



# SAS AUSTRALIA GENDER PAY GAP EMPLOYER STATEMENT 2023



## WHAT IS THE GENDER PAY GAP MEASUREMENT?

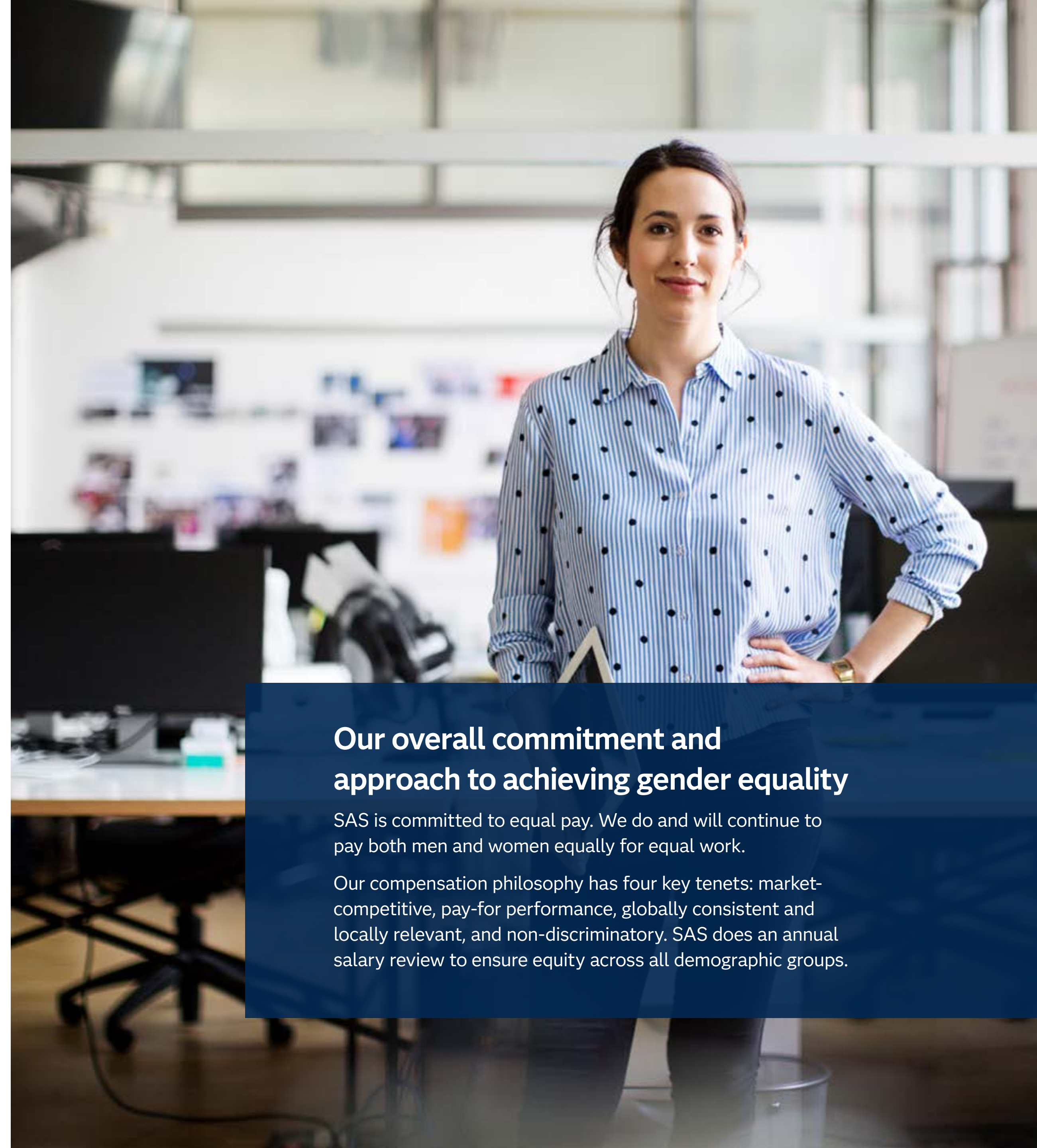
The **Gender Pay Gap** is a measure of the **difference between** the **AVERAGE** earnings of **ALL males** and **females** across **ALL** functions and **ALL** levels of an organization.

