

2019 REPORT

# SAS UK Gender Pay Gap



## What is the Gender Pay Gap measurement?

The Gender Pay Gap is a measure of the difference between the **AVERAGE** earnings of **ALL** males and females across **ALL** functions and **ALL** levels of an organization.

The Gender Pay Gap measurement is **NOT** the same as equal pay.

Equal pay relates to males and females being paid equally for equal work and is a legislated requirement. Companies can still have a gender pay gap whilst paying males and females equitably.



# SAS IS AN EQUAL PAYER

SAS is committed to equal pay. We do, and will continue to pay both men and women equally for equal work.

“Our culture is built on authenticity and trust, which fosters open communication; therefore, at SAS UK, we embrace the regulated and required gender pay gap reporting as introduced by the UK government in 2017, and the transparency that this brings. It encourages us to continue to talk, with even more focus, about what diversity and inclusion means for SAS UK, and our ongoing commitment to continually evolving this for our entire workforce.

For SAS, as a global organization, diversity and inclusion is more than just gender or race - we have a culture that blends our different backgrounds, experiences and perspectives from our 58 countries around

the world. At SAS, it's never been about fitting into the culture, it's about adding to it. We value the employee's whole self and the uniqueness of their experience, perspectives and ideas.

As such, we are wholly committed to enabling a diverse and inclusive culture, which includes gender equality, where access to rights or opportunities is unaffected by gender.

Our aim is that everyone feels comfortable and confident so that they can openly express their thoughts and ideas, and know that they will be respected for their unique contributions and abilities. As innovators, we rely on the creativity and variety of

thinking of our people to create our ground-breaking software, compelling customer solutions and dynamic work teams.

Whilst we acknowledge that we have work to do to achieve the right gender balance, at all levels, to positively impact our gender pay gap in the UK, we are working hard to close this by focusing on how we attract, develop and advance people across all levels within our business. We have strong foundations in place, which we will continue to build on to make a positive difference.”

**Belinda Macaulay**  
Director of HR, SAS UK and Ireland



“We have always strived to create an inclusive environment where all of our people feel valued and can see opportunity around any corner.”

“What sets SAS apart – and helps us attract and retain incredibly talented people – goes beyond the surface-level benefits we offer. It’s our commitment to providing opportunities for everyone. We have always strived to create an inclusive environment where all of our people feel valued and can see opportunity around any corner.

From the very beginning, we recognized the importance of treating people like they make a difference. But any company can offer convenient amenities like a gym or subsidized daycare or free coffee. What really matters are the less tangible things. It’s the thread of decency that is woven



through the fabric of the place where you come to spend a good portion of your day.

This philosophy is what appeals to such a broad range of talented people and helps us retain our talent. We all play a part in working together to provide opportunities and create environments that are positive and supportive – whether as an individual or a company. When diverse minds collaborate, the outcomes are truly transformative for our business, and for our people.”

**Jim Goodnight**  
Founder and CEO, SAS



## Awards

- » SAS is awarded recognition across the globe as a Great Place to Work® for: Women, gender equality, diversity and millennials.
- » In our SAS UK Great Place to Work survey, 93% of our workforce stated that: ‘People at SAS are treated equally regardless of their age, ethnic origin, sex, sexual orientation, disability or position within the business’.
- » SAS UK was awarded Top Employer certification in 2020, providing further assurance that its HR policies and practices are best in class, including those around diversity and inclusion.



## Why Are We Reporting on the Gender Pay Gap?

Organizations with 250 or more employees must comply with government regulations that came into force in April 2017.

By 4th April 2020, all employers within this category must report for the period to April 2019 their:

- » Mean and Median gender pay gap
- » Mean and Median gender bonus gap
- » Proportion of males and females receiving a bonus
- » Proportion of males and females in each band
- » This report provided for the period to April 2019, relates back to data from April 2018 as per the requirements, therefore there is limited change in the content.

### SAS' ratio of females to males

#### SAS Global



#### SAS UK



Globally, SAS has a higher ratio of women in our workforce than comparable technology organisations. As part of a global organisation, SAS in the UK is working towards being as gender balanced as our global entity.

# SAS UK's Gender Pay Gap Reporting

The calculations represent hourly pay rates as at 5 April 2019 and bonuses paid between 5 April 2018 and 5 April 2019 as required.

## Gender Pay Gap Hourly Rate

The mean gender pay gap is the difference in the average hourly gross pay rates that male and female employees receive.

The median gender pay gap shows the difference in the midpoint of the hourly gross pay rates for male and female employees by ordering individual rates of pay from the lowest to highest.

