

Gender Pay Gap Report 2019

Our Equality, Diversity and Inclusivity mission statement

SAGE Publishing is committed to being an inclusive employer where all individuals are treated equally with fairness and respect, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

We want to create a work environment where all engaged individuals feel that SAGE is their natural home: we believe in developing individuals to their full potential and giving all employees the opportunity to excel. We champion equality and diversity initiatives, we encourage individual expression of identity and we embrace a culture of inclusion.

We engage the workforce positively in diversity issues and require all members of the SAGE community to listen to different viewpoints and perspectives without prejudice. We aim to be the envy of our competitors - to be people with high standards, who care for each other, and above all who take pride in working at SAGE.

Our Aspirational Goals:

We want SAGE UK to be an organisation where the most talented staff are recruited and have the opportunity to grow. We strive to achieve a better representation of diverse talent across our workforce, specifically we aim to:

- Have an upper quartile (Q4) that is reflective of our staff make up – based on the current profile this would look like 65:35 representation of women to men.
- Increase representation of BAME staff across all levels within each department, with an ultimate aim of exceeding 30% across all areas of the business.
- Create an inclusive environment where all talent can thrive and play their part in driving SAGE UK's business performance.

These are long-term commitments and we will track progress annually.

Proportion of women and men receiving a bonus payment



93.7%

of women were paid a bonus



89.4%

of men were paid a bonus

- All SAGE permanent employees receive a bonus which is paid in March each year.
- Staff joining in the first quarter of the year do not qualify for the previous year's bonus.
- The 4.3% difference between the number of women and men receiving a bonus is because the ratio of men to women hired in January to March 2019 exceeded the ratio of men to women already employed.

2019: The gender pay gap at SAGE is

15.2% **median** (middle)
Gender pay gap in favour of men

22.7% **mean** (average)
Gender pay gap in favour of men

- We are unhappy with the size of the gap and we are continuing to take positive action to reduce it.
- We are an organisation that wants to support our staff equally to flourish throughout their careers.

There are a range of factors which influence the pay gap numbers

Our gender pay gap figures have decreased since 2018. This is due to the make-up of employees across the company.

Broadly our GPG figures are affected by:

The balance of men and women in the company: our gender balance for **2019** is **65% women** and **35% men**. This has shifted 2% in favour of men between 2018 and 2019. However, men have remained better represented in higher pay quartiles.

Having a predominantly female workforce in the lower quartiles heavily influences the median and mean hourly rate of pay for women. Our technology functions occupy the upper quartile and are male dominated.

The impact of higher executive salaries: the UK senior management group was made up of **50:50 women to men as of April 2019**. However, the two most senior London based executives who occupy leadership positions are men. The current make up of the senior management team as of March 2020 is 56% women and 44% men.



Our aspirational goal is to increase the percentage of **women** in the top two quartiles so as to reflect the percentage across the whole company. We recognise that this is a long-term aim.

Currently the **top quartile** is **44%** women and we aim to increase it to be representative of the company as a whole which is currently **65%** women.

The bonus pay gap at SAGE is

17.9%
median (middle)

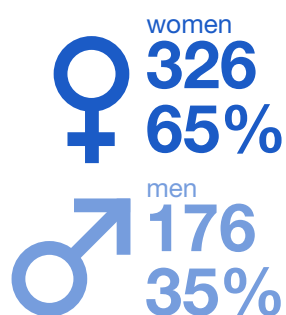
49.6%
mean (average)

- The bonus pay gap is influenced by the same factors as the pay gap.
- The impact of executive salaries is magnified as the senior management group receive a bonus and long-term incentive payments based on the global results of the company. This forms a more significant proportion of their pay than that of staff below senior management level.
- The SAGE company-wide bonus includes a flat amount which is applied equally regardless of gender, part-time working or maternity, paternity or family leave.
- The remainder of the staff bonus is weighted to pay. Those on maternity, paternity or family leave receive their bonus as if they were on full pay.

