

2022 ANNUAL REPORT

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# *Diversity, Equity & Inclusion at Sage Therapeutics*






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“To embrace diversity, we have to acknowledge the inequities that exist and how stigma and lack of disease state education still permeate communities of color. We have to be good community partners. Brain health disorders have no color. Increasing diversity in clinical trials, increasing awareness and education, and decreasing stigma will be as critical to our success as drug development and approvals.”

—**TIFFANY GILLIARD**,  
*Director of Patient Advocacy*



It is our great pleasure to present this inaugural report on Sage's Diversity, Equity, and Inclusion (DE&I) work, *and the journey we have traveled to get where we are today.*

As you will read in the following pages, Sage has a strong commitment to DE&I across multiple areas of impact.

We see DE&I work not as a collection of initiatives, but as the very fabric of our company. It's important to patients, it's important to our employees, it's important to our business success—and it's important to us personally. This work is challenging on many fronts, and we will continue to support it in the years to come.

To our colleagues: thank you for your commitment to move the organization forward, and for ensuring that Sage is a place where people from all walks of life can thrive and do their best work on behalf of patients.

**Taylor McCleod**

*Head of DE&I*

**Erin Lanciani**

*Chief People & Experience Officer*

**Abdul Sankoh**

*Senior Vice President, Data Science*

**Barry E. Greene**

*Chief Executive Officer*

# DE&I at Sage

Sage Therapeutics is focused on leveraging science and a relentless commitment to patients to help improve the lives of millions of people. We see the brain differently, which propels us to pioneer solutions to deliver life-changing brain health medicines. It also affects the way we approach our Diversity, Equity, and Inclusion (DE&I) efforts. We are continuously rethinking our pathways to inclusion, methods of access to our approved therapy, and our ways of working together.

At Sage, we want DE&I to be built into how we work, how we think, and how we approach science and medicine. Over the last few years, we have constructed a DE&I infrastructure to guide this work from the top. We strive to have a diverse workforce that upholds inclusivity in all of its forms and reflects patients, as well as the way we want to engage with our communities and the world.

## Guiding Principles

At Sage, we commit to acting on the following principles to guide our actions:

### DIVERSITY

Appreciating difference by intentionally engaging through an inclusive mindset and doing our best to include underrepresented populations in our workforce and in our clinical trials.

### EQUITY

Providing opportunities that are accessible and not one-size-fits-all.

### INCLUSION

Building authentic relationships and making intentional efforts to create relationships where all can experience a sense of belonging.

When we embrace difference in all its forms, it leads to an innovative and invigorating culture, attracting the best talent, strengthening community ties, and better serving patients.

“For me, there is a sense of comfort around Sage’s DE&I efforts. It starts from the top—we really practice what we preach. All Sageans can see how the work has evolved, and we are encouraged to bring our authentic selves to work in a real culture of inclusivity.”

—KEITH WILLIS,  
Senior Operations Coordinator



Our DE&I  
Journey  
Timeline





## 2020

- DE&I Action Team formed and roadmap developed
- Celebrated Hispanic Heritage Month
- Introduced a series of initiatives building education, awareness, and conversation: *Building an Inclusive Culture at Sage* and *Leading Like an Ally*
- Published *#ThisIsSage* internal storytelling initiative on National Coming Out Day and Veteran's Day
- Launched Resource Center to give employees access to information about minority-owned businesses

## 2021

- DE&I Assessment undertaken
- Hosted Wine Tasting with Black-owned winery in recognition of Black History Month
- Held the Lunch and Learn: *Becoming a Bias Interrupter*
- Published *#ThisIsSage* internal storytelling initiative on National Coming Out Day, Women, and Veteran Stories
- Held virtual Pride Parade
- Developed DE&I Strategy endorsed by Leadership Team
- Head of DE&I and Executive Sponsors identified

## 2022

- Launched formal DE&I Council
- Hosted Wine Tasting with a Black-owned winery in recognition of Black History Month
- Held speed networking event for Women's History Month
- Held Pride event with speaker on mental health
- Launched 5 Business Resource Groups (BRGs)
- Held DE&I Breakfast at SageSpark, all-hands company meeting
- Celebrated Lunar New Year
- Published *#ThisIsSage* Stories



# *Strategic Priorities and Objectives*

Our DE&I strategic priorities and objectives aim to integrate DE&I principles across the organization, ultimately fostering a diverse workforce and cultivating a sense of belonging and innovative thinking.



