

Report

UK Gender Pay Gap Report 2023

Sage



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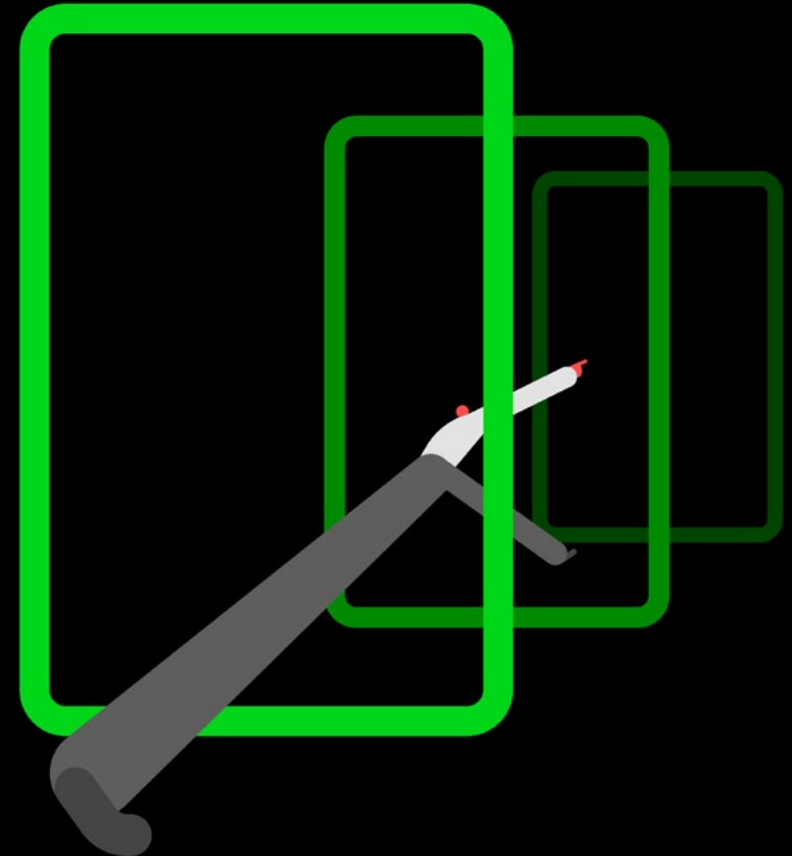
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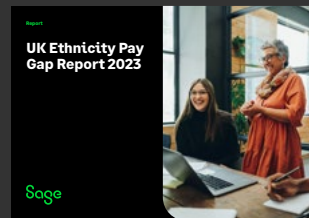
Reporting ecosystem



[Annual Report and Accounts \(ARA\)](#)



[Sustainability and Society Report \(SSR\)](#)



[UK Ethnicity Pay Gap Report](#)

Introduction



GRI 2-12, 2-13, 3-3-f

At the start of 2023, I became the Executive Leadership Team (ELT) Ambassador for Gender, and that means thinking about our purpose—to knock down barriers so everyone can thrive—through the lens of gender.

My role within the Diversity, Equity, and Inclusion (DEI) Accountability and Advisory Boards (see [SSR page 30](#)), ensures that we monitor progress as part of quarterly Advisory Board and Accountability Board sessions. We also provide a quarterly update within the ESG steering meeting and an annual update to the Board. The gender pay gap is one of several important metrics for me—which is why I’m pleased to report that, this year, Sage’s gap dropped to 7.3% in the United Kingdom, a 1.9% decrease from 2022, and well below the national average of **13.2%**.

A significant part of reducing the gender pay gap is creating a culture that enables women to join, stay, and succeed at Sage at every level. So, our focus has been on creating a workplace where everyone, including women, can see long and meaningful careers that fit with their values, their skills, and their lives outside of work. Importantly, this means redefining workplace flexibility, which is especially crucial for working women, so we are going beyond thinking about where we work to also experimenting with how we work, whether it’s a part-time arrangement or a job-share. We are also considering how we can improve every stage of a woman’s journey at Sage, from how and where we hire her from, to how we promote her so she can go from strength to strength at the Company. I’m proud to say that some of these efforts led to us being awarded a place in the [Times Top 50 Employers for Gender Equality list](#) this year.

But this work is never done—especially when we know many women are still trying to balance their professional responsibilities alongside

“A significant part of reducing the gender pay gap is creating a culture that enables women to join, stay, and succeed at Sage at every level.”

their primary caregiver roles at home, sometimes meaning they drop out of their careers altogether. We’re also keenly conscious that we are still early on our journey to becoming a gender-equal workplace for all genders.