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.

### **Our overall commitment and approach to achieving gender equality**

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

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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Our culture is built on trust and authenticity, which fosters open communication; therefore, SAS Australia embraces the regulated and required gender pay gap reporting, and the transparency this brings. It encourages us to continue to talk with even more focus, about what diversity and inclusion means for SAS Australia, and how we will continue to evolve to be the company that everyone can see themselves working for.

At SAS, it's never been about fitting into the culture, it's about adding to it. SAS is a global organization, with employees from different backgrounds, experiences, and perspectives from 58 countries around the world. We value the employee's whole self and the uniqueness of their experience, perspectives, and ideas. As such, we are 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. 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 more work to do to achieve the right gender balance, at all levels, to positively impact our gender pay gap in Australia, 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. ”



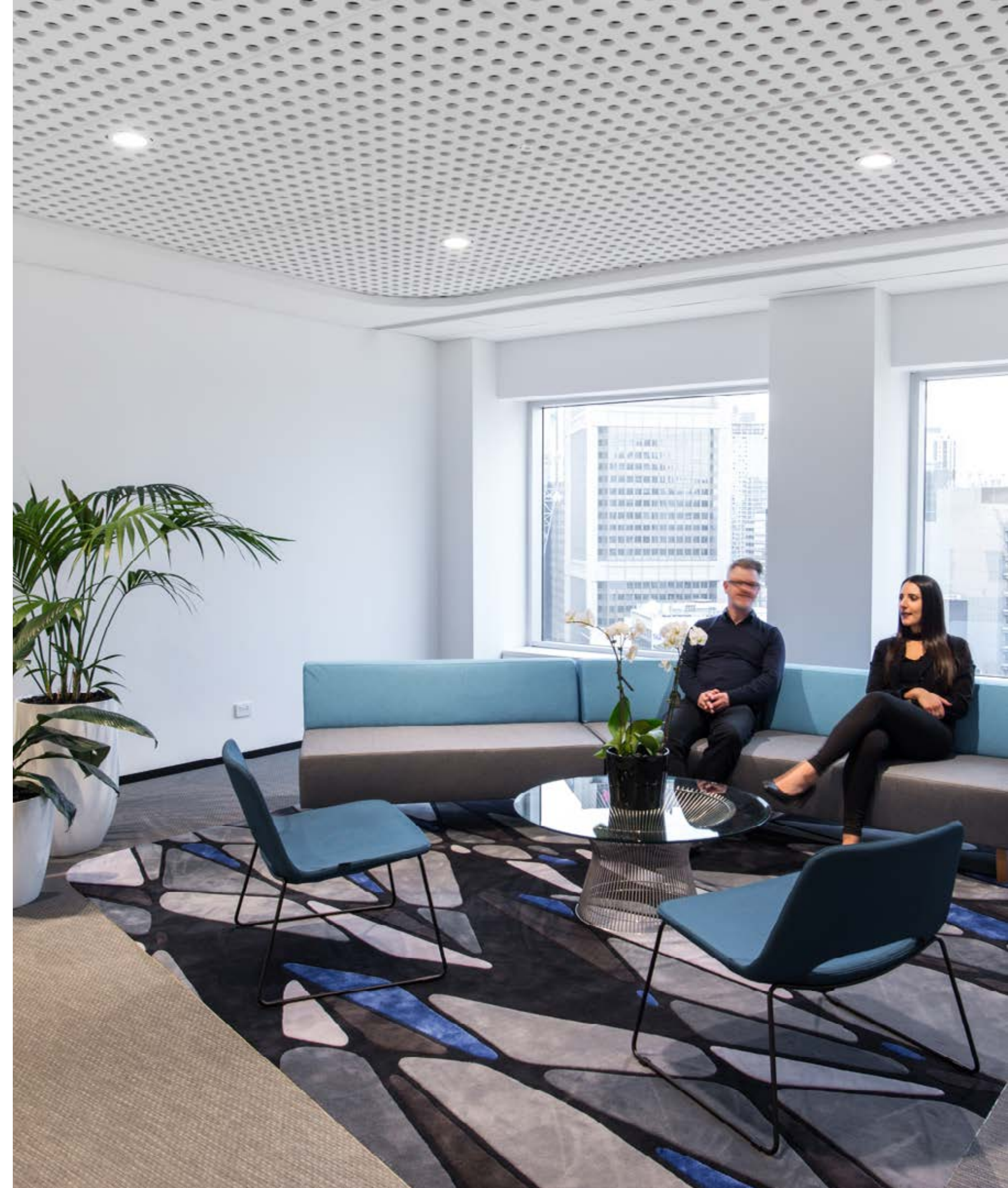
**Libby Shade, Sr Manager Human Resources, Australia & New Zealand**