Our Gender Pay Gap Data

Total number
of employees

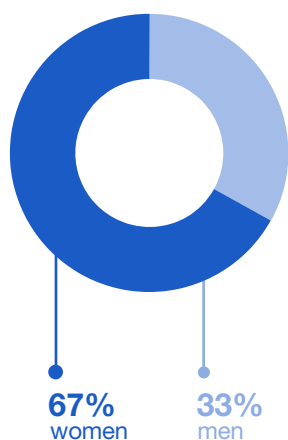
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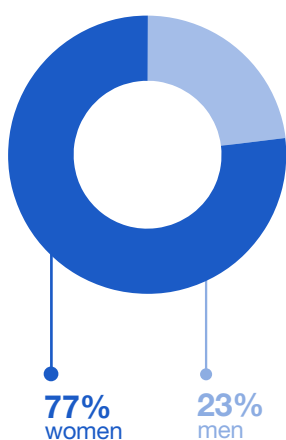
We aim to **increase the proportion of women in the upper quartiles** and so **reduce** our gender pay gap significantly over time. There is no **overnight solution** to closing this gap. We are working to understand it and to assess the actions that we will take. We are **committed to making changes** to foster gender equality, diversity and inclusion in the short- and long-term.

Pay gap by quartile – Proportion of women and men in each pay quartile

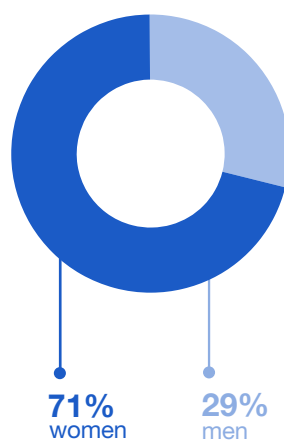
Lower Quartile



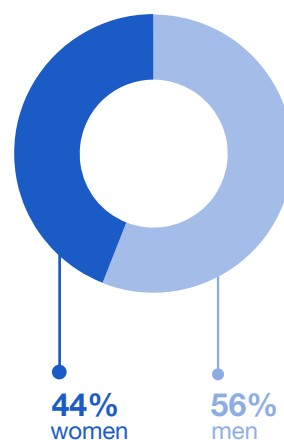
Lower Middle
Quartile



Upper Middle
Quartile



Upper Quartile



What have we done so far at SAGE?

- **Created a Diversity and Inclusion Group** who are accountable for delivering specific actions to move us towards achieving our aspirational goals.
- Employee-led **BAME and LGBTQ+ and allies groups** established, which feeds directly into the Diversity and Inclusion group.
- **Refined and clarified our flexible working policy** so as to support our staff in their caring responsibilities and to foster work-life balance and wellbeing. 64 formal flexible working applications approved in 2019, 10 of which were for men and 54 for women.
- **Improved accessibility and inclusion** by live streaming company meetings and introducing gender-neutral toilets.
- Introduced a **new family leave policy** in the first 12 months after the birth or adoption of a child so as to provide greater financial support and flexibility for our staff regardless of gender.
- Rolled out provision of **support for women prior to going on maternity leave** and for those returning to work after maternity or family leave, including staff support groups. 100% of employees returned after leave in 2019.
- Worked across the organisation and with external recruiters to implement more **inclusive recruitment practices** to attract a wider range of diverse talent to SAGE UK. The changes implemented include the introduction of diverse candidate slates, interview panels and using more gender-neutral language in our job adverts and job descriptions.
- Put in place a **long-term strategy to increase the representation of female talent in our Technology** department. In addition to inclusive recruitment practices, we have established a Women in Technology Group to discuss issues and provide peer support. We have also increased transparency and promotion of roles available in IT internally.
- **Continued to promote our mentoring programme** to encourage more participants regardless of gender to utilise this valuable opportunity to enhance their career progression. Seven new staff are currently being mentored taking the total of staff who have benefited from this programme to 49 and nine new staff have been trained as mentors.
- Continued to offer **workshops on career development and networking** to support career progression.
- Continued to bring **BAME interns** in to broaden the representation of staff working in our publishing functions, all of our interns are paid.
- Extended our bespoke **Dignity at Work and Inclusive Leadership training** with 115 people now trained. Continued our Unconscious Bias training with over 300 employees trained to date. These sessions will be mandatory for managers from 2020.
- Promoted **stronger internal communication**, providing updates and engagement as well as Diversity and Inclusion related resources to all SAGE UK employees.
- Extended our commitment to **diversity and inclusion within Higher Education** by providing financial sponsorship to Leading Routes for their Black in Academia campaign. The campaign aims to further the conversation about the representation and experiences of black students and staff in universities in the UK.

