

SAP Concur 

CONCUR 2018 Gender Pay Report

April, 2019

At Concur UK we believe in treating all employees fairly, regardless of gender, age, race or other protected characteristics. We continue to support the gender pay reporting legislation and believe it will help all companies continue to focus on this important topic. In today's world, it is correct that all companies should strive to reduce gender pay gaps.



Foreword

At Concur UK, we believe that it is not enough to be only diverse, but to also be inclusive of all employees. We believe that our differences make us stronger as they better equip us to be innovative and to cater to our customer's needs. Our efforts to achieve this are reflected in our workforce and initiatives, both at a global and a local level.

Two years ago, SAP was the first global IT company to certify on EDGE globally. We recently achieved recertification by demonstrating that we are proactively driving gender equality as measured by EDGE across the areas of equal pay for equal work, recruitment practices and promotion, leadership development, flexible working and company culture.

We were also recognised by Glassdoor and Top Employer as an employer of choice in the Top 10 of top employers in the UK. We continue to direct our efforts towards attracting and growing women through sponsorships, succession planning, mentorships and initiatives such as the return to work programme, because we truly believe these actions go a long way in addressing the historic challenge of having less women in senior positions and directly the gender pay gap.

In addition, we also have Employee Network Groups such as the Business Women's Network, which SAP supports and promotes to equip women within the organisation to take up more leadership roles. All these efforts aligned to our strategic goals, achieved sustainably, will in the long run help to address the gender pay gap.



Tom Loeffert
HR Director for Concur EMEA

Female Employees as a % of the workforce

CONCUR UK

Concur UK is an SAP company, comprising almost 550 employees. We want to lead by example and are fully committed to gender pay equality. We continue to develop policies and practices to ensure we are a fully inclusive workforce.

We are proud that we have more female representation at every level of our workforce than ever before. In April 2018, our workforce gender split showed that **43% of our employees were female**. This has slightly increased from 41% in the previous twelve months.

We continue to work hard towards achieving equal female and male representation at all levels of the organisation.

What is the gender pay gap?

Whilst they sound similar it should be noted that a “gender pay gap”, and an “equal pay gap” are very different things.

- **Equal pay** measures whether male and female employees are paid equally for carrying out essentially the same role, or work of equal value. Legislation surrounding this has been in existence in the UK since 1970.
- **Gender pay** measures a completely different metric. What it actually measures is whether there is an equal representation of men and women at all pay levels of the organisation. A skew towards one gender in the most senior roles will result in a gender pay gap.

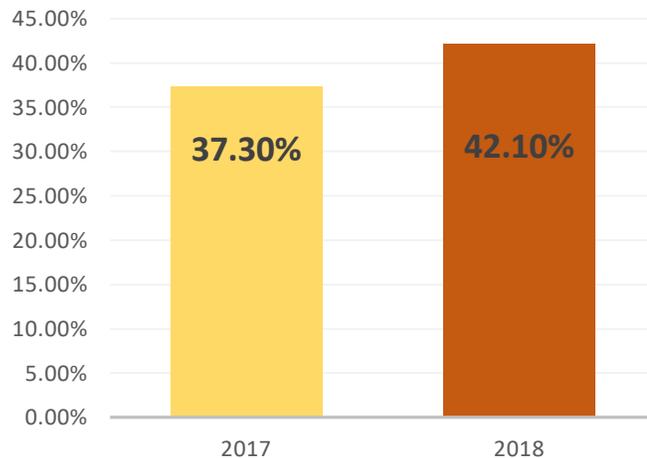


Pay Gap Analysis

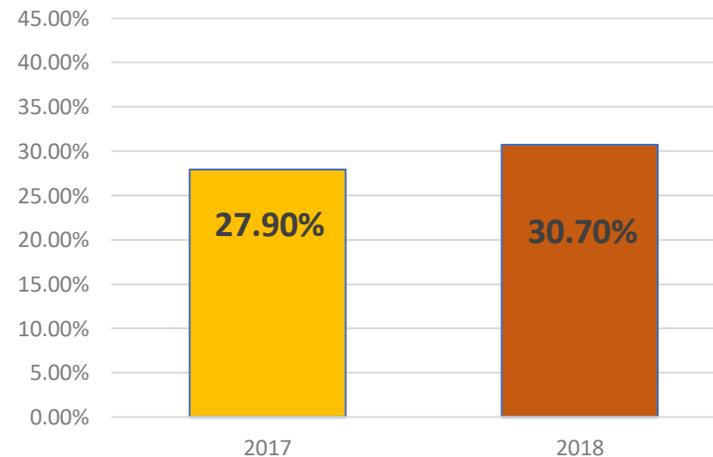
This shows the difference in hourly rate of the overall female population compared with the overall male population.



