

2025

UK Gender Pay Gap Report

Sage

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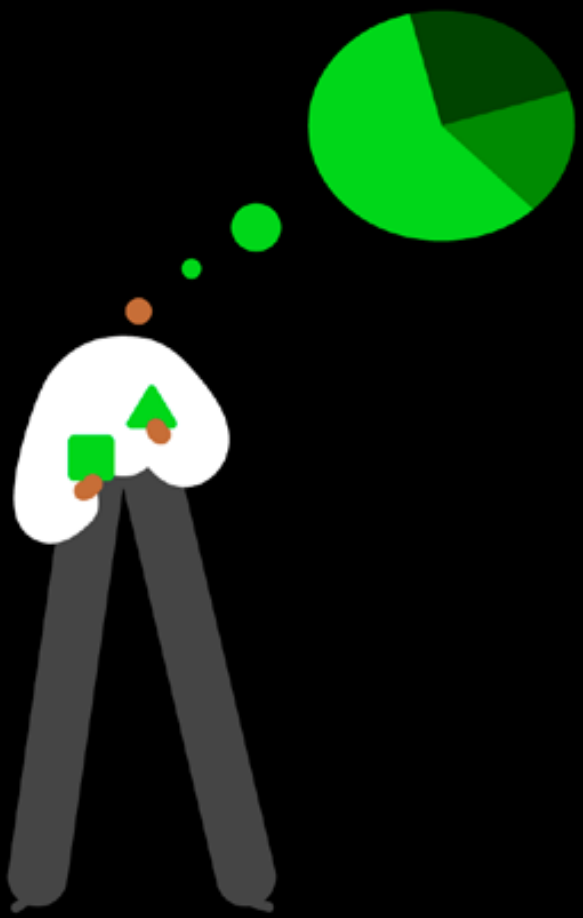
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2025 headlines

The gender pay gap regulations require us to report on our gender pay gap between women and men only so the data in this report is based on sex assigned at birth.

We acknowledge that this approach may not accurately reflect all colleagues' lived experiences, and we remain a culture committed to welcoming colleagues of all gender identities and expressions.



2025

Mean pay gap

5.05%

Increase of 0.25% v 2024

Median pay gap

6.95%

Decrease of 2.42% v 2024

Mean bonus gap

6.15%

Decrease of 9.90% v 2024

Median bonus gap

14.89%

Decrease of 1.34% v 2024



"I confirm the data reported is accurate and the gender pay gap data has been calculated in accordance with the relevant reporting requirements."

Amanda Cusdin
Chief People Officer, Sage

Pay gap data

UK gender pay gap regulations require employers with 250 employees or more to report on their gender pay gap.

But in the spirit of transparency, and to equip ourselves with meaningful data to reduce our gender pay gap, we publish data for all our UK colleagues, irrespective of the size of the business entity they fall under.

Our mean gender pay gap has increased slightly because there are more men than women in higher paid senior roles.

The increase in women in the upper and upper middle quartiles has improved our median gap. The improvement in the median reflects our broader efforts to ensure equitable practices within our hiring and promotion processes.

Quartiles are calculated by ranking pay for all colleagues from lowest to highest and then splitting into four equally sized groups, showing the percentage of women and men in each group.