Our ultimate ambition in this area is to make Sage an employer of choice for women—because it’s the right thing to do, and because it’s good for business. With a great DEI team at the helm, a robust effectiveness monitoring approach through the DEI Advisory and Accountability Boards ([SSR page 30](#)) to challenge us, and insights from our gender-focused Colleague Success Networks to inform our work, we are well equipped to meet the challenge. I’m grateful to everyone who is helping to make Sage a more gender-equal place, and I look forward to the progress we will continue to make together in the coming years.

Amy Lawson

Chief Corporate Affairs Officer
and ELT Ambassador for Gender

What is the gender pay gap?



The gender pay gap is the difference between the average hourly earnings for men and women in an organisation, regardless of their roles. All UK employers with more than 250 colleagues are required to report their gender pay gap.

The data is based on calculations set by the government and is significantly influenced by the difference in the number of men and women at various levels within the organisation.

Is gender pay gap the same thing as equal pay?

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.

How is the gender pay gap calculated?

The mean

The mean gender pay gap is an average. It is calculated by adding up the relevant payments to all male colleagues and dividing this by the total number of male employees, and doing the same for female colleagues. The mean gender pay gap is the difference between the mean figures for men and women.

The median

The median gender pay gap is calculated by listing all male and female colleagues' wages 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.

Gender identity at Sage

The gender pay gap regulations require colleagues to be categorised as men or women. While we recognise that not all colleagues identify within the gender binary, for the purpose of compliance and data transparency, we've adhered to the government-advised categories.

An overview of our gender pay gap data



GRI 405-2

UK companies are only required to publish data when the employing entity has over 250 colleagues. At Sage we want to be transparent, so the data we share represents all of our 3,235 UK-based colleagues as of the snapshot date of 5 April 2023, irrespective of the size of the business entity they fall under.

It is this overall number that we use to measure our UK gender pay gap, therefore this report is the most accurate representation of Sage's data for UK colleagues about where we are on our journey¹.

The following table shows our combined gender pay gap data for all our UK-based colleagues in both entities, as well as colleagues in entities below the 250-colleague threshold as of the snapshot date of 5 April 2023. It also shows bonus pay data for bonuses paid in the year.

Our Pay Gap		Our Bonus Gap	
Mean Gender Pay Gap		Mean Gender Bonus Gap	
2023	7.3%	2023	12.6%
2022	9.2%	2022	10.8%
2021	7.3%	2021	8.6%
Median Gender Pay Gap		Median Gender Bonus Gap	
2023	9.5%	2023	22.9%
2022	7.8%	2022	13.4%
2021	6.1%	2021	10.1%

1. From 5 April 2024, the data on the Gov.uk website is published for employing entities with over 250 colleagues, so this will only show data for Sage UK Limited and Sage Global Services Limited.

GRI 405-2

Proportion of women and men in each pay quartile

Quartiles	2023		2022	
	Men	Women	Men	Women
Pay Quartile 4 (Top)	65.2%	34.8%	62.8%	37.2%
Pay Quartile 3	65.3%	34.7%	64.2%	35.8%
Pay Quartile 2	59.6%	40.4%	60.7%	39.3%
Pay Quartile 1 (Bottom)	55.5%	44.5%	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



Understanding our gender pay gap data

GRI 405-2

Our overall mean gender pay gap has decreased by 1.9% this year and continues to be influenced by the same factors as in previous years:

More men than women in senior roles contributes to the gap

Whilst we continue to improve our gender balance across the UK, and have increased senior level representation, we still have more men in the most senior roles than women, which contributes to our gender pay gap.

