



# Gender Pay Gap Report 2024



## 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.

SAS is committed to fair and equal pay practices. Our compensation philosophy has four key tenets: market-competitive, pay-for performance, globally consistent and locally relevant, and non-discriminatory. SAS does an annual salary review to ensure equity across all demographic groups.





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*We wholeheartedly embrace the regulated and required gender pay gap reporting introduced by the UK government in 2017. This transparency encourages us to engage in more focused conversations about diversity and inclusion.*

*Our mission is to infuse diversity and inclusion into how we think, act and operate as a business globally. We deeply value each employee's unique self, appreciating their distinct experiences, viewpoints, and ideas from employees in over 60 countries encouraging everyone to add to our collective culture.*

*SAS' culture has always been an essential part of who we are as a company, connecting the curious nature that started us to the spirit of innovation that moves us forward. Our unwavering commitment to foster a diverse and inclusive culture, ensures that gender equality is a fundamental principle.*

*As innovators, we rely on the creativity and variety of thinking from people. While we acknowledge the need to achieve the right gender balance at all levels, we're actively working to positively impact our gender pay gap in the UK.*

*Our focus lies in attracting, developing, and advancing talent across all levels within our organisation. Our strong foundations will continue to evolve, making a positive difference for SAS UK and beyond.*



Lacey Armstrong, Director of HR,  
Northern Europe



*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*

Jim Goodnight Founder and CEO, SAS

*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.”*



# 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 4 April 2025, all employers within this category must report for the period to April 2024 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 2024, relates back to data from April 2023 as per the requirements, therefore there is limited change in the content



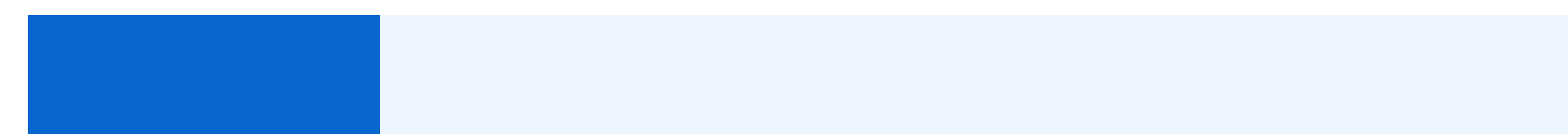
# SAS UK's Gender Pay Gap Reporting

The calculations represent hourly pay rates as of 5 April 2024 and bonuses paid between 5 April 2023 and 5 April 2024 as required

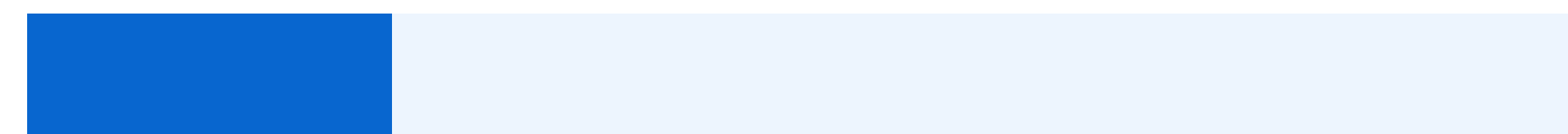
## Gender Pay Gap Hourly Rate

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:



