

# A business for all to thrive.

**Diversity, Equity, and Inclusion (DEI) Strategy  
2024 to 2027**

**Sage**



# Introducing our DEI strategy

In our latest DEI Impact Report, we looked at what we were doing well and, more importantly, where we can go further and faster. We've made some improvements—these form our refreshed DEI strategy.

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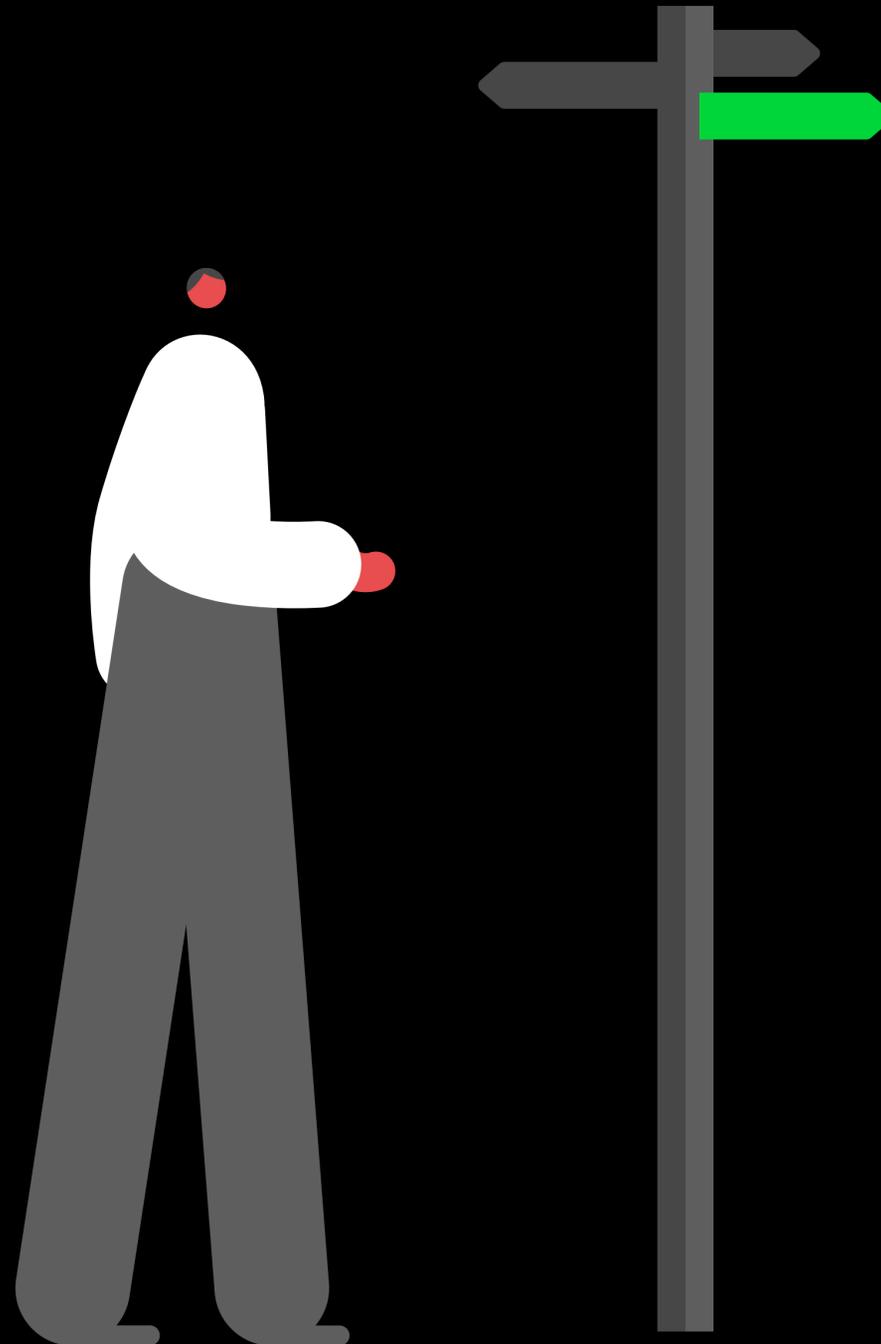
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A business for all to thrive



"we have listened to feedback from colleagues and key stakeholders and refreshed our DEI strategy. While our ambition and priorities remain unchanged, the new strategy has been simplified and is more accessible for all to understand our commitments and future direction."

**Peter de Norville**

Vice President, DEI and Wellbeing

# Why does DEI matter?

**Because our core purpose is to knock down barriers so everyone can thrive ...**

To truly deliver on this purpose, we need a bold, agile, and comprehensive DEI strategy that is fully integrated into our business strategy.