Mean Gender Pay Gap

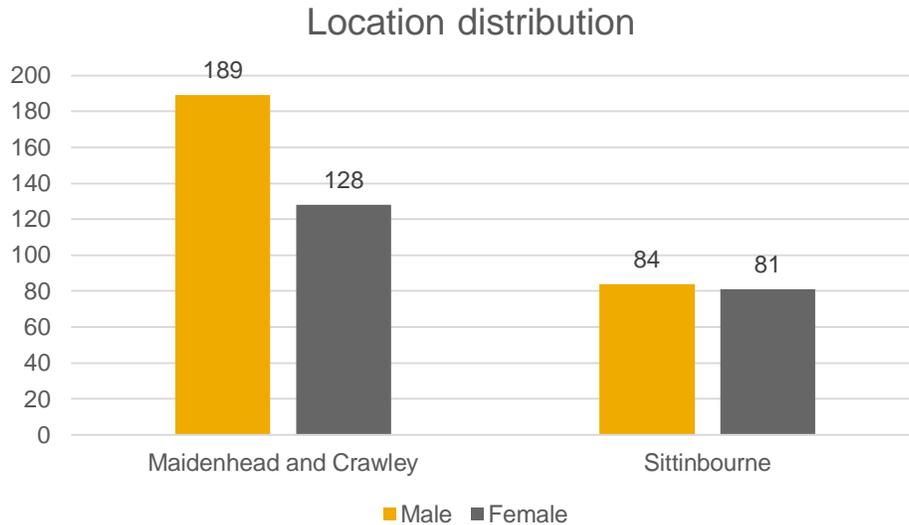


Median Gender Pay Gap



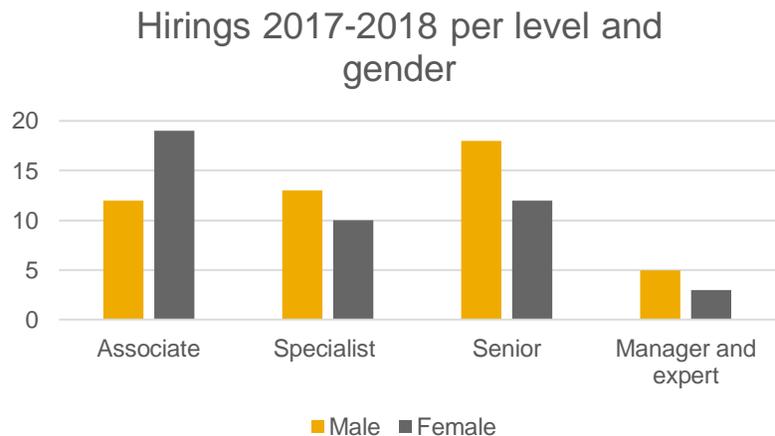
- Overall, men at Concur UK are paid 42.1% more than women.
- On average, for every £10 a man earns, a woman earns £5.79.

Pay Gap Analysis



- ***The gap is partially explained by different factors:***

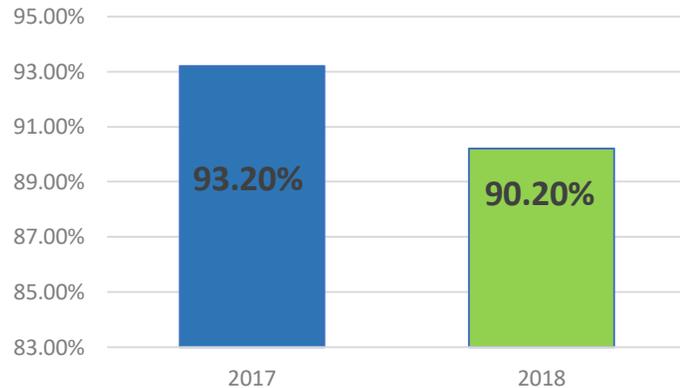
- Concur UK is located mainly in **two different locations**, Maidenhead (66% of employees) and Sittingbourne (34% of our employees: pay structures used in Sittingbourne are slightly lower than the ones used in Maidenhead and Crawley, in line with the local market practices).
- While the office in Sittingbourne has an equivalent split between males and females, the offices in Maidenhead and Crawley have a majority of male employees.



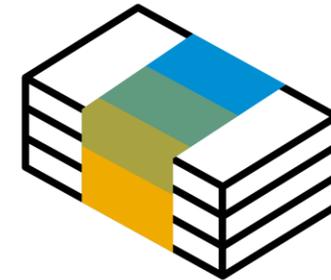
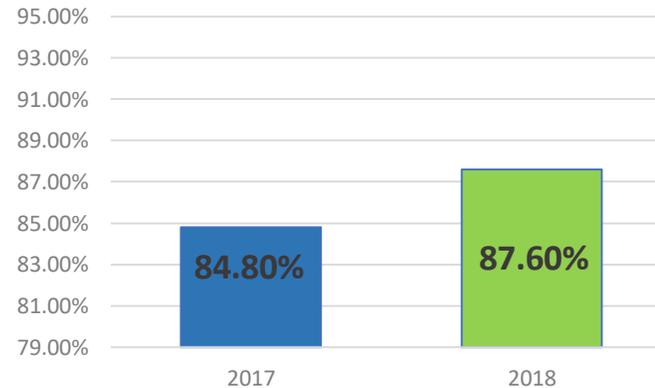
- Furthermore, between April 2017 and April 2018, females have mainly be hired in starting grades, while males have been mostly hired at senior level. As a consequence, the mean gap did not move in the right direction.
- With the root causes being identified, Concur UK will work during 2019 to improve the gender pay gap accordingly.

