

UK Gender Pay Gap Report 2024



Sage

An overview of our gender pay gap data



GRI 405-2

About our data

As of the snapshot date of 5 April 2024, we had 3,315 UK-based colleagues. In the spirit of transparency, and to equip ourselves with meaningful data to reduce our gender pay gap, we publish data for all our UK colleagues, irrespective of the size of the business entity they fall under. This is why you may see different data points reported for Sage on the UK Government website¹, which only asks for data on business entities larger than a certain threshold.

3,315

UK-based colleagues

Our pay gap this year

Our mean gender pay gap has decreased by 2.45% this year. We have brought in more women, and fewer men, to the business, and increased the number of women in our top quartile, also contributing to the reduction.

Additionally, there has been a higher volume of men leaving Sage, which has reduced the average pay for men, narrowing the pay gap between men and women.

2.45%



decreased mean gender pay gap this year

The gender pay gap is not the same as equal pay. Equal pay is the right for women and men to be paid the same for like work or work of equal value. Even when pay is equal, there may still be a gender pay gap.

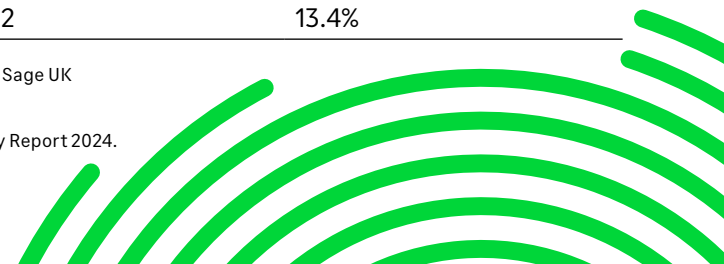
The mean gender pay gap is the difference between the mean figure for women and men. The mean—or average—is calculated by adding up salaries paid to colleagues in each group and dividing that sum by the number of colleagues in that group.

The median gender pay gap is calculated by listing the wages for all women and all men—from highest to lowest—and comparing the number that sits in the middle for each. The difference in pay between those two individuals is the median pay gap figure.

Our Pay Gap		Our Bonus Gap	
Mean Gender Pay Gap		Mean Gender Bonus Gap	
2024	4.8%	2024	16.0%
2023	7.3%	2023	12.6%
2022	9.2%	2022	10.8%
Median Gender Pay Gap		Median Gender Bonus Gap	
2024	9.4%	2024	16.2%
2023	9.5%	2023	22.9%
2022	7.8%	2022	13.4%

1. The data on the Gov.uk website is published for employing entities with over 250 colleagues. This means from 5 April 2025, the Gov.uk website will only show data for Sage UK Limited and Sage Global Services Limited.

2. For further information on the assurance of these metrics, please see the Bureau Veritas Limited Assurance statement on pg. 43 - 45 of the Sustainability and Society Report 2024.



An overview of our gender pay gap data continued



“I confirm that the data contained within this report is accurate. Our mean and median gender pay gaps have both decreased this year, and we remain committed to understanding and influencing the many factors that cause these gaps—from identifying and securing progression opportunities at work to being the primary caregivers at home, which often causes women to drop out of paid work. We look forward to continuing the conversation with women at Sage to make this a place where they can have long, fulfilling careers.”

Amanda Cusdin
Chief People Officer



Proportion of women and men in each pay quartile

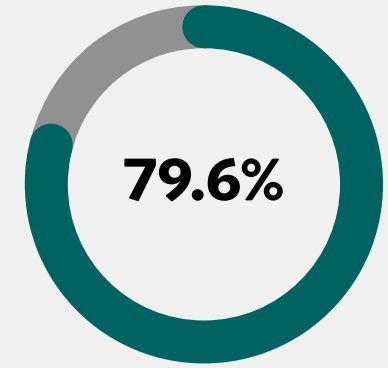
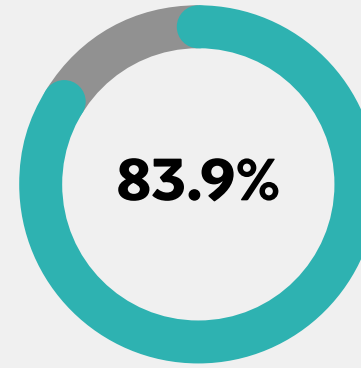
Quartiles	2024		2023	
	Men	Women	Men	Women
Pay Quartile 4 (Top)	63.6%	36.3%	65.2%	34.8%
Pay Quartile 3	66.6%	33.4%	65.3%	34.7%
Pay Quartile 2	60.4%	39.5%	59.6%	40.4%
Pay Quartile 1 (Bottom)	55.1%	44.9%	55.5%	44.5%

Quartiles are calculated by ranking pay for all colleagues from lowest to highest and then splitting into four equally sized groups, showing the percentage of men and women in each group.