## 1. Increase Diversity Across Sage

Increasing diversity across the organization involves several focused initiatives, including integrating DE&I principles and strategies throughout the talent lifecycle; implementing partnerships that expand Sage's diverse workforce pipeline; increasing diversity among employees at more senior levels of the organization; and developing external minority-focused partnerships to increase diverse talent.

## 2. Cultivate an Inclusive Workplace

The work of increasing inclusivity across Sage started with the launch of the DE&I Council and Business Resource Groups, and continued with education efforts within Sage around inclusivity, bias, and broad DE&I principles. This work continues to increase a sense of inclusivity for Sageans across the organization.

## 3. Understand Diversity in Our Clinical Trials

Ensuring our DE&I efforts extend to patients is an important focus at Sage. We have made headway in understanding the diversity in our completed clinical trials, and we are developing guidance that aims to increase inclusivity and diversity in trial recruitment and enrollment.

# 2022 Strategic Accomplishments

Our four areas of focus within DE&I are: *Experience, Talent, External, and Patients*. In each of these areas, we made significant progress in 2022.

## Experience

**We seek to foster a diverse and inclusive culture that enables a sense of belonging and innovative thinking.**

In 2022, we redefined what DE&I means to Sage, launched the DE&I Council and Business Resource Groups (BRGs), developed a mentorship framework, and held a variety of events around many important months and moments.

## External

**We identify and partner with diverse community organizations and vendors to increase diversity in the Sage ecosystem.**

We launched our first vendor diversity questionnaire for current and future vendors to better understand the diversity efforts made by the companies with whom we do business.

We continued our SageCitizen Social Impact Initiative, an enterprise-wide effort that activates and amplifies our long-standing commitment to People, Patients, Planet, and Community with a focus on social isolation and food insecurity.

## Talent

**We recruit and develop diverse, high-performing individuals and teams.**

We gained an improved understanding of diverse talent pools, launched diversity recruitment-focused social media campaigns, and made our website more inclusive. In addition, we sponsored events held by organizations that are focused on diverse groups, including Men of Color and Women of Color in Pharma, Latinos in Bio, and Color of Biotech, among others.

## Patients

**We continue to grow and nurture long-term and transparent partnerships to ensure diverse voices are represented.**

Internally, we launched two workstreams on clinical trial diversity. The first workstream reviews the data from our completed PPD (post-partum depression) and MDD (major depressive disorder) trials to gather lessons learned for our current and future clinical trials. The second workstream is a cross-functional team charged with reviewing our clinical development process and determining potential ways that we can improve inclusivity in our trials. They also focus on developing new guidance for the trial development and recruitment process.

## OUTCOMES

### Internal Partnerships

DE&I work cannot happen in isolation. We thread this work throughout many functional teams, including:

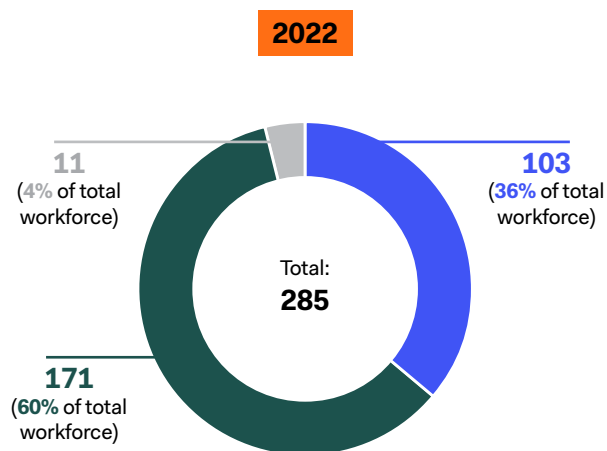
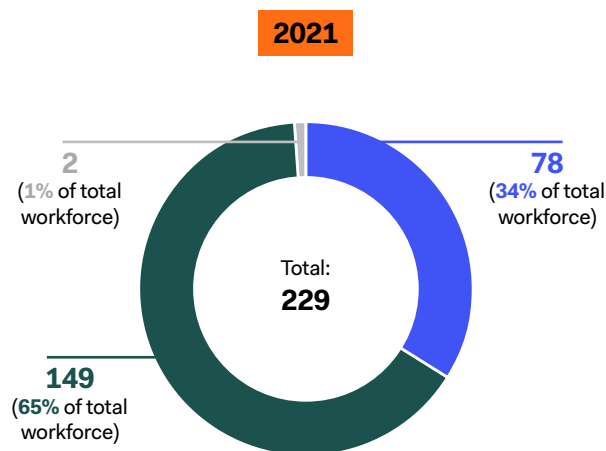
- with **Learning & Growth** to integrate DE&I into the onboarding experience for new hires, promoting our BRGs through orientation sessions, and piloting the mentorship program;
- with **Talent Acquisition and Communications** to update relevant materials to increase diversity within Sage;
- with **Health Economics & Outcomes Research, Regulatory, Medical Science, and Clinical Development** to ensure Sage's clinical trials are reflective of the diverse world we live in;
- with **Digital and Enterprise Capabilities** to make our digital channels more accessible, our suppliers more diverse, and to roll out internal BRG Microsoft Teams channels; and
- with **Employee Experience** on a framework and infrastructure for our BRGs.

