Personnel doing to  
address its gender pay gap?

## Gender pay gap report

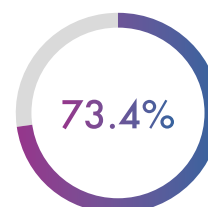
Sanctuary Personnel is required by law to publish an annual gender pay gap report.  
This is its report for the snapshot date of 5 April 2018.



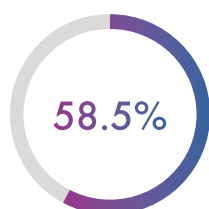
The mean gender pay gap for Sanctuary Personnel is 13.5%



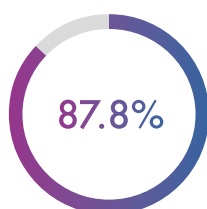
The median gender pay gap for Sanctuary Personnel is 2%



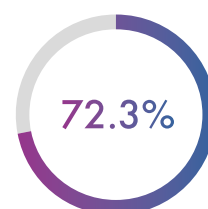
The mean gender bonus gap for Sanctuary Personnel is 73.4%



The median gender bonus gap for Sanctuary Personnel is 58.5%



The proportion of male employees receiving a bonus is 87.8%



The proportion of female employees receiving a bonus is 72.3%

## 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	51.9%	48.1%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	66.7%	33.3%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	59.3%	40.7%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	59.3%	40.7%	Includes all employees whose standard hourly rate places them above the upper quartile

## Reasoning behind the data

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; or
- 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.

Sanctuary have significantly higher median bonus gaps than the median gender pay gap that is based on hourly rates of pay. Contributing factors for this are:

- The most senior roles have a larger overall bonus opportunity and are occupied by more males than females
- Sales roles within the business are filled with a far higher percentage of males than females and these positions typically attract higher bonus opportunities

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 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. However, within Sanctuary Personnel, 48% of the employees in Band A are women and 52% men. The percentage of male employees increases throughout the remaining Bands, 73.8% being in Band D.

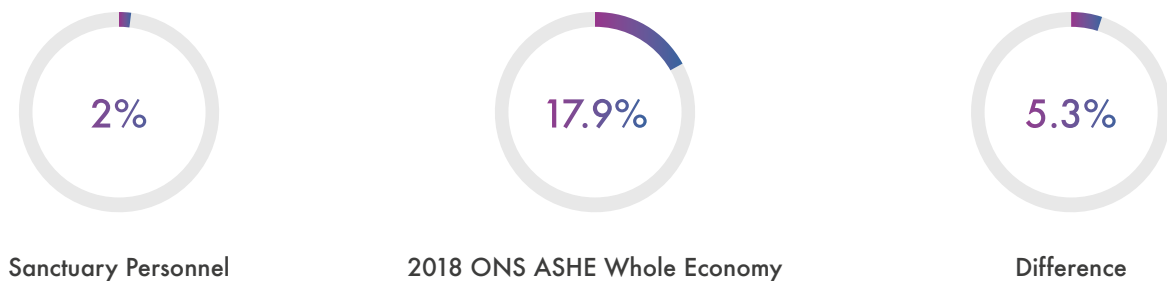
Band B shows the biggest difference as there are 36 males and 18 females in this quartile. This is as a result of one particular job role basic salary falling within this quartile and within that role 79% of them are male.

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

The vast majority of organisations have a gender pay gap.

In April 2018, the gender pay gap based on median hourly earnings for full-time employees was 8.6%, according to the October 2018 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures and a combined figure of 17.9% for all full-time and part-time employees. At 2%, Sanctuary Personnel 's median gender pay gap is therefore lower than that for the whole economy.

### Median Gender Pay Gap

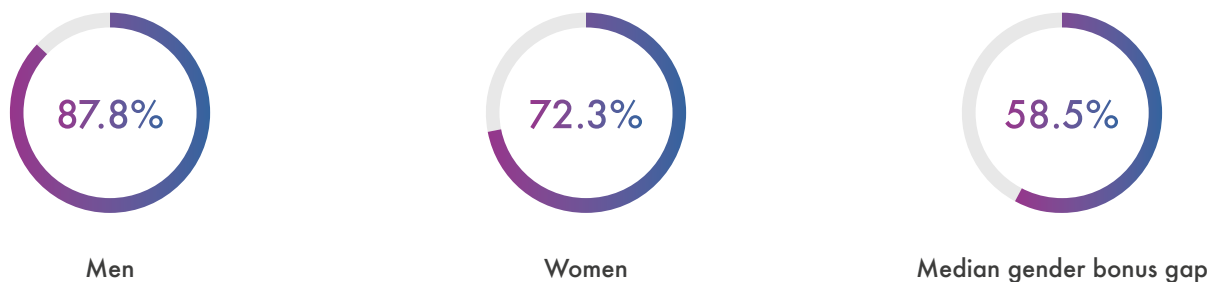


### Bonus

The proportion of men at Sanctuary Personnel who received a bonus in the 12 months up to 5 April 2018 was 87.8%, while for women this was 72.3%.