**17.5%** lower using the mean average

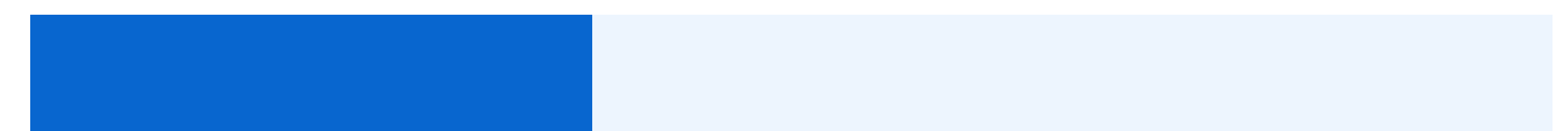


**15.7%** lower using the median average

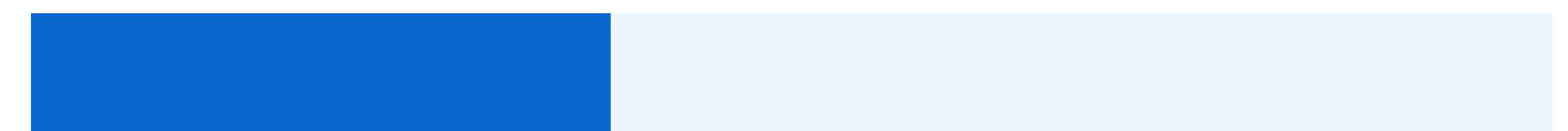
## Bonus Gender Pay Gap

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 midpoint.