Women's earnings are

Mean

26.4% lower

National average: 17.3\*

Median

31.6% lower

## Bonus Gender Pay Gap

The mean gender bonus gap is the difference in average gross bonus pay between male and female employees.

The median gender bonus gap shows the difference in the midpoints of the gross bonus pay received by male and female employees.

Women's earnings are

Mean

36.8% lower

Median

41.3% lower

## Proportion of Males and Females Receiving a Bonus

This is the percentage of male and female employees who received bonus pay in the 12 months prior to 4 April 2019

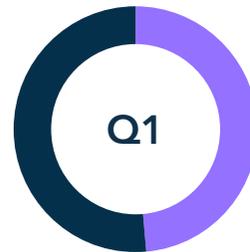
80%  
Males

81%  
Females

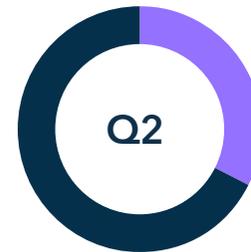
## Proportion of Males and Females in each Quartile Pay Band

The percentage of male and female employees in each of the four equal sized pay bands or quartiles. Q1 being the lowest paid quartile and Q4 the highest.

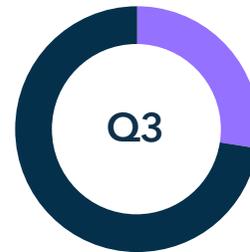
■ Males ■ Females



51.6% 48.4%



67.5% 32.5%

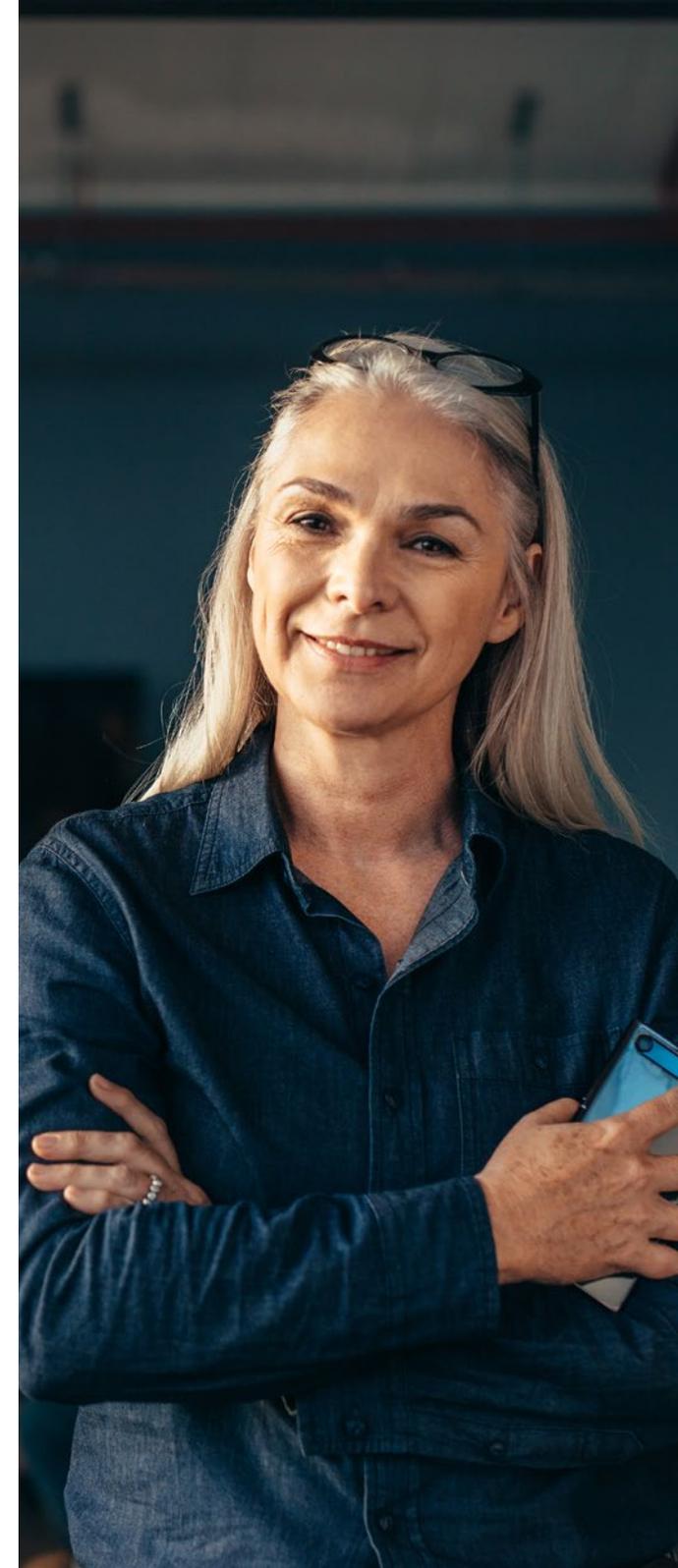


72.5% 27.5%



84.8% 15.2%

\*Source: Official of National Statistics



## Why is there a Gender Pay Gap at SAS?

A gender pay gap does not mean unequal pay. Whilst we acknowledge there is more to be done on closing our gender pay gap in the UK, our difference is not due to inequality in pay. As stated, SAS willingly meets its legislated requirement to ensure equality of pay for all. SAS pays men and women the same pay for doing the same role and we commit to fair and equal pay irrespective of gender or background.

### The factors that impact our gender pay gap are:

- » We have a higher proportion of men than women in our workforce: 69% men and 31% women, which is reflective of the IT industry.
- » At the moment we continue to see a higher proportion of men in senior positions. This impacts the gender pay gap when we look at mean and median calculations for hourly pay.
- » Female representation is lower in the higher pay quartiles. Current initiatives outlined further on in this document show the strides we are making to improve the ratio.
- » The way the data is presented does not provide for the impact of part-time workers. We have 7 times more female employees than men working on a part-time basis. This will impact the mean and median bonus pay results where bonus is based on a pro-rata value. We pride ourselves on our flexible working practices for everybody and will continue to maintain flexible working for all although we recognize the impact this may have on net pay.

“SAS pays men and women the same pay for doing the same role and we commit to fair and equal pay irrespective of gender or background.”