2025

Mean pay gap

5.05%

Median pay gap

6.95%

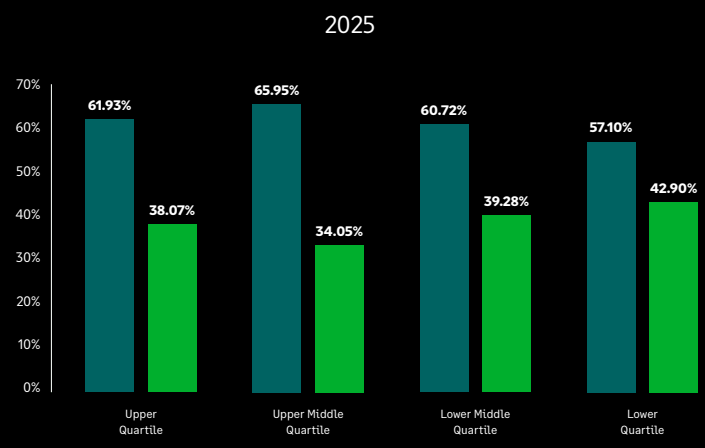
2024

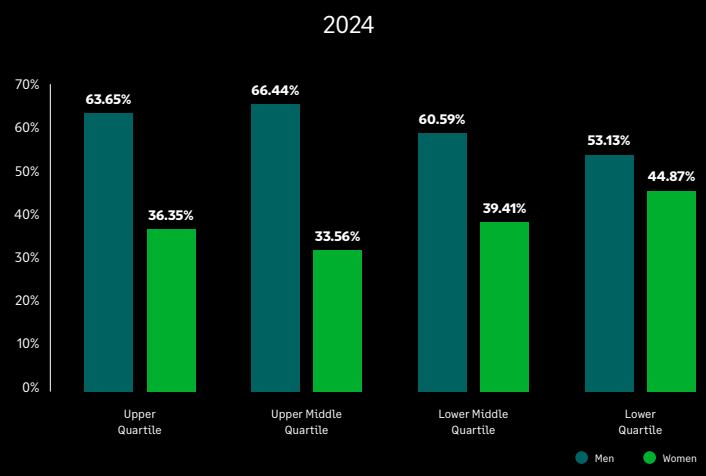
Mean pay gap

4.81%

Median pay gap

9.37%





Bonus gap pay

Our mean bonus gap decreased substantially this year because more women received high value bonus payments.

The improvements in both mean and median bonus gaps show that our focus on proactively using bonus reviews to ensure fairness in the determination of individual bonus payments is having a positive effect.