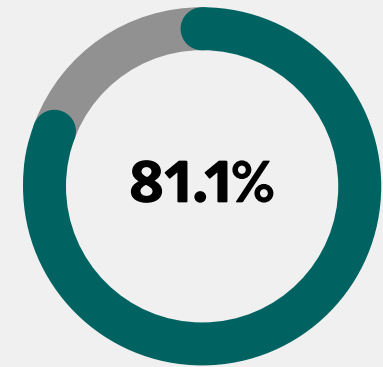
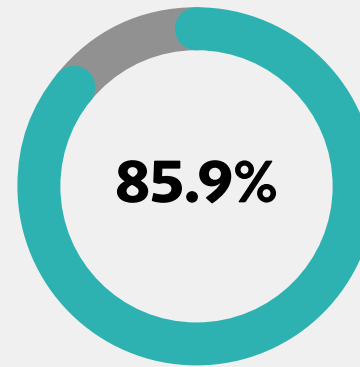
Colleagues receiving a bonus

● Men ● Women

2024



2023



Our progress

Although we are aware that women are under-represented at more senior levels, which is a contributing factor in the gender pay gap we currently have, we are making progress in closing it.

Throughout FY24 we have focussed on building representation data. We have also surfaced it in conversations around diverse teams as part of hiring processes and continued to work on interventions that promote a gender inclusive culture.

Our Governance

GRI 2-12, 2-13

Our Executive Leadership Team (ELT) continues to have gender representation goals linked to remuneration. The ELT is composed of 60% men and 40% women, ensuring that we meet our global gender diversity target at C-suite level. Our ELT Ambassador for Gender continues to monitor and advocate for progress within quarterly Global DEI Advisory Board. We provide a quarterly update within the Sustainability, AI and Data Ethics Committee meeting and an annual update to the Board.

Global Gender Diversity in Leadership Goal

GRI 3-3-e, f

Our goal is to have no more than 60% of any gender, including women, men, or non-binary people, from Board to Executive Leadership Team and four further levels of leadership by FY26. At the DEI Accountability Board in January 2024, individual targets were agreed and shared with each ELT member. These targets considered all relevant factors including their current representation, geography, talent pipeline, and the availability of external talent.

This year we began quarterly monitoring of our gender diversity in leadership, empowering our functional leaders to proactively address underrepresentation.



Career progression

GRI 3-3-e, f

We continued to support women to build and grow their careers using two distinct strategies this year. Each of these strategies was aimed at not just equipping women with additional skills, mentors and support, but also at better showcasing their capabilities to the business for increased advancement opportunities.

The first was to encourage all colleagues to leverage learning and mentorship opportunities and take part in cross-functional Gigs (short-term activities to support learning and development) set up through our Talent Marketplace platform. The platform is particularly good at enabling women who may have fewer networks across the organisation to build these and develop new skills.

The second strategy was to partner with gender equity-focussed organisations to help women develop and advance careers in traditionally male-dominated fields such as finance, tech, data and cybersecurity.

Careers in finance

The Finance function ran the second year of their 'Accelerate in Finance' program with the aim of improving leadership gender balance. The program was designed to develop skills, build confidence and provide growth opportunities. The program continues to be a success, with several participants going on to successfully apply for new roles and promotions.

Careers in tech

We partnered with Amazon Web Services to offer new tech opportunities for women at Sage through our pilot of the 'AWS CloudUp for Her Cloud Practitioner' program, providing an opportunity to achieve an industry recognised certification—Cloud Practitioners Essentials. We recruited 176 colleagues into the program and so far 97 colleagues have completed it.

Careers in cybersecurity

In FY24, we continued to champion careers in cyber security for youth, women and people of colour through our sponsorships of EmPowerCyber, EmPowering-You, Seidea, STEMFest. Our sponsorship of EmPowerCyber supported 1,200 school-age girls in Newcastle to receive introduction to cyber security training and exposure to local and national organisations during a 2-day event.

Our sponsorships also helped enable 60 women in cyber to be sponsored through the EmPowering-You leadership training programme, and 25 women of colour being sponsored through a 12-week cyber-security bootcamp.

Careers in data

We became a partner of Women in Data—an organisation dedicated to attracting, supporting and retaining women in the data, tech, AI and analytics sector. This partnership will support us in advocating for gender equity and empowering more women to consider a career in data or further build their career.