# How We're Doing: *By the Numbers*

Sage tells the story of our DE&I efforts not just through strategy and programming, but also through our numbers. The story is a complex and ongoing one with a singular theme: *the diversity of our workforce as a key driver of our business success.*

## Diversity of Hiring

■ Diverse\*   ■ Non-Diverse   ■ Not Disclosed



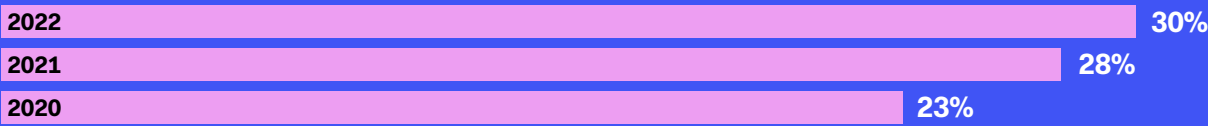
We saw an increase in diverse hires between 2021 and 2022.





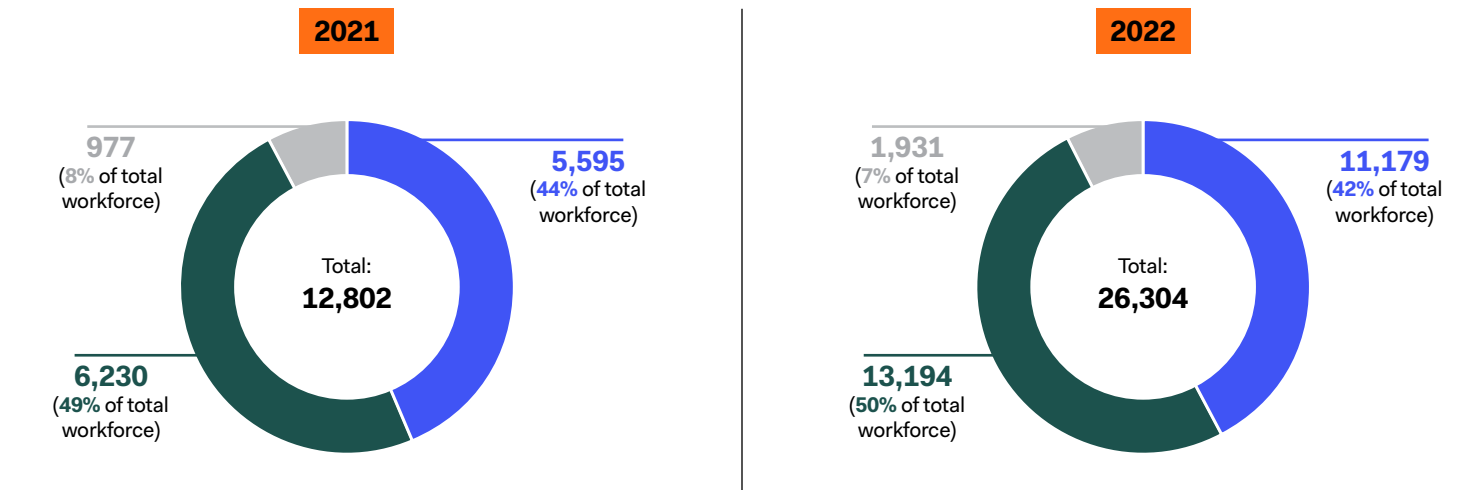
# Diverse Employee Population %

The percentage of our total workforce that is diverse\* has risen year over year and experienced a 7% increase between 2020 and 2022.



