

A business for all to thrive.

**Diversity, Equity, and Inclusion
(DEI) Strategy 2023 to 2025**

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 used these insights to refresh and improve our strategy.

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Learn more



DEI at Sage



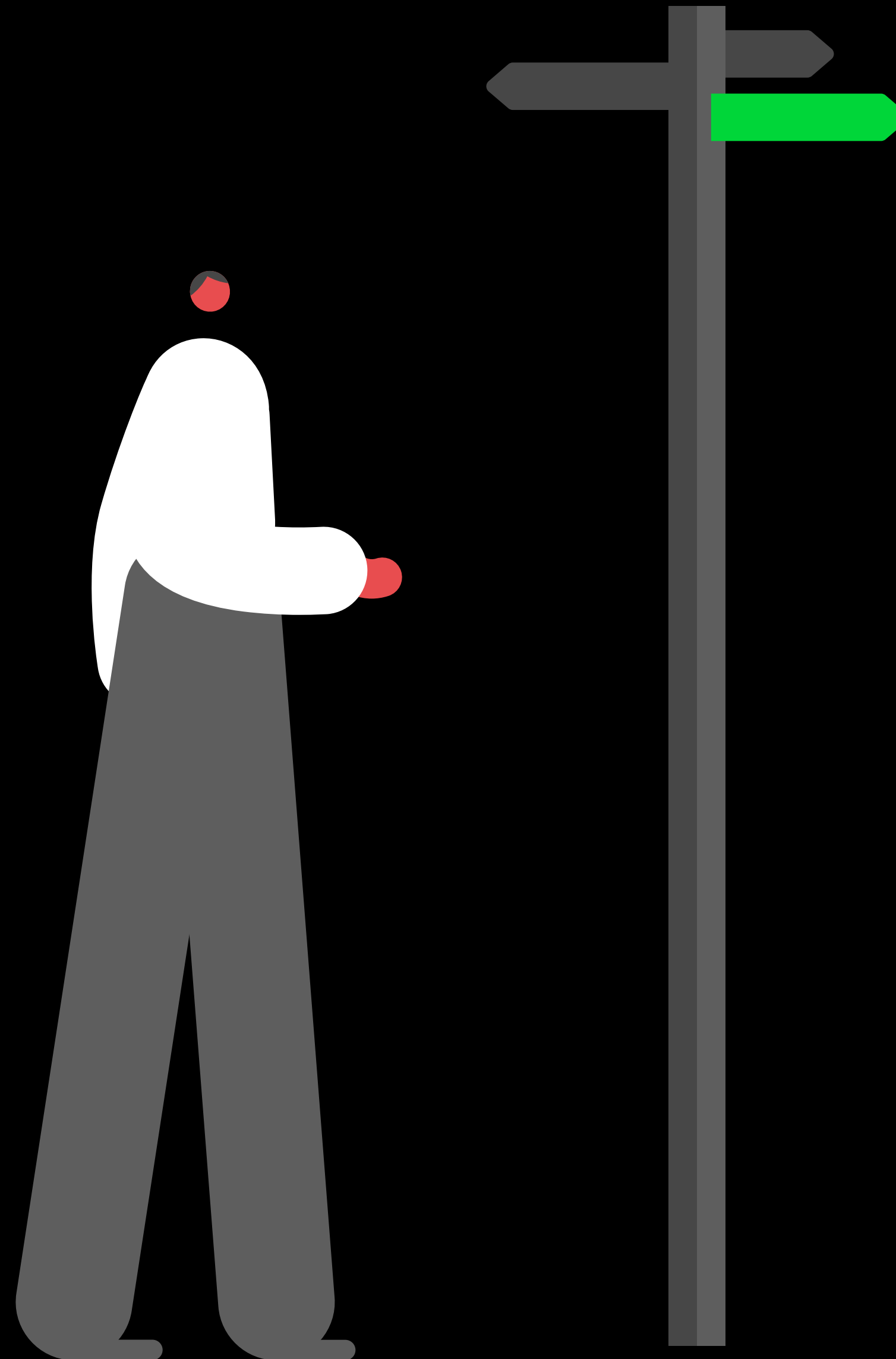
DEI Impact Report 2022



UK Gender and Ethnicity Pay Gap Report 2022



Sustainability and Society Report 2022



"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, so everyone can 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 ...