2025

Mean bonus gap

6.15%

Median bonus gap

14.89%

2024

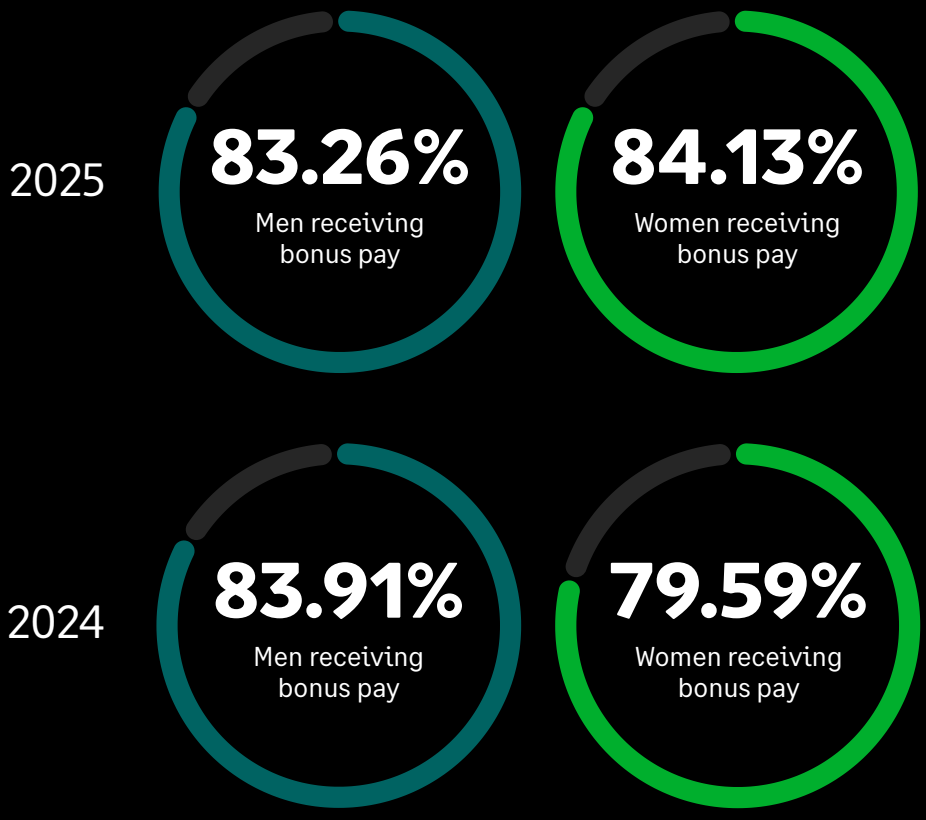
Mean bonus gap

16.05%

Median bonus gap

16.23%

Proportion of colleagues who received bonus pay



Closing the gap

We recognise that a core driver of our gender pay gap is the underrepresentation of women at senior levels.

Throughout FY25 we have focussed on removing the barriers women experience during hiring stages and their career progression experiences.

Building diverse team

Building gender diverse teams
Our FY25 goal was for 50% of our leadership teams to be gender diverse. This meant that each team would have no more than 60% of any gender, including women, men, or non-binary people, from Board to Executive Leadership Team and four further levels of leadership. Executive Leadership Team members receive monthly progress updates to empower them to proactively take action to improve gender diversity.

Building gender diverse teams
This year 40% of our leadership teams are meeting our goal. Although we did not reach our annual leadership diversity goal, 41.57% of our global hires were women this year, getting us closer to the aim of a more gender-diverse workforce.

Pathways Program
Pathways is our global initiative which helps people, including working parents, change careers or start their careers through offering different opportunities like permanent roles, internships, apprenticeships, and graduate positions.
In 2025, we have made 31 new hires through this program.

This year Sage hosted and sponsored the first Pathways to Partnership – North-East Veterans in Tech event. This event gave military veterans and service leavers a chance to learn about tech careers and meet other veterans working at Sage and other leading North East tech companies. Additionally, Sage sponsored **Empower Women in Tech**. Three hundred and eleven people attended this event, which focused on making personal and professional development for women in tech more accessible.

Equity and wellbeing by design

Professional development programs
In 2023 and 2024 our Finance function ran the 'Accelerate in Finance' program with the aim of improving leadership gender balance at senior leadership levels. The program was designed to develop skills, build confidence and provide growth opportunities, with several participants successfully applying for new roles and promotions.

This successful initiative was used by our Product function as the basis for their 'Thrive in Product' pilot for cisgender women, transgender women and non-binary colleagues. This offered sixteen colleagues a structured framework for development, with targeted workshops on product topics, strategy & leadership and networking.

Parental returners program
We reviewed our returners program for colleagues going on or coming back from new parent leave or parental leave. We asked colleagues to share their experiences and suggestions for making the return process better, with many colleagues wanting resources and content that was easy to access and available on demand. We delivered an online hub with support resources and guidance on policy, process and benefits for returning colleagues and their managers.

Sponsorship pilot
This year we rolled out two sponsorship pilots, one in South Africa as the next phase of our Developing Women Leadership program and one in UK and Ireland Product as part of the Thrive in Product pilot. Thirty-three colleagues and twenty-seven leaders are participating, with leaders advocating for the professional development of the colleagues they have been matched with.

Creating an inclusive culture

Wellbeing and flexible working
We want to ensure that we're building an environment that people of all genders want to join and stay. This year we have been prioritising wellbeing support and flexible working as a means to do that.

Menopause support
Alongside our Menopause Procedure, which we launched in 2022, we have a Menopause Community which meets every quarter and provides peer to peer support for colleagues, with thirty-three colleagues meeting virtually last quarter. We have also held wellbeing sessions focused on menopause support available through our Employee Assistance Programme and Cleo, the family and caregiving app which we provide free to all colleagues.

Carer support
Our Family Network, our Employee Resource Group focused on families, expanded their remit in 2025 to include carers. Since relaunching the Family and Carers Network, we have added new content to our internal hub, offering colleagues wellbeing resources and guidance for managers supporting team members with caring responsibilities.