# Diversity of Applicants

Diverse\*    Non-Diverse    Not Disclosed



The diversity of our applicants increased significantly—nearly 100% between 2021 and 2022. As we grow and expand our SageFlex program, we expect this trend to continue.

Year	Diverse Applicants
2022	11,179 diverse applicants
2021	5,595 diverse applicants

# DE&I in People & Experience

*Sage's People & Experience (P&E) efforts are focused on equitable and inclusive treatment of all Sageans. From talent acquisition to pay equity to succession planning, we strive to motivate, challenge and engage our diverse and dynamic workforce.*

## Talent Acquisition

- We continue to strive to increase our applicant diversity and create an inclusive interviewing experience. We developed a best practices guide with updated interview questions.
- In 2022, we began an internship program for students from a high school in Dorchester, MA with limited economic resources. This program introduces these high school students—who primarily identify as Black and Hispanic/Latino—to the life sciences and biotech industry through internships.

## Supplier

- In 2022, we assessed our supplier network, and are looking toward making a more concerted effort to work with women- and minority-owned businesses, with an aim to increase the diversity of our suppliers.

## Pay Equity

- Sage is committed to pay equity from a talent acquisition perspective, as well as across varying aspects of employee identity. We worked with an external firm to conduct an independent regression analysis to compare groups inside the organization with the goal of ensuring we are paying people fairly from a gender, race/ethnicity, and age perspective.

## Succession Planning

- Succession planning is key to Sage's future success. Our DE&I philosophy is woven throughout the fabric of our efforts as we look closely at roles and the composition of our teams to ensure we have diverse representation and thinking across the org.

## Leadership Competencies

- Sage developed a set of leadership competencies—Strategic Agility, Scientific/Business Driver, and Organization Builder. The creation of these competencies was led by a diverse team of people, ensuring broad perspectives and experiences were reflected.

# DE&I Council

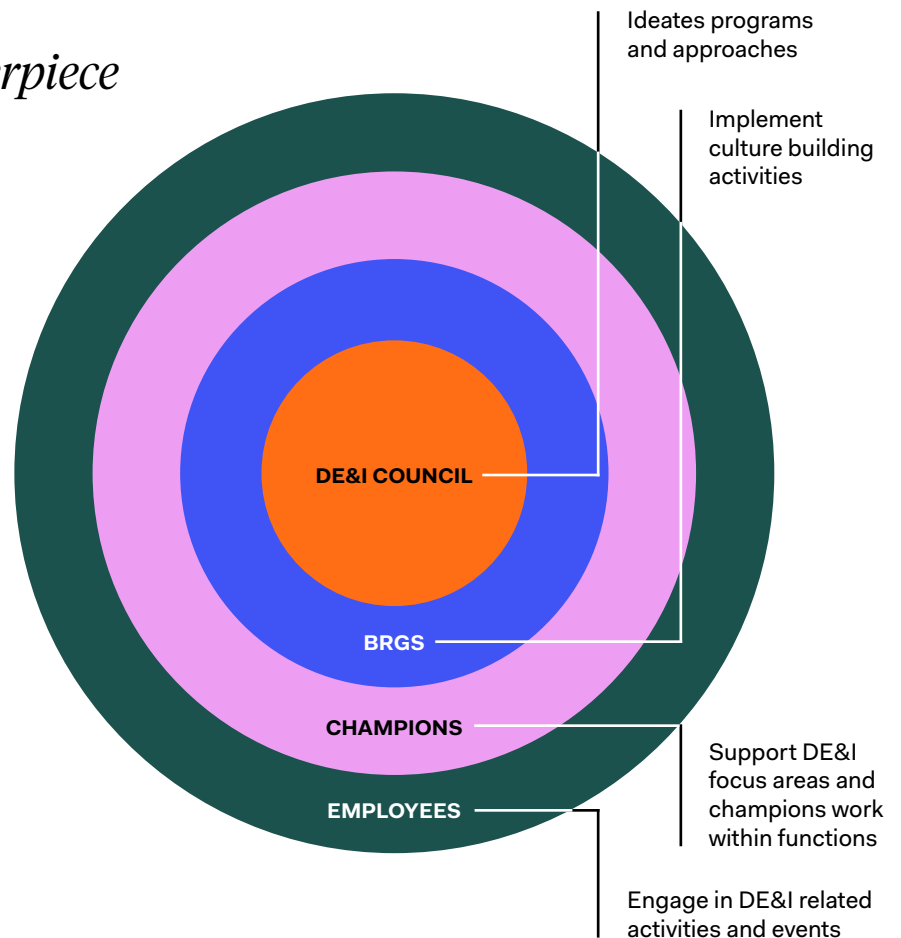
The DE&I Council is the *centerpiece* of Sage's DE&I activities.