Impact of leavers contributes to the reduction

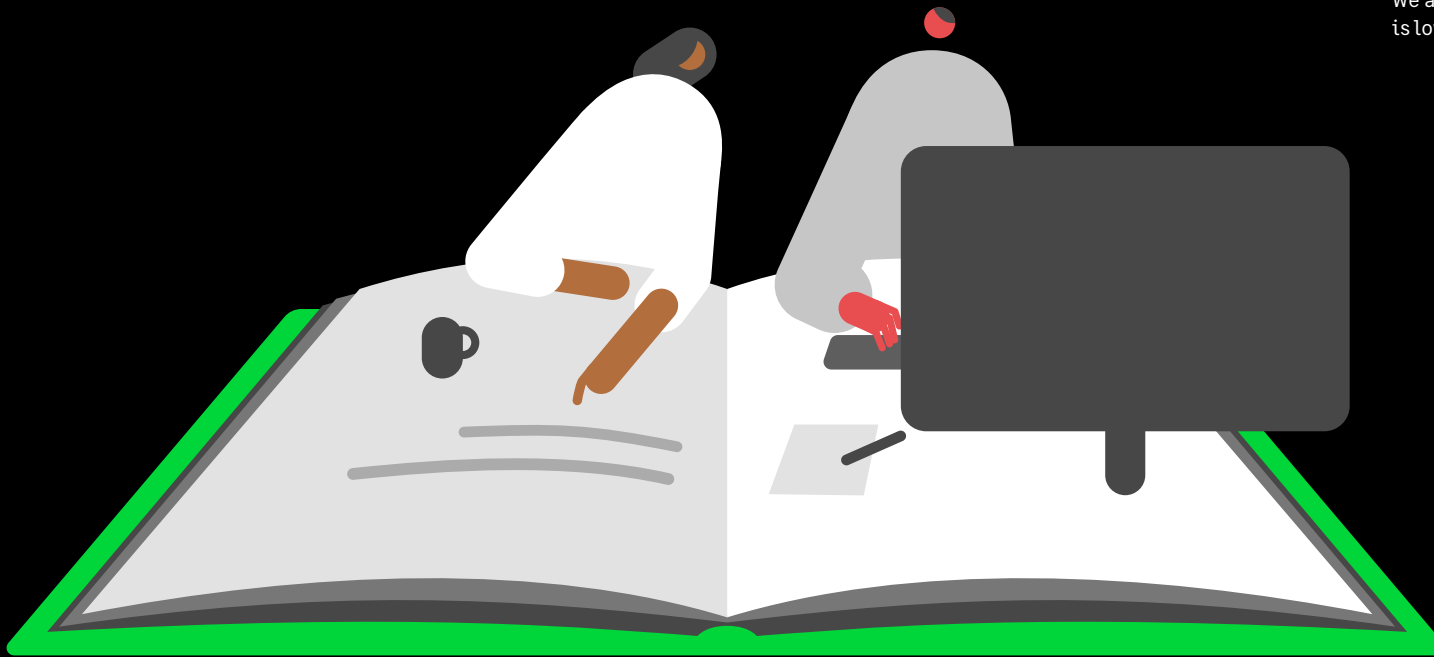
The competitive talent market, particularly in technology, means that our colleagues are in demand by other companies. Our leavers' pay profile has again had an impact on the gender pay gap reduction, contributing to the reduction.

Our mean gender pay gap is 7.3% in 2023, marking a 1.9% decrease from 9.2% in 2022. (In previous years, our mean gender pay gap was 7.3% in 2021, 7.6% in 2020, 10.2% in 2019, and 12.2% in 2018.) This means the mean pay for men is 7.3% higher than for women at the snapshot date of 5 April 2023.

Our mean gender bonus gap is 12.6% in 2023, up from 10.8% in 2022. (In previous years, our mean gender bonus gap was 8.6% in 2021, 9.2% in 2020, 28.6% in 2019, and 53% in 2018.) This means that the mean bonus for men is 12.6% higher than it is for women at the snapshot date of 5 April 2023.

As a signatory of the [Tech Talent Charter](#), we track the number of women working in technology roles. Of those defined as working in technology roles, women made up 34% and our technology hiring ratio is currently tracking at 30%.

We are reporting a mean gender pay gap of 7.3% in 2023, which is lower than the UK mean gender pay gap of 13.2% in 2023².



2. Business In The Community (2023) gender pay gap Reporting Dashboard. Available at: <https://www.bitc.org.uk/gender-pay-gap-reporting-dashboard/> (accessed 31 August 2023).

Our progress

GRI 3-3 d

Throughout FY23, our key areas of focus were:

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 ELT-4 by FY26. To ensure we meet this goal, we have developed a central dashboard to help our People Business Partners and hiring managers to monitor their progress and be more intentional in practices around the opportunities within hiring, development, and progression. The dashboard is reviewed with the ELT as part of the quarterly DEI Accountability Board and ESG Steering Committee sessions. We have set up the ELT and Executive Team senior leadership levels for success, by building understanding around the goal and the global DEI strategy business mission, through allyship training.

Establishing a Leadership Accountability Framework

GRI 3-3-e, f

Our gender-inclusive culture starts with our governance and senior leaders. Our CEO is our biggest DEI champion and influencer. Through his commitment to gender equity, our ELT now has gender representation goals linked to remuneration and colleagues are clear on the organisation's mission. The ELT is composed of 60% men and 40% women, ensuring that we meet our global gender diversity target at C-suite level. With an ELT Ambassador assigned to Gender, alongside Global DEI Accountability and Advisory Boards set up to provide governance, we are building a strong role modelling, transparent, and action-focused culture so we can replicate the success we've had at ELT to other levels of the Company.