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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 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**



# SAS Australia's Gender Pay Gap

The data represents payments for the 12-month period to 28 February 2023.

The median gender pay gap is expressed as the percentage difference between women's and men's earnings within SAS Australia. A positive percentage indicates men are paid more on average than women.

The median gender pay gap is the middle value after sorting the gender pay of organisations in the comparison group from lowest to highest. If the number of comparison groups is an even number, the median is the average of the two middle values.

2022-23	SAS Australia employees	Industry Comparison
Median base salary	16.8%	15.4%
Median total remuneration	20.4%	14.6%

In 2022-23, the WGEA median base salary pay gap was 14.5% and the median total remuneration gender pay gap was 19%.

**Base salary:** is an employee's regular salary excluding superannuation, overtime, bonuses and other additional payments.

**Total remuneration:** includes all remuneration for an employee, including base salary, superannuation, overtime, bonuses and other additional payments.

Note:

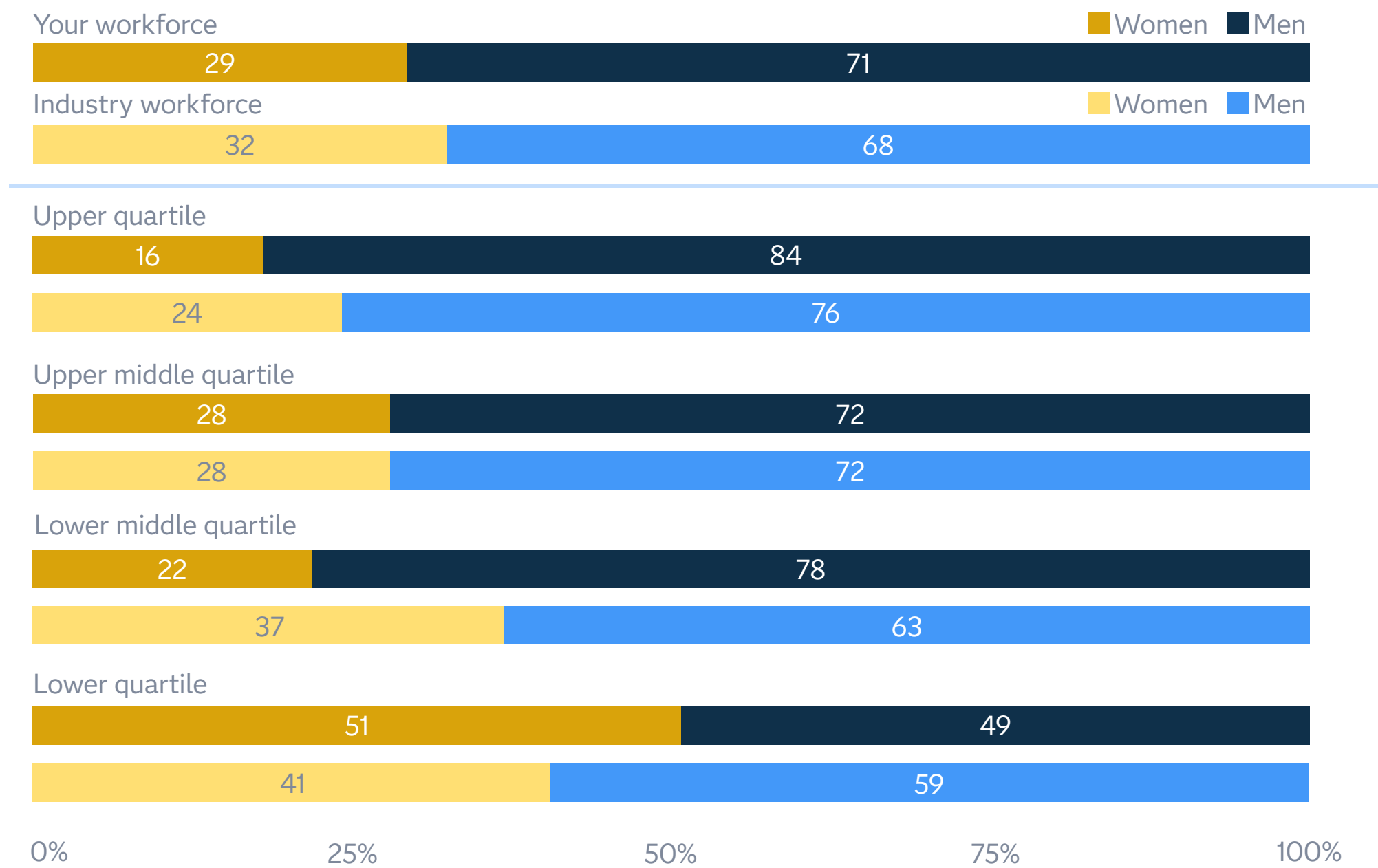
- Part-time/casuals/part-year employees are annualised to full-time equivalent.
- The 2022-23 gender pay gap calculation does not include voluntary salary data submitted for CEO, Head of Business(es), Overseas managers and casual managers. It also excludes employees who did not receive any payment during the reporting period.



