

# Gender Pay Gap Report 2018

## Our Equality, Diversity and Inclusivity mission statement

SAGE Publishing is committed to being an inclusive employer, where all individuals are treated equally and with fairness and respect, regardless of age, disability, gender, identity, marriage and partnership status, pregnancy and maternity, race, religion and 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 equality and 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 equality, diversity and inclusivity 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 overall staff make up.
- Increased 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**



- 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 3.6% difference between women and men receiving a bonus is because the ratio of women to men hired in January to March 2018 exceeded the ratio of women to men already employed.

**2018: The gender pay gap at SAGE is**

**16.9%** **median** (middle)  
Gender pay gap in favour of men

**23.8%** **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 increased slightly from 2017. 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 **2018 is 67% women and 33% men**. This has shifted 3% in favour of women between 2017 and 2018. However, many of the women we hired this year were in lower quartiles. 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 is a team made up of **50:50 women to men**. However, the two most senior London based executives who occupy leadership positions are 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 **46%** women and we aim to increase it to be representative of the company as a whole which is currently **67%** women.

The bonus pay gap at SAGE is

**19.3%**  
median (middle)

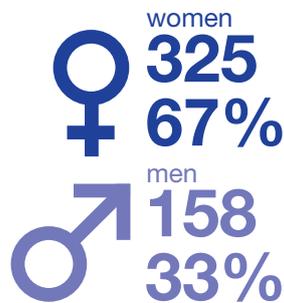
**47.7%**  
mean (average)

- 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 bonus includes a flat amount which is applied equally regardless of gender, part-time working or maternity.
- The remainder of the staff bonus is weighted to pay. Those on maternity leave receive their bonus as if they were on full pay.

## Our Gender Pay Gap Data

Total number  
of employees

**483**



We aim to **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, and corresponding median and mean pay

### Lower Quartile



**70%**  
women

**30%**  
men

### Lower Middle Quartile



**80%**  
women

**20%**  
men

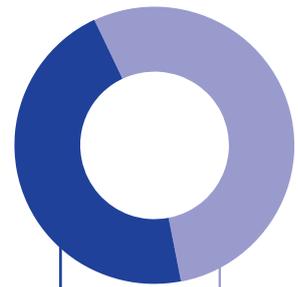
### Upper Middle Quartile



**73%**  
women

**27%**  
men

### Upper Quartile



**46%**  
women

**54%**  
men

## 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.
- **Ensured focus on Diversity and Inclusion across our key leadership meetings** and driven leadership accountability by having each leader articulate their plan to drive stronger diversity and inclusivity across their business area.
- 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.
- Introduced **greater support for women prior to going on maternity leave** and for those returning to work after maternity or family leave.
- **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.
- 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 and panels and using more gender neutral language in our job adverts and job descriptions.
- **Refreshed and relaunched our mentoring programme** to encourage more participants regardless of gender to utilise this valuable opportunity to enhance their career progression. Eight new staff are currently being mentored taking the total of staff who have benefited from this programme to 40 and eleven new staff have been trained as mentors.
- Run focus groups with employees to **better understand the bridges and barriers to career progression** in our company. Following this work we are introducing workshops on career development and networking.
- Put in place a **long-term strategy to increase the representation of female talent in our Technology** department. This includes:
  - Established a Women in Technology Group to discuss issues and provide peer support.
  - Reviewed the recruitment agencies we use so that we now only work with those who share our Diversity and inclusion vision and who will help us to attract the best female technical talent.
  - Implemented the use of an augmented writing tool across Technology job adverts and job descriptions that attracts a broader range of people (including women) to apply for these jobs.
- Introduced Dignity at Work and Inclusive Leadership training with over 85 people trained and continued Unconscious Bias training for 224 employees to date.
- Established a new internal communication channel, including a new intranet site, to provide updates and engagement as well as Diversity and Inclusion related resources to all SAGE UK employees.

## 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. In 2018, we began a job evaluation project across the company with an independent reward consultancy which entails reviewing job descriptions across the company and establishing a pay band structure. While we complete this project we continue to focus on ensuring that people are paid the same for equal work regardless of gender. Our annual pay increases are reviewed for fairness by an equal pay panel consisting of the COO, HR Director, Publishing Director and Managing Director.

## Actions for the coming years

- Put in place a formal leadership review of progress against our aspirational goals, to take place every six months.
- Continue a focus on career progression and development to ensure that there is equality of opportunity for promotion within the company.
- 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.
- Complete the job evaluation project, implement and communicate pay bands across the company.
- Measure the impact of our actions to drive an upward trajectory towards our Diversity and Inclusion aspirational goals.
- In 2017 SAGE engaged EDGE the world's leading consultancy on assessing organisational commitment to gender equality to conduct an analysis of our gender policies and practices. Following this review EDGE awarded SAGE Access certification. We will continue to build on and strive to improve our assessment award. The next EDGE assessment is due in 2019.

## Declaration

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

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