Empowering our Colleague Success Networks

GRI 3-3-e, f

We know it is critical that we listen to the voices of the women and colleagues of other marginalised genders within our business. We do this through close ongoing collaboration with our gender-focused Colleague Success Network, the Gender Alliance Network. This year they have highlighted key issues that we know could impact their career development and widen the gender pay gap.

We have responded by supporting our colleagues' understanding of menopause-related adjustments, the launch of a new Community, Binary and Biscuits, focused on peer-to-peer support for our non-binary colleagues, and expanded our Family Network remit to include carers in readiness for a new policy in FY24.

Our Colleague Success Networks also provide insight on our policies; most recently, their insights led to us increasing the scope of Cleo, our working families support app, to include parents of teenagers and caregivers. Women in senior leadership roles within our organisation are often managing multiple caring responsibilities, including older children and parents, simultaneously. Resources such as Cleo provide signposting and coaching to support colleagues with their multiple roles.





Increasing our data collection efforts

GRI 3-3-e, f

We have increased the participation of our “All About Us” self-declaration survey to 78% in the UK, which means we are now in a strong position to be data led in our solutions and take an intersectional lens to our workforce representation.

Career progression

GRI 3-3-e, f

Throughout FY23, we have rolled out Fuel 50’s Talent Marketplace AI platform to provide colleagues with equal access to career development opportunities across the organisation. This helps colleagues chart their careers step by step, including providing clarity about the skills and capabilities needed for each role. It also makes development assignments more visible to all colleagues, which has particular value for women in terms of retention and advancement as women often have less access to networks that support their career progression.

Flexible Human Work

GRI 3-3-e, f

Our progressive “Flexible Human Work” approach continues to provide the flexibility for our colleagues to do their best work in a way that works for them and their teams.

For further details, [please see page 37 of our Sustainability and Society Report 2023](#) for information about our flexible working practices.

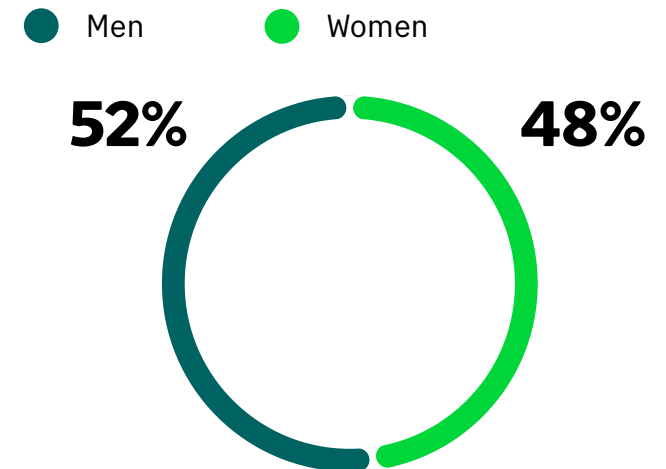
Policies and benefits

We have a range of family-friendly policies and processes, which we regularly review and update, as well as a range of benefits. We most recently extended our Cleo app to include parents of teenagers and care givers.

Early careers

Our focus on early careers provides external apprentice, graduate, and intern scheme opportunities in all our locations, and across many functional areas. In FY23, an overall gender diversity split of 48% has been achieved, with 50% in our Product and Tech roles. We have achieved 75% women hiring in our non-tech Graduate roles, which is now complete. Apprentice hiring is at 60% men across all functions, with 5% non-binary people hired.

Gender diversity split for Early Careers FY23



Looking ahead

GRI 3-3-e

Global gender action plan and future monitoring

We have built a global gender action plan for FY24, and our focus remains on attracting, developing, and retaining women in senior leadership. We have found, as part of our quarterly reporting, that the annual calculation cycle for gender pay gap is not agile enough and has not enabled us to quickly detect changing factors that could increase our gender pay gap. From FY24, Sage's gender pay gap reporting processes will be monitored quarterly to ensure that key indicators can be raised early and further analysis and actions initiated if the gap is widening.

Zero-tolerance approach to discrimination

We have a zero-tolerance approach to discrimination of any kind and are upgrading our reporting process to make it easier and more transparent to report any allegation, as well as providing Equality Act 2010 training across our People Business Partners and Healthy Mind Coaches.





Get in touch

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Sage

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