**Because we are a global company ...**

We are a global company and, as such, must do even more to ensure that we reflect the many different cultures, backgrounds, and viewpoints of our customers, partners, and communities.

**Because diverse businesses are more successful businesses ...**

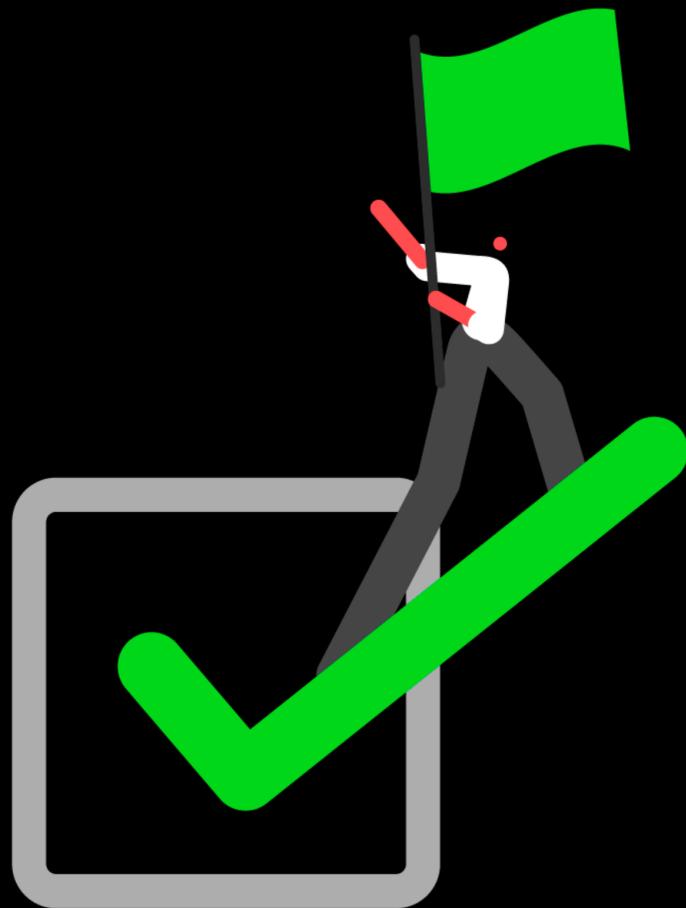
DEI is not only the right path to follow, but it is a commercially smart path to follow. Evidence shows that with diversity comes innovation, risk mitigation, and great customer service, all translating into enhanced business performance.

**... And because we care.**

As a company that cares about our colleagues, customers, and communities, we need to be an inclusive, welcoming organisation. This means being respected and empowered to be our authentic selves, without fear of discrimination or exclusion. It also means celebrating our differences and the fact that we represent diverse communities.

# Our DEI commitments

Our six DEI commitments are how you—our colleagues, customers, partners, and communities—can hold us to account and ensure our actions, values, and behaviours are at the standard you expect from us.



We have a zero-tolerance approach to discrimination of any kind. We will listen to our colleagues and communities, and act on what they tell us.



Our workforce will reflect the diversity of the communities in which we work and live, at every level of our organisation.



We strive to create an inclusive culture where leaders seek out and embrace wide-ranging opinions.



We will seek out and remove any barriers to equity and inclusion, so we can give everyone the same opportunity for success.