As a global company, we have to ensure we reflect the many different cultures, backgrounds, and lived experiences of our customers, partners, and communities.

Because diverse businesses are more successful businesses ...

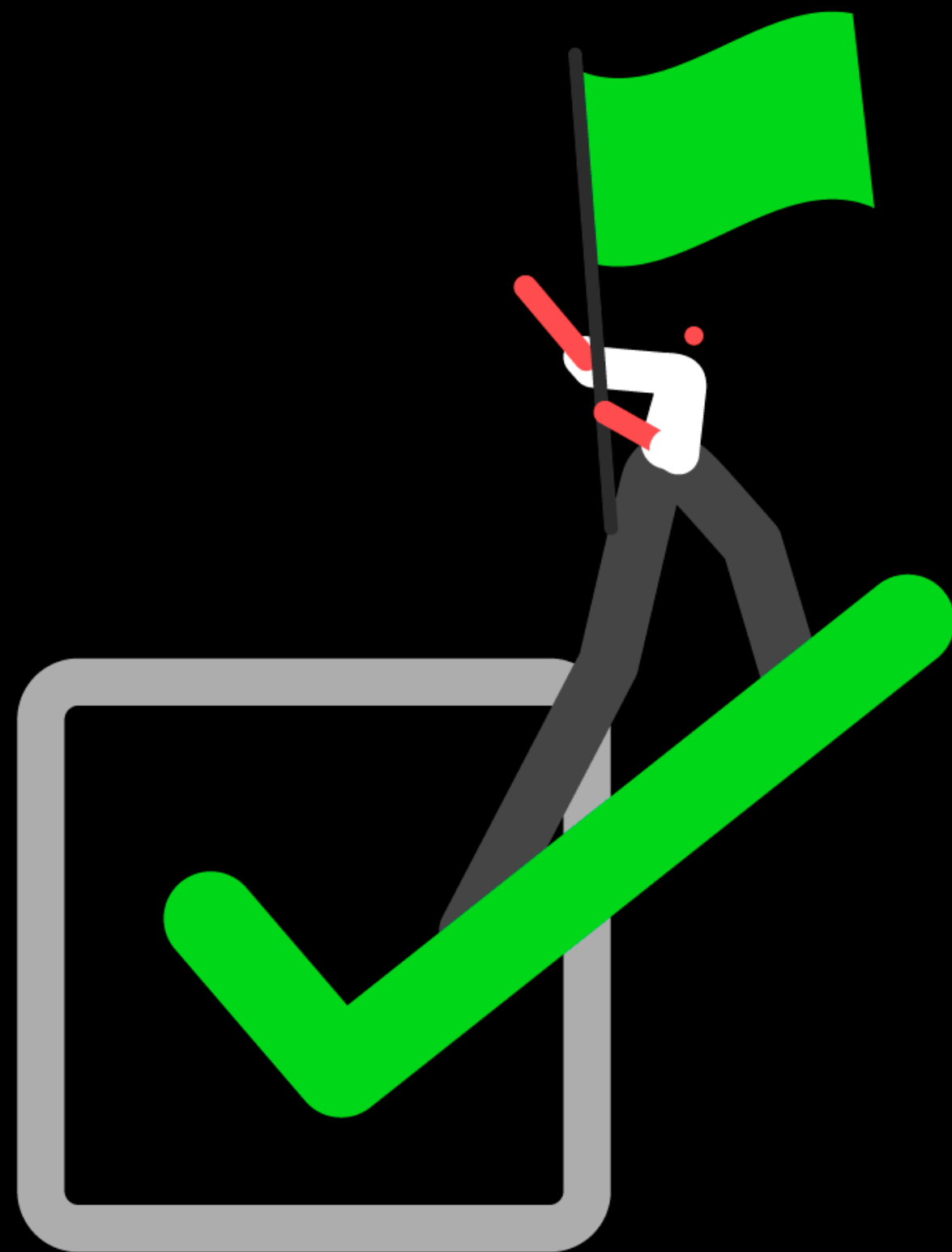
DEI is not only the right path to follow, but it is a commercially smart path to follow. Evidence shows that with diversity comes innovation, risk mitigation, and great customer service, all translating into enhanced business performance.

