

Gender Pay Gap Report 2017

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 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.

There are a lot of factors which influence the pay gap numbers, but broadly the gap is driven by:

The impact of higher executive salaries.

The UK senior management group at SAGE is a team made up of **50:50** women to men. However, the two most senior London based executives, who occupy leadership positions in SAGE's global business, are both men.



The balance of men and women in the company.

In common with many publishing companies, we have a large number of **women** in publishing roles.

Currently, of those earning within the **lower pay quartile**, **69%** are women.

Of those earning within the **upper pay quartile**, only **47%** are women.

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 gender pay gap at SAGE is

14.5% median (middle)

22.0% mean (average)

- We are unhappy with the size of the gap and we will therefore be taking **positive action** to reduce it.
- We **welcome** the push that this Government initiative gives to SAGE to examine the dynamics behind the gender pay gap and the causes of the gap within our company.
- We are an organization that wants to **support** both women and men equally to flourish throughout their careers.

The bonus pay gap at SAGE is

20.7% median (middle)

43.9% mean (average)

- The bonus pay gap results are 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.

Proportion of women and men receiving a bonus payment

♀ 91.5% of women were paid a bonus

♂ 94.4% 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.
- 2.9% difference between women and men receiving a bonus is because the ratio of women to men hired January to March 2017 exceeded the ratio of women to men already employed.

Our Gender Pay Gap Data

Total number of employees:

438



We aim to **reduce** our gender pay gap significantly over time. There is **no overnight solution** to closing this gap. We are firstly 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 hourly pay

Lower Quartile



69% women
31% men

-10.3%

Median hourly fixed pay variance per quartile

-13.1%

Mean hourly fixed pay variance per quartile

Lower Middle Quartile



75% women
25% men

-0.5%

Median hourly fixed pay variance per quartile

-0.9%

Mean hourly fixed pay variance per quartile

Upper Middle Quartile



63% women
37% men

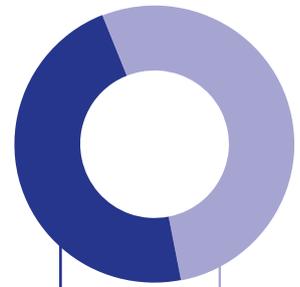
-1.0%

Median hourly fixed pay variance per quartile

0.3%

Mean hourly fixed pay variance per quartile

Upper Quartile



47% women
53% men

8%

Median hourly fixed pay variance per quartile

11.3%

Mean hourly fixed pay variance per quartile

A **negative** figure above indicates the pay gap is in favour of women (higher hourly pay) in the quartile assessed.

What is our current position on gender and diversity?

- We recognize that gender is only one factor in defining an equitable workplace.
- We have subscribed to the Publishers Association **10 Point Inclusivity Action Plan** for inclusivity developed while SAGE's Stephen Barr was President of the PA 2016/2017.
- SAGE **already** meets two key targets of the action plan:
 - at least 50% of senior management and executive leadership roles should be occupied by women.
 - ensure 15% of employees are Black, Asian and ethnic minority people within the next five years.
- We enable part time and flexible working: 12% of staff work part time, the majority of whom are women.

What have we done so far at SAGE?

- 1 We have established a **gender equality group** to focus on driving change.
- 2 In 2017 we engaged with **EDGE Strategy**, a leading global consultancy to assess gender equality. We have gained EDGE Assess accreditation.
- 3 We have started work on recommended actions from the EDGE Assessment including a review of our **Equality, Diversity and Inclusion Policies and Dignity at Work Policy**.
- 4 We have reviewed our pay levels across the company for **Equal Pay**.
- 5 We have introduced training programmes covering **Unconscious Bias, Inclusive Management and Dignity at Work**. We are committed to continuous inclusivity and diversity training, so far 195 employees have been trained in Inclusive Leadership and Unconscious Bias workshops.

Actions for the coming years

As part of our promotion of gender equality within SAGE, we will:

- 1 Embed the promotion of **equality and diversity** in the objectives of every manager in the business.
- 2 Establish a pay **band structure** across the company which will be independently audited and communicated.
- 3 Undergo an analysis of **career progression** by gender throughout our organization.
- 4 Develop a programme to **recruit women into technology** positions and to foster development of women in technology based roles.
- 5 Further develop our **mentoring programme** beyond the 32 staff (24 of whom are women) already mentored to encourage more participants regardless of gender to utilize this valuable **opportunity** to enhance their career progression.
- 6 Review our maternity, paternity, adoption, parental leave and flexible work policies to support everyone who has caring responsibilities. Ensure that we **encourage parental leave and flexible working** regardless of gender.
- 7 Introduce diverse and gender neutral selection **panels for recruitment**.



Equal Pay

The gender pay gap is not a measure of Equal Pay or Equal Opportunity which are legal requirements for any company.

- The right for our employees to be **paid the same** when doing the same or equal work regardless of gender, is of **critical importance** to us.
- Every year the senior management team at SAGE review **salary increases for fairness** and check for bias.
- This year we performed a detailed **review** of our salary and bonus data on an anonymised basis to check for **any gender** bias.
- Work was reviewed and interrogated by an **equal pay panel** consisting of the HR Director, COO, Publishing Director and the Managing Director.
- We are therefore **confident** that where there are differences in salary levels, it is for reasons other than gender.
- We will be using the **EDGE pay regression tool** to continue to review our application of equal pay in all roles at SAGE.

Declaration

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

Katharine Jackson,
COO, CFO, SAGE Publications Ltd



Carol Irwin,
International HR Director, SAGE Publications Ltd



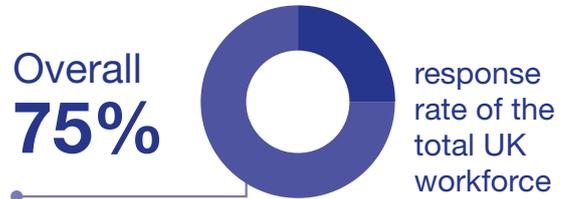
Our work with **EDGE**

In **2017 SAGE engaged EDGE**, the world's leading consultancy on assessing organizational commitment to gender equality, to conduct an analysis of our current gender equality policies and practices.

Guided by our long-term goal to ensure equality, diversity and inclusivity are fully embedded into SAGE's culture, we asked EDGE to measure and review our approach, and benchmark us against other companies in the UK and globally.

As part of the **EDGE assessment**, in October 2017 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 **344**
SAGE employees surveyed



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 **85%** of **women** surveyed and **80%** 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: 81% of female respondents and 89% of male respondents.
- **87%** of **women** and **84%** of **men** believe that they are given the flexibility they need to balance their work and personal life.
- **87%** of the **female** respondents and **86%** of the **male** respondents would recommend or strongly recommend working in the company to a female friend or colleague.
- **83%** of the **female** and **male** respondents would recommend or strongly recommend working in the company to a male friend or colleague.
- EDGE commented that a number of employees noted that SAGE **truly values** gender equality and is taking responsibility to address any imbalances and are impressed with the initiatives we have put in place.
- 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.

The **survey highlighted** that both male and female employees showed uncertainty about being given fair opportunities for promotion with



giving a positive response to this question.



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 about implementing and communicating transparent criteria for promotion.

Following the **review** EDGE have awarded SAGE Assess certification, showing the organization is making a public commitment and have recommended strategies to further enhance gender equality in the workplace. SAGE's Gender Equality Group are currently reviewing these recommendations to identify both short- and medium-term actions to complement our long-term strategic goal of gender equality.