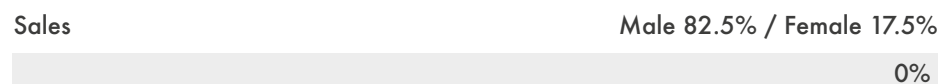
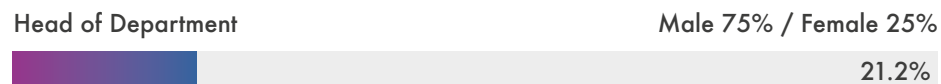
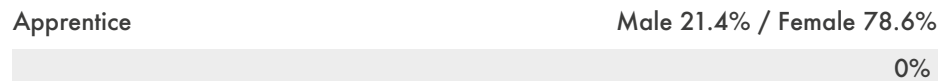
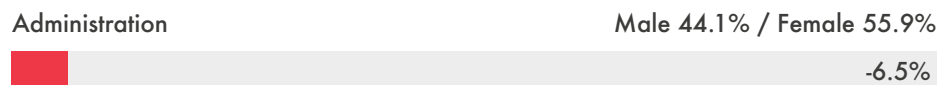
The mean gender bonus gap for Sanctuary Personnel is relatively large at 73.4% and the median gender bonus is at 58.5%. Our sales team has a significantly higher proportion of men. This is where the highest bonuses will be earned as it is a commission-based role and will be largely responsible for the gender bonus gap.

The proportion of men at Sanctuary Personnel who received a bonus in the 12 months up to 5 April 2018 was 87.78% while for women this was 72.34%



## Gender pay gap hourly rate (internal staff)

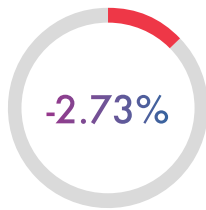
In order to analyse our overall median gender pay gap Sanctuary have broken down the data into departments to show the percentage of male and female workers and the median gender pay gap in each.



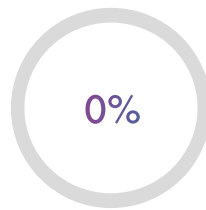
When looking at the median gender pay gap by department, the biggest gaps are in the Directors and Heads of Department categories with Sales coming next. In all of these departments there is a higher percentage of male workers.

## Gender pay gap (external candidates)

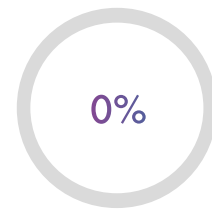
This is the report for the snapshot date of 5 April 2018 for external candidates.



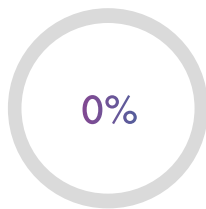
The mean gender pay gap for Sanctuary Personnel is -2.73%



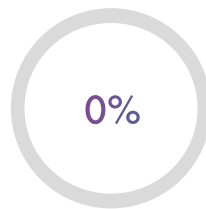
The median gender pay gap for Sanctuary Personnel is 0%



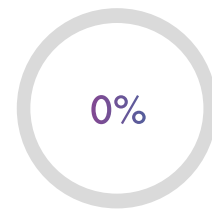
The mean gender bonus gap for Sanctuary Personnel is 0%



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%	77%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	32.2%	67.8%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	18.4%	81.6%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	27.6%	72.4%	Includes all employees whose standard hourly rate places them above the upper quartile

From the data compiled, 73.3% of external candidates were female and 26.7% were male. Pay rates are contractually agreed with clients and we are pleased to be able to report that the median gender pay gap is 0%, which is significantly lower than the UK average for 2018 at 17.0%. There are no bonus payments applicable for these workers, hence why the gender bonus gap is 0%.

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

Sanctuary Personnel's gender pay gap is slightly higher than the average 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 the following:

- 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 sales teams and Sanctuary sought to resolve this imbalance. Since 2014 more female staff have been recruited into these roles and as at April 2017 13.1% of the team were female. In April 2018 this figure has been increased to 17.5%. Sanctuary is committed to increasing this figure further in order to reduce the gender gap. In addition Sanctuary Personnel are:

- 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.

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

Date: 22/03/19

Signed