New parent leave for men
We have seen a 7.92% increase in men taking new parent leave, which is helping us to encourage a family-friendly culture that supports all parents in balancing their professional and family commitments. This new parent leave applies to families formed through birth, adoption or surrogacy arrangement.

Flexible working
We continue to have a hybrid first approach to flexible working, with colleagues attending the office three days each week. This approach allows our colleagues to blend valuable face to face collaboration alongside solo and virtual working. We also offer colleagues the option to Work Away, which provides them with the opportunity to work remotely from a different approved location, either in the same country or abroad, for up to 10 calendar weeks each year.



Further actions

We continue to focus on decreasing our gender pay gap and we know there is more work for us to do. Our key priorities for the next year are:

Continued focus on building gender diverse teams
We will continue to build deeper understanding of the reason for this goal with our mid-level managers, build more anti-bias interventions into our hiring stages and provide easy access to educational materials to support leaders at all colleague journey touchpoints.

Parental returners program
We will continue to work with our colleagues to build out our returners program, ensuring they have the support and resources they need before, during and after their return from new parent or parental leave to ensure they feel valued and cared for throughout the process.

Sponsorship programs
We will use the learnings from colleagues and sponsors' feedback from the pilots to improve and refine the program design. We will also focus on how we can scale our sponsorship program by implementing the program into Talent Marketplace, our internal talent mobility tool.

Pathways Program
We will continue to evolve our programs and grow the number of business areas that use Pathways as a recruitment channel. We will also explore ways we might scale up a strategic approach to recruit service leavers and veterans.

FAQ

What is the gender pay gap?
The gender pay gap is the difference between the average hourly earnings for men and women in an organisation, regardless of their roles. In the UK, any employer with 250 employees or more is required to report on their gender pay gap data.

What's the difference between gender pay gap and equal pay gap?
The gender pay gap is not the same as equal pay. Equal pay is the right for women and men to be paid the same for like work or work of equal value. Even when pay is equal, there may still be a gender pay gap. For example, in cases where there are more men than women in senior positions, causing more men to be receiving higher pay than women and thus skewing the averages.

How is the gender pay gap calculated?
We calculate the gender pay gap using the **methodology provided by the government**.

What is the mean?
The mean - or average - is calculated by adding up salaries paid to colleagues in each group and dividing that sum by the number of colleagues in that group.

What is the median?
The median pay gap is calculated by listing the wages for all colleagues - from highest to lowest - and comparing the number that sits in the middle for each. The difference in pay between those two individuals is the median pay gap figure.