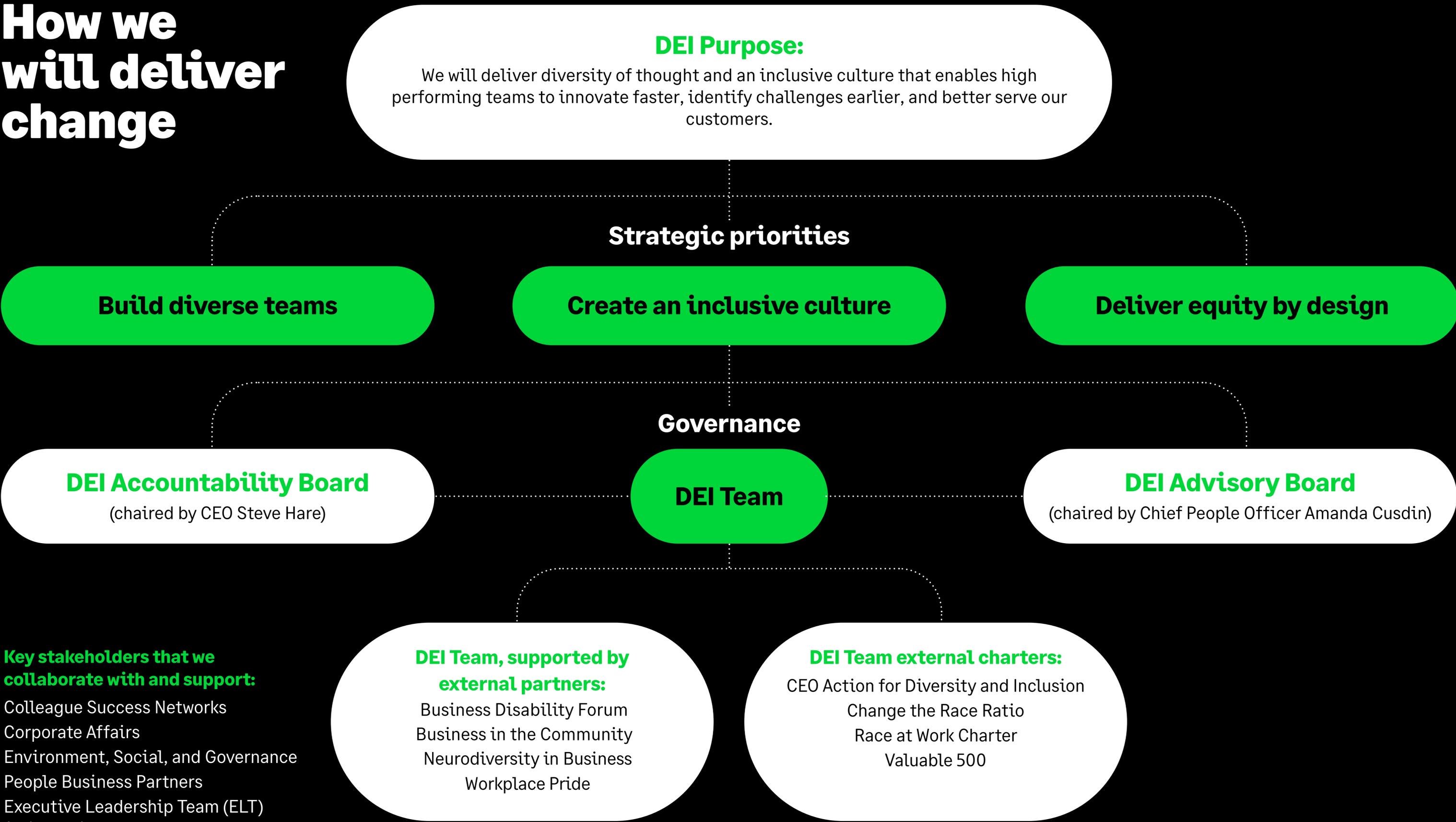


We know learning is a constant process. We will continually seek to do better, to listen, and to learn.



We are open about our progress; we hold ourselves accountable when we get things wrong, celebrate when we get things right, and will learn from both

# How we will deliver change



**Key stakeholders that we collaborate with and support:**

- Colleague Success Networks
- Corporate Affairs
- Environment, Social, and Governance
- People Business Partners
- Executive Leadership Team (ELT)
- Ambassadors

# Strategic priority 1

## Build diverse teams

### Why this is important

A range of voices, backgrounds, and experiences helps us make balanced decisions that reflect our customers, colleagues, and communities, and help us make balanced decisions.

### Our approach

We will analyse our " All About Us" data so that we can target resources to deliver long-term and impactful change.

### Knocking down barriers

We will continue to capture data by country. Senior leaders will drive engagement, ensure our data is managed transparently, and use it to set targets that address under representation at all levels. We will also build the aggregated data into our processes to seek and eliminate bias.



### Tracking progress

#### Race and ethnicity diversity goal

- 20% of senior leadership (ELT and ELT -1) from historically underrepresented race or ethnic groups by the end of FY27



- 18% of ELT -2 from historically underrepresented race or ethnic groups by the end of FY27



#### Gender diversity goal

No more than 60% men, women or non-binary people in any leadership team. In our FY22 strategy we aimed to achieve the goal by FY26. We recognise that our initial target was ambitious and that we still have a long way to go. Our revised targets are challenging but achievable, aiming for 65% of teams to reach them by FY27.



## Strategic priority 2

# Create an inclusive culture

### Why this is important

An inclusive and welcoming culture is critical to how we attract, develop, and retain our talent.

### Our approach

We will provide allyship training and resources to all our leaders, ensuring it becomes embedded in all day-to-day interactions, and roll out a Colleague Success Network maturity model.