Proportion of employees receiving a bonus

% Male Receiving Bonus



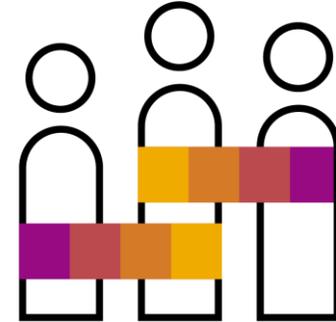
% Female Receiving Bonus



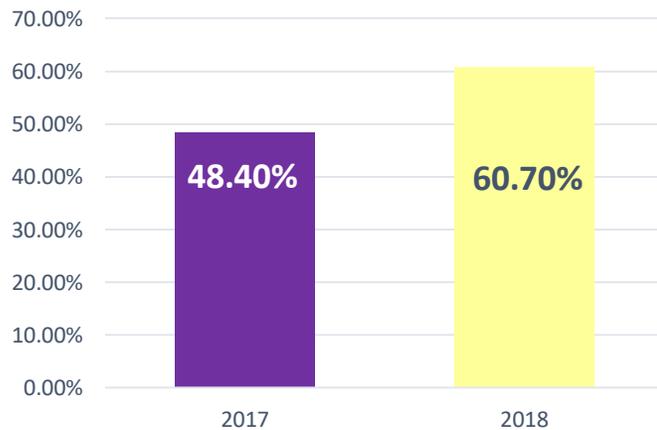
- **90,2%** of men, and **87,6%** of women received a bonus (increase from 84.8% in previous year)
- The gap was therefore slightly reduced in 2017-18.

Bonus Gap Analysis

This shows the difference in bonus size of the overall female population compared with the overall male population.



Mean Gender Bonus Gap



Median Gender Bonus Gap



- On average, for every £10 bonus a man receives, a woman receives £3.93.
- The average bonus has stayed broadly the same across the two periods.
- However, the number of employees receiving bonuses in excess of £100k has increased and so has the percentage of males in this group.
- At the lower end, less employees are receiving bonuses less than £1k. However, the percentage of male employees in this category has also reduced.

Proportion of workforce in each pay quartile

This shows the distribution of employees across Concur UK

	Lower	Middle lower	Middle upper	Upper
Male	47.9%	49.6%	62.4%	72.4%
Female	52.1%	50.4%	37.6%	27.6%

Even today, the case remains that women face numerous challenges in the workplace. This is especially true for women in the Technology Industry where in addition to juggling parallel work and family lives, they are usually still under-represented. To positively influence this picture, Concur UK has put in place several global initiatives to meet the SAP Group 'Women in Leadership' target of **30% by 2022**. **Concur UK is pleased to share that this target has been met, with our female employees currently representing 36% of our management positions**. This is a significant increase from our position two years earlier, when females in represented only 10.8% of our management positions and we are looking forward to continue on this positive trend.

The Women's Professional Growth Webinar Series is one such initiative; designed to help women at Concur and SAP define, own and accelerate their career development, it helps them to:

- Access an innovative global Inclusion and Diversity Training Programme – to encourage a more inclusive mindset and culture at Concur and SAP.
- Be considered for the 'LEAP' programme (Leadership Excellence Acceleration Program) - a targeted development journey focused on supporting women to achieve their career aspirations at SAP.
- Activating Men for Parity 'AMP' programme to educate male influencers/male senior leaders on creating and fostering a diverse and inclusive environment across all genders. Concur UK's most senior leaders are active participants in our AMP programme.



Summary

At SAP, our purpose is to help the world run better and improve people's lives. With over 90,000 employees representing over 150 nationalities contributing to the success of SAP, we understand that it is the unique perspective of every individual that makes SAP a more innovative, dynamic and flourishing organization. Creating a diverse and inclusive culture is the foundation that makes SAP both a great place to work and a successful company.

With that in mind, SAP and Concur UK welcomes the legislation that has been put in place and publishing our data annually is our opportunity to demonstrate that addressing the gender pay gap is part of our commitment to employees.

We are confident that a sustained focus on and commitment to these initiatives will have a hugely positive impact on the proportion of women in our workforce, particularly at senior levels. We have made progress over the past year, and will, over time, continue to close the gender pay gap.

Our efforts, and the targets we aspire to, show an ongoing commitment from SAP to continue to drive the changes required to address the gender pay gap by creating a more balanced workforce and working hard to remain an 'Employer of Choice'.

We confirm the data reported is accurate.



Tom Leoffert
HR Director for SAP Concur EMEA

A handwritten signature in black ink, appearing to read 'TLM' followed by a stylized flourish.



Chris Juneau
SVP, Business Operations – SAP Concur

Thank you.

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