## Affiliations and Initiatives

- » **SAS is committed to closing our gender pay gap.** We continue to address all areas of diversity and inclusion and as such we appointed Danielle Pavliv, as SAS' global diversity and inclusion manager, a role solely focused on diversity and inclusion initiatives across the organization at a worldwide level.
- » **UK Tech Talent Charter:** SAS in the UK has signed up to the Tech Talent Charter, a commitment by organizations to deliver greater diversity in the tech workforce of the UK, which better reflects the make-up of the population. As part of the charter, SAS has made pledges in relation to improving our approach to recruitment and retention.
- » **CEO Action for Diversity and Inclusion:** In 2017 SAS Founder and CEO Jim Goodnight joined 300 other CEOs of the world's leading companies and signed the CEO Action for Diversity and Inclusion: the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.
- » **Women's Initiative Network (WIN):** A SAS initiative to build a community of SAS employees who empower, encourage and inspire women to pursue excellence in their careers and fulfillment in their personal lives. Members act as ambassadors for SAS and STEM (science, technology, engineering and math) careers, sharing their time and expertise.
- » **R3 student programmes:** A global SAS programme focused on recognizing, recruiting and retaining women and minorities in technology.
- » **Global Respect at Work policy and training:** Consistent with our commitment to employees and our Great Place to Work® environment, our policy and practice is to maintain a work environment free from all forms harassment—striving to create an environment where employees, customers, business partners, and visitors are treated with dignity, respect, and courtesy. Our global policy focuses on how all employees should treat each other and how we interact with work on behalf of SAS, specifically related to valuing diversity and inclusion.



## Steps forward in improving our gender pay gap

If we continue to focus our efforts on ensuring all gender groups are better represented at each level of our business, the gender pay gap will start to close. To do this, we have three main areas of focus:



Recruitment



Retention and  
progression



Family friendly  
work practices.



## Recruitment

To positively impact the gender pay gap, it is vital that we help promote technology at the grass roots and that our current and ongoing recruitment programmes proactively attract a more diverse talent pool to apply to roles across the breadth of our organisation.