### Knocking down barriers

We will ensure that our leaders are positive role models for an inclusive culture; that Colleague Success Networks are well supported and recognised by the DEI Team and their Regional Sponsors.



## Tracking progress

### Colleague Success Networks

From a baseline of 4% participation in FY22, we want every colleague to have the opportunity to be actively involved in a Colleague Success Network, with the next target of 25% by the end of FY27.

FY27 target

25%

75%

### All about us

In FY24, we achieved 64% data disclosure across UK, Ireland, US, Canada, South Africa, Spain, Portugal, France, Germany and Austria. As we increase the scope of our diversity data by introducing India this percentage will regress. By the end of FY27, we aim to return to 65% data disclosure.

FY24

64%

36%

FY27 target

65%

35%

### DEI Index

We won't be satisfied until we achieve a score of 100 in our own DEI Index, which tracks diversity, belonging, and inclusion through the average of two questions in our internal engagement survey. The DEI Index helps us to measure the impact of embedding inclusive best practice within our leadership community. An interim target is to achieve 84 by the end of FY27.

FY27 target

84%

16%

## Strategic priority 3

# Deliver equity by design

### Why this is important

Equity applied at the design stage starts with looking at processes and systems that unfairly benefit some colleagues or customers over others. Ensuring equity by design is key to strategic innovation for any business.

### Our approach

We aim to establish best practices within project initiation and execution to focus on equity in the creation and redesign of policies, procedures, processes, and systems. The focus on equity means that project owners can identify potential negative impacts on underrepresented communities and take action to ensure that inequities are mitigated or eliminated. Project owners are accountable for identifying whose voice is missing from their project, the worst-case scenario and for whom, and whether the underlying data reinforces existing inequities.

### Knocking down barriers

We empower colleagues to speak out and feel safe to share their views. We address conscious and unconscious bias and raise awareness of the difference between equality and equity.



## Tracking progress

### Talent Acquisition

We have embedded diverse hiring principles into the talent acquisition process for all hires across Sage.

### Communications

Our Corporate Affairs team ensure that diversity, equity, and inclusion is a key component of all our internal and external communications.

### Decision making

The DEI Ambassadors from our Executive Leadership Team, bring together our key stakeholders to ensure that equity is factored into every facet of decision making.

# Accountability

Rigorous and transparent systems of DEI governance will hold us to account to deliver on our strategy and achieve our DEI Ambition.

As introduced on page 5, we have an established DEI governance structure comprising two DEI Boards and a DEI Team:

## 1. The DEI Accountability Board

The DEI Accountability Board, which is chaired by our Chief Executive Officer (CEO) and consists of our Chief People Officer, Executive Vice President of Talent, Capability and Culture, and VP of DEI and Wellbeing, is accountable for the success of the DEI strategy, setting targets, and allocating resource.

## 2. The DEI Advisory Board

The DEI Advisory Board is chaired by our Chief People Officer and consists of four external DEI experts and six ELT Ambassadors, who each focus on one of our strategic dimensions of diversity—Ability, Gender, LGBTQ+, Neurodiversity, Race and Ethnicity, and Social Equity. The Advisory Board is responsible for challenging our strategy, benchmarking against global best practice, and driving constant innovation.

## 3. The DEI Team

The DEI Team is led by our VP of DEI and Wellbeing, who is responsible for creating the DEI strategy, and consists of seven colleagues, who each focus on one of our strategic dimensions of diversity globally, provide guidance to our Colleague Success Networks, and support regions and functions with consultancy.



“Sage is fully committed to DEI, recognising that DEI is good for business, good for Sage, and good for our society. We are pleased with Sage’s comprehensive approach to making DEI a business fundamental. As a Board, we regularly review and discuss advancement towards these goals. We’re proud of the progress to date and to be a part of this ongoing journey.”

**Sangeeta Anand**

Independent Non-Executive Board Director, Sage

# A business for all to thrive

We will know we have been successful in knocking down the barriers to equity and inclusion when our colleagues, customers, and business partners:



**Think** that DEI is a priority across the entire business, not just in one country or function; and that Sage is taking a long-term sustainable and integrated approach.

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**Feel** a sense of belonging, trust, and confidence in our strategy; that they are proud to work for or with Sage and are empowered to speak out.

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**Act** intentionally by celebrating differences, challenging each other and leading by example with respectful and inclusive behaviours.



“I want everyone to know that this isn’t something I take lightly. My commitment here is to ensure DEI is treated, throughout the business, as the priority it is. I am excited to be on this journey, as we pursue our ambition to systematically build equity into the design of our business operations, ensuring we impact colleagues, customers, partners, and communities.”

**Steve Hare**

CEO



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