The current Council grew out of a DE&I Action Team formed in 2020. At the time, the DE&I Action Team was a small, cross-functional group that met regularly to talk about ramping up DE&I efforts internally, with a focus on elevating organizational culture.

In 2021, Sage underwent a full-scale DE&I assessment run by an external DE&I strategy firm. The findings from the assessment helped inform our initial DE&I strategy, which was endorsed and funded by Sage leadership.

At that time, the DE&I Action Team evolved into the DE&I Council, a more formalized body with 12 members, a lead, and two executive sponsors.

One of the main charges of the DE&I Council is to help build and then execute the implementation of the DE&I strategy, ensuring all initiatives are aligned with the overall strategy. The DE&I Council is also responsible for actively embedding DE&I activities across the organization, as well as establishing and growing the Business Resource Groups.



# Business Resource Groups (BRGs)

Our BRGs are affinity groups that support the DE&I Council's efforts to increase cultural impact by bringing employees together around certain aspects of identity. The use of the "Business Resource Group" title rather than the commonly used "Employee Resource Groups" helps further highlight the importance of BRGs to our business success. All Sageans are invited and encouraged to join any BRG. Our focus is inclusivity.

In 2022, our BRGs spearheaded professional development and mentoring, held activities that built internal culture, hosted important events with organizations including Color of Biotech, and shared valuable learnings and insights with the Sage workforce at large.

Sage's BRGs spent much of 2022 getting programming off the ground. It has been an energetic start, and 2023 is poised to be an instrumental year for all BRGs.



"I'm excited to be here and to see how BRGs are built. I'm so happy I can make an impact in this way—that's something not every person can say in the beginning of their career. That's something Sage does well—trying to include people and have people more involved. It speaks to the inclusive culture here."

—KAITLYN FIERY, BRG lead for SageEMERGE

## Short Term Action Groups

Short Term Action Teams (STATs) exist with the express purpose of assisting the DE&I Council with solving a specific business issue or challenge. STATs help move initiatives forward through focused and time-limited collaboration.

In the Fall of 2022, a cross-functional STAT team led by Sage's Digital and Enterprise Capabilities group began compiling our current accessibility provisions for disabilities both visible and invisible. This will help us determine additional ways we can support individuals who live with disabilities.



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# BRGs are created by Sageans, approved by the Council, and are self-governed.

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## Sage Lavender

**SageLavender** provides support and resources for LGBTQIA+ Sageans and helps advise across the organization on LGBTQIA+ related matters. In addition, *SageLavender* works to improve the inclusivity of the work environment, creates connections with other LGBTQIA+-identifying people in biotech, and assists in recruiting efforts.

In 2022, members from *SageLavender* attended an OUTbio event together, and planned a networking happy hour in 2023.

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## Sage Emerge

**SageEmerge** empowers young professionals to develop skills, grow their careers, and engage with fellow Sageans. *SageEmerge* aims to help accelerate the growth and development of future Sage leaders within biotech, supports Sageans both new to biotech and early in their careers, and creates networking and engagement opportunities within Sage.

In 2022, *SageEmerge* undertook a robust calendar of events and activities, including helping to build a mentorship program, hosting happy hours and networking events, and holding a successful Halloween Bingo trivia night.

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## Sage Parents

**SageParents** provides a place for parents and caregivers to learn, grow, connect, share ideas, and build relationships. *SageParents* provides educational programming, aims to identify the needs of parents and caregivers, and provides a forum to share beneficial advice and support with one another.

In 2022, *SageParents* hosted webinars by experts in childcare and education, held a networking happy hour, organized events for Sage parents and their children, and hosted coffee check-ins, bagged lunches, and happy hours to share stories and provide support.

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## Sage BIPOC

**SageBIPOC** fosters a culture for Sageans who identify as Black, Indigenous, and People of Color to build bridges to leadership, support career growth, and create a space to share and grow.

*SageBIPOC* strives to develop and retain minority and other diverse talent, foster a stronger organizational culture that promotes inclusivity, develop outreach programs that focus on helping and doing business with diverse communities, and assist in recruiting efforts.