Equal pay

We recognise that the gender pay gap is only one statistic which does not cover other important equality agendas such as equal pay and equality of opportunity. Our annual pay increases are reviewed for fairness by an equal pay panel consisting of the COO, HR Director, Publishing Director and Managing Director. We have performed a regression analysis on our salaries which has been independently reviewed by EDGE, the world's leading consultancy on organisational commitment to gender equality. This analysis confirms that SAGE has no statistically significant issue with regard to equal pay and SAGE meets EDGE's standards in terms of risks associated with gender pay equality.

Actions for the coming year

- Continue a focus on career progression and development to ensure that there is equality of opportunity for promotion within the company.
- Complete a job evaluation and pay banding project for all roles at SAGE with Innecto, a leading pay and benefits consultancy.
- Implement and communicate clear and transparent pay bands across the company.
- Provide mandatory dignity at work and inclusion awareness training for all staff across the company.
- Establish an employee support group of trained employees to be available for confidential discussion and support for our staff on any issues including those relating to diversity and inclusion.
- Foster inclusion more generally by supporting BAME internships and seeking to increase the number of successful BAME applicants to new roles.
- Engage with staff in order to assess the effectiveness of our actions and to actively involve more SAGE UK employees in our Diversity and Inclusion work.
- Maintain consistent and transparent lines of communication across various levels within the company, including regular updates and feedback opportunities.

Declaration

I confirm the data reported for SAGE Publications Ltd is accurate.

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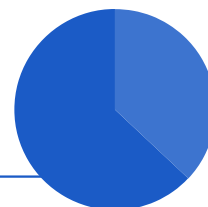
Our work with **EDGE**

In **2017 SAGE engaged EDGE**, the world's leading consultancy on assessing organisational commitment to gender equality, to conduct an analysis of our current gender equality policies and practices. SAGE invited EDGE to perform a new assessment at the end of 2019 to measure and review the progress that has been made since 2017 and to benchmark us against other companies in the UK and globally.

As part of the **EDGE assessment**, in November 2019 all UK-based employees were invited to participate in an anonymous online survey to assess individuals' perception and experience of gender equality at SAGE.

Responses from **308 SAGE employees** surveyed in 2019

Overall
63%



response rate of the total UK workforce



208 women
representing **70%** of the total number of women



100 men
representing **64%** of the total number of men

Some key highlights from the EDGE assessment include:

- SAGE UK employees consider that gender equality is important for the company to remain competitive in the market, with **89%** of **women** surveyed and **81%** of **men** surveyed agreeing or strongly agreeing to the statement.
- The majority of survey respondents consider that women and men are given the same opportunities to be hired by the company: **73%** of **female** respondents and **79%** of **male** respondents.
- **83%** of **women** and **87%** of **men** believe that they are given the flexibility they need to balance their work and personal life.
- **70%** of the **female** respondents and **72%** of the **male** respondents would recommend or strongly recommend working in the company to a female friend or colleague.
- **69%** of the **female** respondents and **64%** of the **male** respondents would recommend or strongly recommend working in the company to a male friend or colleague.
- EDGE highlighted that SAGE has a better **gender balance** in top management positions, when compared to companies operating in the UK and against media companies worldwide.
- Edge highlighted improvements since 2016 in the **effectiveness of SAGE's policies and practices** to ensure equitable career flows with recruitment and promotion, flexible working and company culture all scoring above the 65% EDGE standard.



The survey highlighted



36%
of women



34%
of men

showed uncertainty about being given fair opportunities for promotion.



57%
of women



49%
of men

were unclear about the criteria for promotion from their current role to the next higher position. It is apparent that we need to do much more to implement and communicate transparent criteria for promotion.

EDGE have awarded SAGE Assess certification, showing the organisation is making a public commitment and have recommended strategies to further enhance gender equality in the workplace. SAGE's Diversity and Inclusion Group are currently reviewing these recommendations and intend to focus on pay structure, transparency of the promotion process and promotion criteria as well as diverse candidate pools for senior positions.