## Our gender composition by quartile

The chart below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles.

The SAS workforce is shown in the top bar, with darker shading. The Industry Comparison Group gender composition for each quartile is shown in the second bar with lighter shading.



## WHAT DOES OUR DATA TELL US?

We have seen small improvements in our data over the past few years, showing we are **making steps** and there is opportunity to refine and focus our efforts to continue to close our **gender pay gap (GPG)**.

- Our median base salary data is tracking well and is close to the industry comparison which may be a result of having higher women representation in Key Management Personnel (KMPs) and Managers as compared to the Industry Comparison Group.
- There is a larger gap when comparing our total remuneration median to the industry comparison. All SAS Australia employees are entered into a performance-based bonus scheme aligned to their role. Eligibility for a bonus is dependent on being employed before 1 October and they must be employed at the time of payment on 15 March. Due to the normal nature of employee turnover, these figures will likely fluctuate.
- Whilst the GPG has been consistently reduced for our KMP, this is an area for further focus as it remains our largest gap. We've made consistent progress on closing the GPG in all other categories with a GPG above the Industry Comparison for Sr Managers and Sales. Similar to our Industry Comparison group, the pay quartiles show we are male dominated in the higher quartiles. For there to be a smaller gender pay gap we need to see the same ratio of men and women in these quartiles. We are striving towards this supported by our diversity, equity and inclusion strategy to create a diverse talent pipeline.

Note: Positive gender pay gaps indicate on average men earn higher than women; negative gender pay gaps indicate that on average women earn higher than men.





## WHY IS THERE A GENDER PAY GAP AT SAS?

A gender pay gap does not mean unequal pay, SAS is committed to fair and equal pay irrespective of gender and we do an annual salary review to ensure equity across all demographic groups. The gender pay gap is the difference in average earning between women and men across the workforce. The factors that impact our gender pay gap are:



We have a higher proportion of men than women in our workforce: 71% men and 29% women, which is reflective of the IT industry.



Further, our sales force at the time of reporting was male dominated (92% male, 8% female). The way the Total Remuneration data is presented does not provide for the impact that sales related bonuses have on the results. Current initiatives outlined further in this document shows the strides we are taking to improve our gender ratio.



# HOW IS SAS ADDRESSING THE GAPS AND AMPLIFYING OUR EXISTING STRENGTHS?

## Initiatives and Affiliations

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Our Women's Initiative Network (WIN) employee inclusion group is a community of SAS employees with the mission to help one another achieve personal satisfaction and professional excellence. While at the same time, reaching into our communities to empower women and inspire students to pursue STEM-related careers to support a gender diverse talent pool.