### Women's earnings are:



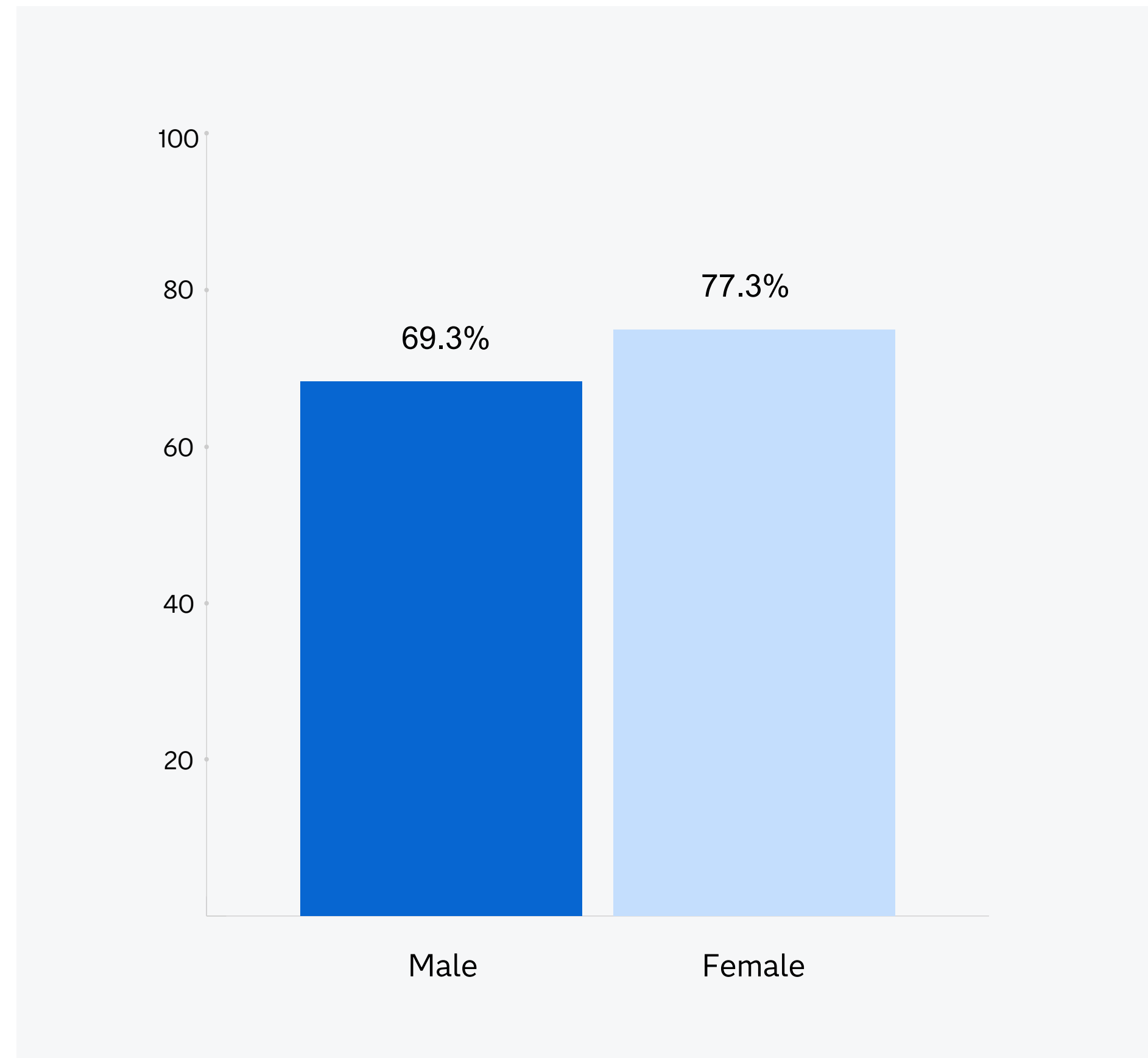
**22.2%** lower using the mean average



**28.9%** lower using the median average

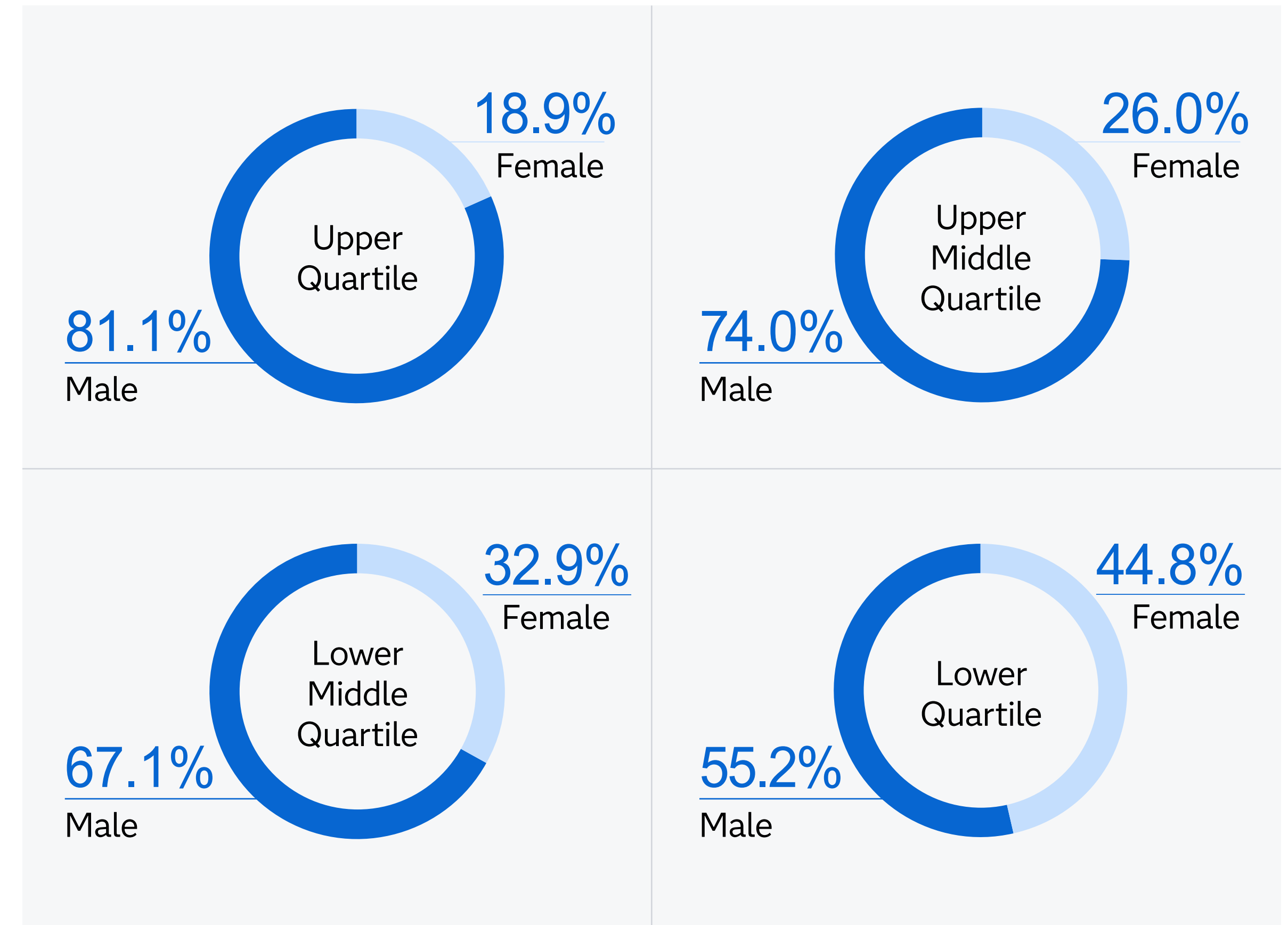
### Proportion of males and females receiving a bonus