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Mean pay gap

6.99%

Median pay gap

10.31%

Mean bonus gap

23.01%

Median bonus gap

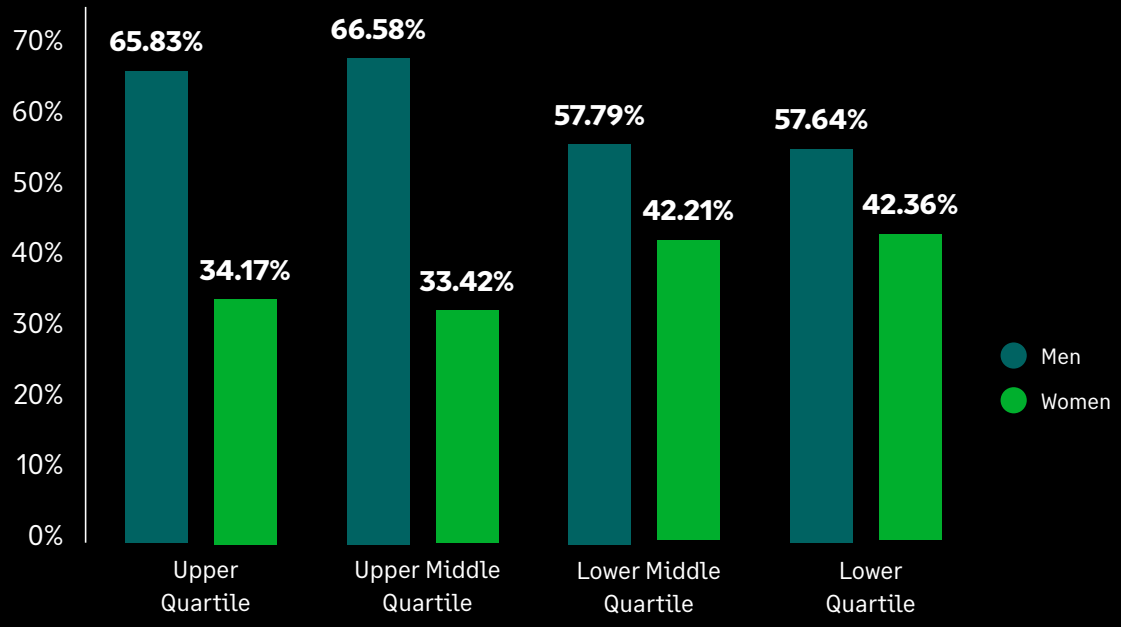
19.82%

86.48%

Men receiving bonus pay

85.98%

Women receiving bonus pay



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Mean pay gap

1.05%

Median pay gap

-6.61%

Mean bonus gap

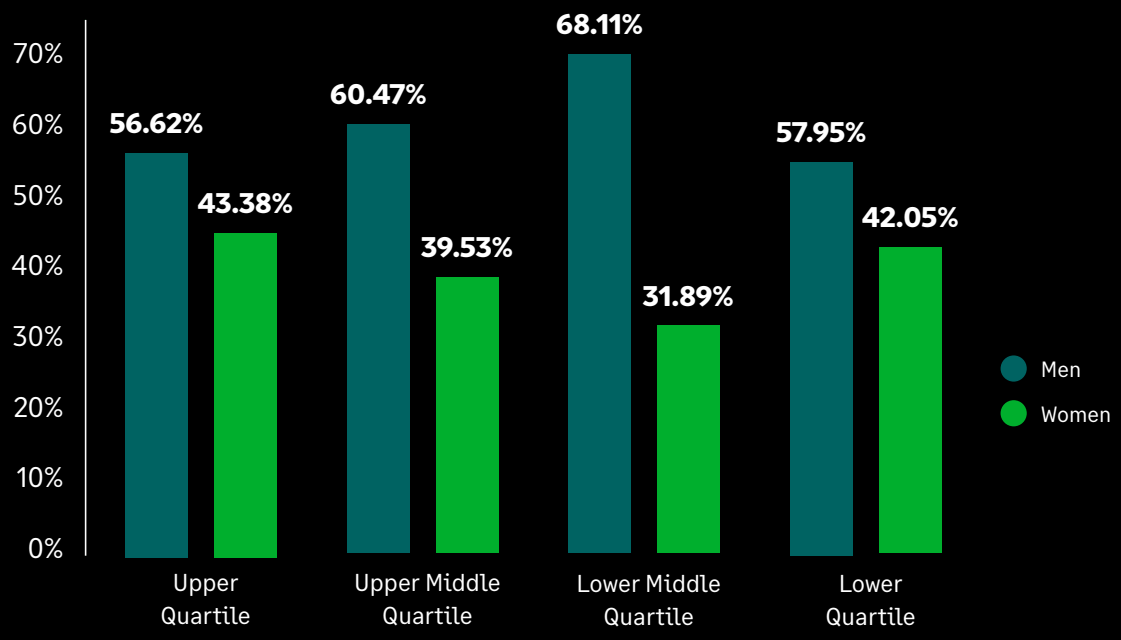
-3.73%

Median bonus gap

1.88%

78.34%
Men receiving bonus pay

82.13%
Women receiving bonus pay



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