- » **Targeted promotion:** Purposefully promoting our roles to a wider more diverse audience and to attract more female applicants. Using Textio, an augmented writing platform, our job descriptions are explicitly worded to attract all genders and diversity groups.
- » **Hiring practices:** SAS 'License to Hire' training helps HR, Managers and any SAS employee involved in the interview process, to make hiring decisions based on candidate potential rather than on candidate experience alone. The training includes unconscious bias training, interview techniques and interview best practise. Furthermore, our Talent Acquisition team undergo comprehensive diversity and bias training and we stipulate a diverse representation on all interview panels. Our strategic suppliers are asked to support us in terms of driving more gender diversity from our candidates.
- » **Data analysis:** Management information data is analysed throughout the selection process to help us better monitor and analyse the talent pool on several aspects, including diversity. Talent Acquisition (TA) also analyse all feedback from managers to make sure that it is fair and un-bias, so that all candidates get the same opportunities and candidate experience.
- » **Graduate recruitment:** We ensure that there is a strong representation of diverse candidates at CV shortlist stage, including a representative number of female candidates. We also target female orientated university events, to attract diverse groups.
- » **Pipelining Projects:** We ensure that we run extensive diverse pipelining activities, focussing on female sales and Customer Advisory talent at all stages of their career. Our TA team and our managers are dedicated to demonstrating what SAS can offer.
- » **Schools outreach programmes:** SAS runs an annual Tech Week, where we reach out to local secondary schools to introduce year 9 and 10 pupils to careers in technology and encourage more students to take up STEM subjects at A level and university. We only collaborate with mixed schools and ensure that there is an equal representation of girls and boys who attend.
- » **Promotion process:** We have moved away from promotion panels and are using Career Assessments which provide a more holistic, less intimidating approach to promotions. The outcome is less of a yes/no outcome and more about what we can do to help the individual progress to the next level and beyond - whether they are ready now or ready in the future.

## Retention of Talent: Training, Development and Progression

The future of our business is based on the investment we make in our current workforce. Across the board, we encourage professional and personal development with our vast learning and development programmes including mentoring and emerging leadership initiatives.

We recognize that in SAS UK, female representation is lower in the most senior positions, therefore focus is put on initiatives that will change this picture going forward. We are committed to ensuring an environment which enables the progression of both men and women at all levels; by breaking down gender specific barriers, we will encourage fair promotion based on merit.

### Initiatives include:

- » **Proactive identification, nurturing and retention** of female talent to encourage development and progression.
- » **Creating a working environment** that allows flexible working in all functions at all levels.
- » **Comprehensive Management Training** to educate on equality, diversity, inclusivity and employment law.
- » **Development of our Academy, Graduate, Intern and Apprentice programmes** have enabled more gender diversity at early stages in the career levels with an aim to enable organic diversity.
- » **Learning and development programmes** to grow the right leaders from all backgrounds and genders including participation in our pan EMEA future leadership talent development program.





## Family Friendly Work Practices

According to Harvard Business Review, 52% of women in STEM leave the field and never come back, due to reasons such as: being the sole woman on the team, feeling stalled in their careers or feeling extreme work pressure with no flexibility.

SAS has always promoted a culture of diversity and fairness, as well as a great workplace that encourages work-life balance for both men and women. We are proud of the initiatives that we already have in place to promote a family friendly environment including generous benefits on-site services and family-friendly policies, all of this helps to attract and keep the very best talent. We will continue to place much needed focus on this.

- » Flexible working practices for both men and women.
- » Positive recruitment practices to encourage diversity within teams.
- » Family friendly policies such as shared parental leave and generous maternity and paternity leave.
- » Family friendly events: SAS' annual Summer party and fireworks event.
- » Work-life programmes supporting families including those with young children and carers.
- » Well-being and stress management support and guidance.
- » Compulsory organisation-wide ethics training.



“We are committed to building a diverse and inclusive culture, but it’s not enough to just recruit and nurture diverse talent; we need to grow this talent from the ground up”

“At SAS, both globally and here in the UK, we are committed to building a diverse and inclusive culture, but it’s not enough to just recruit and nurture diverse talent; we need to grow this talent from the ground up.

The skills gap, specifically in STEM-related areas, is real. It’s becoming increasingly difficult for companies to find qualified candidates for technical roles, and even harder to find a diverse pool of qualified candidates. That’s why SAS is focused on helping to create the next generation of analytics talent to address that skills gap.

We are strong advocates of education for all, and around the world, SAS targets education initiatives in STEM to ensure the next generation of innovators has the knowledge and skills to succeed.

By eliminating unintended inequities in education and by levelling the playing field for all children to be afforded the same opportunities to learn, SAS will help to ensure there is a pipeline of diverse and gender- balanced talent for the future”.

**Charles Senabulya**

Vice President and Country Manager, SAS UK and Ireland

I confirm that the Gender Pay Gap measurements in this document are correct at time of publishing.

A handwritten signature in black ink, appearing to read 'Senabulya', with a stylized flourish at the end.

**Charles Senabulya**

Vice President and Country Manager, SAS UKI and Ireland



To contact your local SAS office, please visit:  
[sas.com/offices](https://sas.com/offices)