This is the percentage of male and female employees who received bonus pay in the 12 months from April 2022 to April 2023.



### 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.



# 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: 70% men and 30% women, which is reflective of the IT industry.



We continue to see a higher proportion of men in senior positions, including positions with larger bonus opportunities. This impacts the gender pay gap when we look at mean and median calculations for both hourly pay and bonus 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. We have also seen all our female quartile positions have increased bar Upper Middle Quartile further showing we are making strides in this area.



The way the data is presented does not provide for the impact of part-time workers. 13% of females work part-time vs 3% of males. 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.





## Recruitment:

SAS takes actions to ensure that our recruitment process promotes diversity and inclusion and positively impacts the gender pay gap.

- We actively promote our roles to diverse audiences and ensure our job descriptions are attractive to all diverse groups.
- We run extensive diverse pipelining activities, focused on shortlisting female talent at all stages of their career.
- Recruitment data is analysed throughout the selection process to help us monitor and analyse the diversity of our talent pools.
- We are committed to early careers hiring where the ratio of female talent is higher, providing us an opportunity to bring in talent and develop for future positions.
- 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 experience alone. The training includes unconscious bias training, interview techniques and interview best practices.
- We ensure female representation on all our panel interviews and career assessment boards.
- Our recruitment team is represented in our diversity task forces to be accountable for monitoring diversity and reduced biased decisions in recruitment.



## 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.



Learning and development programmes to grow the right leaders from all backgrounds and genders.



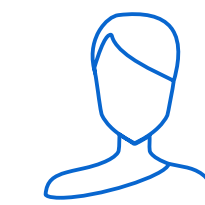
Proactive identification, nurturing and retention of female talent to encourage development and progression.



Creating a working environment that allows flexibility in all functions and at all levels.



Management training to educate on equality, diversity, unconscious bias, and employment law.



Mandated female representation on all our senior level interview panel and career assessment boards.