... 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

DEI Ambition:
We will knock down Sage’s barriers to equity and inclusion so that anyone working with us or for us can achieve their full potential—this includes our colleagues, customers, partners, and communities.

Strategic priorities

Build diverse teams

Create an inclusive culture

Deliver equity by design

Governance

DEI Accountability Board
(chaired by CEO Steve Hare)

DEI Team

DEI Advisory Board
(chaired by Chief People Officer Amanda Cusdin)

Key stakeholders that we collaborate with and support:
Colleague Success Networks
Corporate Affairs
Environment, Social, and Governance
Executive Leadership Team (ELT) Ambassadors
People Business Partners

Supported by external partners:
Business Disability Forum
Business in the Community
Neurodiversity in Business
Stonewall Diversity Champions

External charters:
CEO Action for Diversity and Inclusion
Change the Race Ratio
Race at Work Charter
Valuable 500

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 capture data by country starting with Canada, Ireland, South Africa, the UK, and the US, with other regions to follow. We will also ensure Sage leadership drives engagement to maximise participation. Senior leaders will drive engagement, ensure our data is managed transparently, and use it to set targets that address under representation at all levels.



Tracking progress

All About Us

Currently, we have 43% data disclosure. By the end of FY23, we aim to have 65% data disclosure from Canada, Ireland, South Africa, the UK, and the US, with all our remaining active countries disclosing by the end of FY24. This will be analysed against local census data to set targets.

FY23 start point



FY24 target



Gender diversity

No more than 60% men, women or non-binary people in any leadership team by 2026. In FY22, 19% of our leadership teams met this goal.

% of leadership teams from Board to ELT-4 meeting the gender diversity goal

FY23 target



FY24 target



FY25 target



FY26 target



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 be actively involved in a Colleague Success Network, with the next target of 20% by the end of 2024. Our ultimate aim is to achieve 100% participation in our Colleague Success Networks.

FY24 target

20%

80%

Glassdoor Rating

Our objective must be to achieve 5 out of 5 in the Glassdoor Diversity and Inclusion Ratings, with an interim target of 4.6 out of 5 (highest in the technology sector) by FY26. We currently stand at 4.3.

FY26 target

4.6

0.4

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 three 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 FY25.

FY25 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. As discussed on page 3, this is key to strategic innovation for any business.

Our approach

We will 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. This will involve project owners working through a question framework at the start of their project, such as “Who are we as a team and whose voices are missing?”, “At the end of this project, what is the worst-case scenario and for whom?”, or “Does our data analysis for this project reinforce existing inequities?” We will also deploy established review frameworks to determine equity maturity within systems and processes.

Knocking down barriers

We will empower colleagues to speak out and feel safe to share their views. We will address unconscious biases and raise awareness of the difference between equality and equity, ensuring our policies and processes are reviewed with an objective equity lens.



Tracking progress

Colleague Lifecycle

We will constantly review and adjust all internal People processes and embed equity by design throughout the colleague lifecycle.

Allyship Learning

Personalised DEI training made available to all leaders as part of the Leadership Academy for managers and leaders.

Glint Index

We aim to achieve a score of 100 within the Glint Index on psychological safety, with an interim target of 84 by FY25.

Project Governance

We will establish a project mechanism to track equity by design within project stages by FY24, then continue to address and review agreed priorities.

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 is chaired by our Chief Executive Officer (CEO) and consists of our Executive Leadership Team (ELT). The Board is accountable for the success or failure of the DEI strategy.

2. The DEI Advisory Board

The DEI Advisory Board is chaired by our Chief People Officer and consists of five 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.

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.

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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