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## Sage Women

**SageWomen** seeks to empower, elevate, and support the continued success and leadership of Sage's female-identifying employees and foster best practices in inclusive external stakeholder engagement.

*SageWomen* strives to engage women and their allies to foster a diverse and inclusive culture that enables a sense of belonging and innovative thinking. *SageWomen* also works to create intention around evaluating the partners and vendors Sage chooses to ensure alignment with Sage's DE&I imperatives and values, including equity for women.

In 2023 and beyond, *SageWomen* will lead activities focused on professional growth and development, including hosting motivational speakers, presenting mentoring and peer support programs, engaging in community outreach (e.g., girls STEM programs, organizations supporting women in achieving economic independence), and holding networking events.

# Our Work in 2023



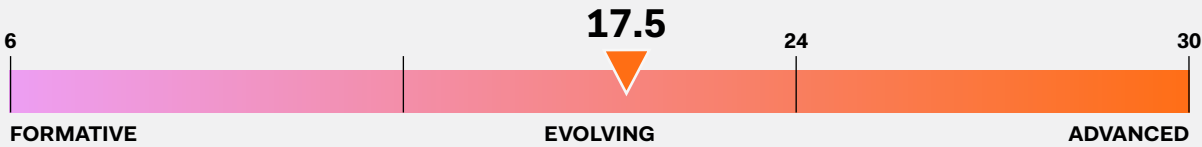
In 2023, Sage seeks to continue to mobilize and evolve our DE&I efforts, and continue to include all Sageans.

In any DE&I effort, benchmarking our efforts against similar companies is important. Sage uses a best-in-class maturity model from Josh Bersin, a well-known Human Capital analyst, to understand what has been done and what comes next. Sage is currently at a Level 2; the goal is to be at Level 4 within two years. That means our focus is on continued listening, strategic commitment, and accountability around outcomes.

## Maturity 2022

EVALUATION CRITERIA	ENTERPRISE ASSESSMENT	STAGE 1 CONCEPTUAL	STAGE 2 AWARENESS	STAGE 3 DISCIPLINED EXPERIMENT	STAGE 4 MATURE	STAGE 5 EMBODIED
	PERCEIVED VALUE	Hypothesis	Investigating	Business Case	Cost / Benefit Determined	Full Engagement
	STANCE	Reactive	Informed	Planned	Proactive	Prescient
	ACCOUNTABILITY	Undeclared	DRIs* <i>*directly responsible individuals</i>	Incentive System(s)	Enforcement	Full Transparency
	LEADERSHIP DECLARATION	Individual POVs* <i>*point of view</i>	Shared Vision	Commitment	Prioritized	Ownership
	ORG. ALIGNMENT	Staff-driven	Business Unit Ownership	Cross-departmental	Strategy Alignment	Strategic Pillar
	BUDGET	Unbudgeted	Ad-hoc	Reallocation	Budgeted	Articulated ROI
	SCORE	1	2.5	9	5	0

## Organizational Maturity Continuum



# Sage's DE&I four focus areas, *Experience*, *Talent*, *External*, and *Patients*, will again lay the foundation for all DE&I work in 2023.

We are so very proud of the work we have done thus far and look forward to the work still to come. In 2023, we will continue to elevate and integrate our DE&I philosophies across all aspects of our business, living out our principles in our work.

**1** For **Experience**, we will continue working on our inclusive onboarding experience and help orient new Sageans to DE&I work, expand the BRGs, and launch mentorship programs. We will continue to celebrate moments that matter.

**2** For **Talent**, we will review recruitment metrics to capture the who, what, and why of candidate attraction, employee hiring and attrition. Increasing relationships between leadership and diverse talent is a priority, in addition to reviewing workforce plans and identifying potential vendors to increase our reach into diverse talent pools. Providing advice on relevant messaging to diverse audiences and partnering with diverse professional organizations continues to be of importance as well.

**3** For **External**, we will continue developing the foundational elements of the supplier diversity program, develop supplier diversity goals, and partner in various ways to help advance SageCitizen.

**4** And finally, for **Patients**, we will develop guidance for the clinical study development process with the goal of including DE&I considerations.



"I absolutely applaud Sage's DE&I efforts. I love the work. I'm proud of it. It makes me so happy to share stories of our efforts. Others cannot believe how well-rounded and expansive the programs are. They touch so many lives."

—KARYN RIVERA,  
Executive Assistant,  
People & Experience

## We will engage the entire organization.