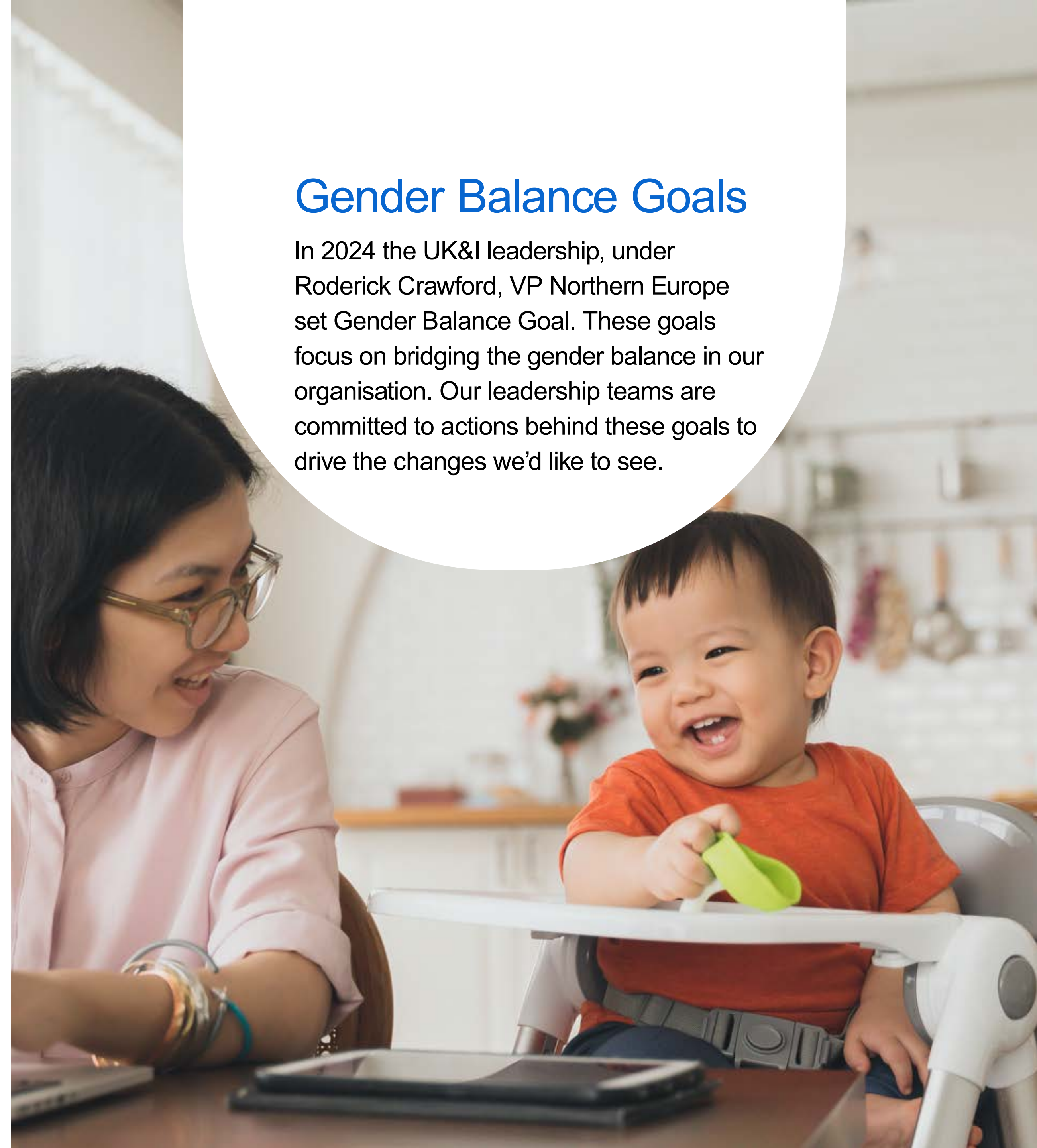
## Flexible working Approach

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 **flexible work** environment including generous benefits on-site services and **family-friendly policies**, all of this helps to attract and keep the very best talent.

We continue to place much needed focus on this especially as we drive our new corporate flexible working practices. These practices open our culture further to different ways of working, flexibility, and mobility all of which support our employees balancing their career and personal lives. We've increased the training for managers on 'Leading in a flexible workplace' and employees on 'Thriving in a flexible workplace' to ensure our culture continues to drive diversity and fairness.

## Gender Balance Goals

In 2024 the UK&I leadership, under Roderick Crawford, VP Northern Europe set Gender Balance Goal. These goals focus on bridging the gender balance in our organisation. Our leadership teams are committed to actions behind these goals to drive the changes we'd like to see.



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*At SAS, we believe our people make a difference, we recognise that having diverse and inclusive teams enables us to attract, retain and grow talented individuals that don't just support and drive our culture of authenticity and trust but that add to it. We are committed to reducing our gender pay gap and are actively taking steps across the organisation to drive this commitment. We understand there is more work to do, and we're dedicated to keep driving positive changes in diversity and inclusion across our organisation. Monitoring the gender pay gap provides us with a measure*

*that has a direct correlation to our business' success; our ability to achieve our growth numbers; and to ensuing we have a work force that reflects our customers and their customers. I'm delighted that we are moving in the right direction, but we will continue to challenge ourselves in the actions we take, conversations we have, and culture we establish.”*



Roderick Crawford  
Vice President, SAS Northern Europe

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





Visit [sas.com/uk](https://sas.com/uk) to find out more



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