Our progress continued

Creating a gender inclusive culture

GRI 3-3-e,f

Our Colleague Success Networks and Communities

Our Gender Alliance Network provides a safe place for colleagues of underrepresented genders to connect and a place for allies to support, share and learn. This year our Gender Alliance Network focused on championing careers in tech and in data through awareness-raising events, with the support of the Women in Tech and Women in Data Communities. The Binary & Biscuits community, a safe space for celebration, education and conversations about non-binary gender identities, also ran events focused on trans awareness throughout the year, spotlighting training from our new external partner Trans In The City.

Our support through policies and procedures

We launched a new anti-discrimination, bullying and harassment policy, making our zero-tolerance approach to discrimination clear and providing a clear and transparent process to report concerns. We also launched an anti-discrimination, bullying and harassment hub on our intranet, providing guidance for colleagues and managers on how to raise concerns and support colleagues.

We launched a Domestic Abuse policy to support colleagues who are experiencing or have experienced domestic abuse. We also provide support for family planning, including fertility treatment, through our Family Planning Procedure and the Cleo parenting app which is available to all colleagues.

As part of our commitment to improving the experience for new parents, we rolled out sessions for colleagues going on or returning from parental leave, providing an overview of the return process, including top tips for planning as well as the benefits and support available. We also hosted sessions for managers to support their team members through parental leave transitions, alongside the launch of a manager's guide. With the support of our Carers Community, part of our Family Network, we launched a Carers policy with a range of guidance and resources for colleagues and managers available on our intranet-based Carers Hub.

Challenges

Understanding colleagues' experiences

Currently we only report on our gender pay gap across men and women. In the future we would like to combine gender and ethnicity pay gap data so we can understand pay gaps by both gender and ethnicity. This will enable us to understand the experiences of men and women of different ethnicities, so we can identify intentional action needed to reduce the pay gaps.

Reporting within the gender binary

We have to categorise our colleagues as men and women to adhere to current gender pay gap regulations. However this means we have to report our data based on sex assigned at birth, which doesn't always align to our colleagues' gender identities. Currently, we do not have enough data to be accurately reporting on our pay gap for transgender and non-binary colleagues – our focus over the next year will be to continue to gather data from those colleague communities, including ensuring a culture of trust and transparency where they feel comfortable sharing their information.



Currently we do not have enough data to be able to report on the pay gap for our transgender and non-binary colleagues, so our focus over the next year will be to continue to build an inclusive workplace for our transgender and non-binary colleagues, alongside working with colleagues to remove barriers to sharing their data with us.

Looking ahead to FY25

Zero-tolerance approach to discrimination

GRI 3-3-e

We will continue to upgrade our reporting process to make it easier to analyse trends from which to target interventions. We will also provide training on sexual harassment to all our managers in the UK.

Sponsorship Program Pilot

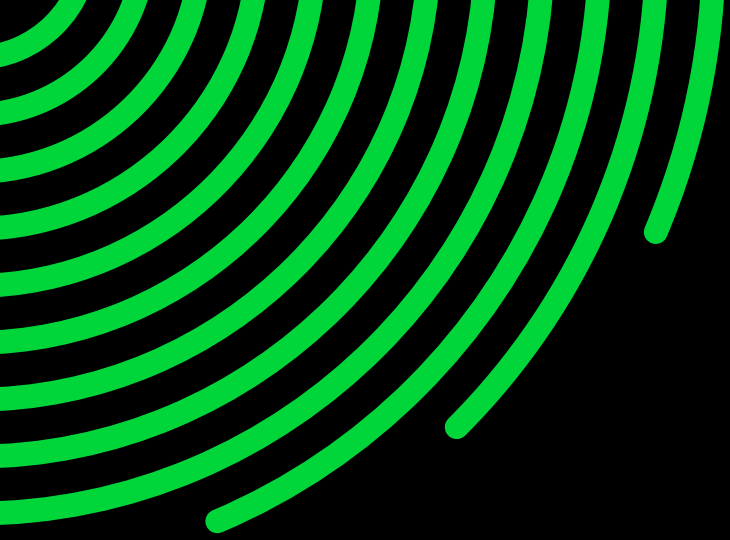
As part of our commitment to equal career advancement opportunities we will launch a 6-month sponsorship program. The aims of this pilot are to prove the viability of our defined approach and use the learnings from colleagues and sponsors' feedback to improve the program design ahead of a wider rollout to the business.

Building on our partnerships

We will build on our new partnerships: Women in Data, Working Families and Trans In The City, to bring in best practice into policy, as well as ensuring our colleagues receive the benefits from our partnerships.

Global Gender Diversity in Leadership Goal

Each ELT member will have full access to a dashboard providing them with the data and recommendations to achieve their individual gender diversity targets. From FY25 these targets will now be included in their annual bonus for each ELT member.



Get in touch

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Sage

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