To further support our aim of increasing the diversity of our talent pipeline, we have an active partnership with Explore Careers Australia who are Australia's largest early-career and employment platform focused on giving young people the best possible tools, guidance and opportunities to put their best foot forward on their career journeys.

We continue to increase our global diversity and inclusion education, engagement and awareness via;

- Our Diversity and Inclusion Action Board
- Our formalized Employee Inclusion Group (EIG) Structure
- Hosting an annual Global Inclusion Week
- Working with leaders on their Diversity and inclusion strategies

## Recruitment:

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SAS promotes Equal Employment Opportunity (EEO) in all aspects of recruitment and selection and takes actions to ensure that our recruitment process promotes diversity and inclusion and positively impacts the gender pay gap.

- Recruitment data is analysed throughout the selection process to help us monitor and analyse the diversity of our talent pool.
- We encourage internal career mobility as the first step in our talent strategy – providing a barrier-free workplace that embraces all qualified applicants with varied perspectives and backgrounds. Internal career mobility allows us to leverage the people and skills we have by deploying them where we need them most, enabling both vertical and lateral growth opportunities that not only nurtures career growth but helps close any needed skills gaps by recognizing employees potential.
- We run extensive diverse pipeline activities, focused on shortlisting female talent.
- We have an early career internship program in which we've achieved a higher-than-average ratio of female talent. The program provides us with the opportunity to create a diverse future talent pool.
- SAS "License to Hire" training helps Managers, HR and any SAS employee involved in the selection 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 all our panel interviews include women.
- Our Talent Acquisition team is represented in our diversity taskforce to be accountable for monitoring diversity and reduce biased decisions in recruitment.

## Talent Development:

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Training, Development and Progression: The future of our business is based on the investment we make in our current workforce. Across the organisation we encourage professional and personal development with our comprehensive learning and development programs including mentoring and emerging leadership initiatives.

-  Learning and development programs to grow the leaders from all backgrounds and genders.
-  Proactive identification, nurturing and retention of female talent to encourage development and progression. Including access to the Women Rising Program.
-  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 interview panels.





## Flexible Working Arrangements:

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SAS is renowned for a culture of work life balance and our promotion of a flexible working practices. This includes flexible working arrangements in all functions and all levels with more than 90% of our roles able to work in a hybrid work arrangement, with some options for full time remote working. Flexibility is also available for hours of work, part time work arrangements and the option to purchase additional leave.

To ensure we remain a fair and inclusive workplace, we provide training to support our flexible working arrangements including for managers “Leading in a flexible workplace” and for employees “Thriving in a flexible workplace”.

## Support for Family and Caregiver Responsibilities

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Research has also shown that we can reduce our gender pay gap by fostering a more gender equal uptake of flexible working arrangements and parental leave. We continually review our policies and practices to support employees with family and caregiver responsibilities. Our paid parental leave is accessible to all employees (who have completed 12 months service) and we provide superannuation payments for up to 12 months for employees on parental leave.

Flexible work arrangements are also available for those who have carers responsibilities such as part time work, flexible work hours and hybrid work arrangements.

## Appropriate Workplace Behaviour and Global Respect at Work Policies

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SAS is committed to ensuring that all employees are treated with respect and dignity and this commitment is supported by our policies and practices to maintain a work environment that is free from all forms of harassment and discrimination. Creating a productive and collaborative environment for our employees, customers, business partners and visitors.



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At SAS, we are committed to creating an organization that everyone can see themselves in. We recognize that having diverse and inclusive teams enables us to attract, retain and grow talent who don't just support and drive our culture of authenticity and trust, but they add to it.

We know there is a direct correlation between being a diverse and inclusive organization and our business success; our ability to achieve our growth targets, and to ensure we have a workforce that is reflective of our customers and their customers. We know there is more work to do, and we will continue to challenge ourselves through conversations, the actions we take and the culture we foster.

We are committed to reducing our gender pay gap and are actively taking steps across the organization to drive this commitment. ”



**Craig Jennings**  
Vice President, SAS Australia & New Zealand





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to find out more