

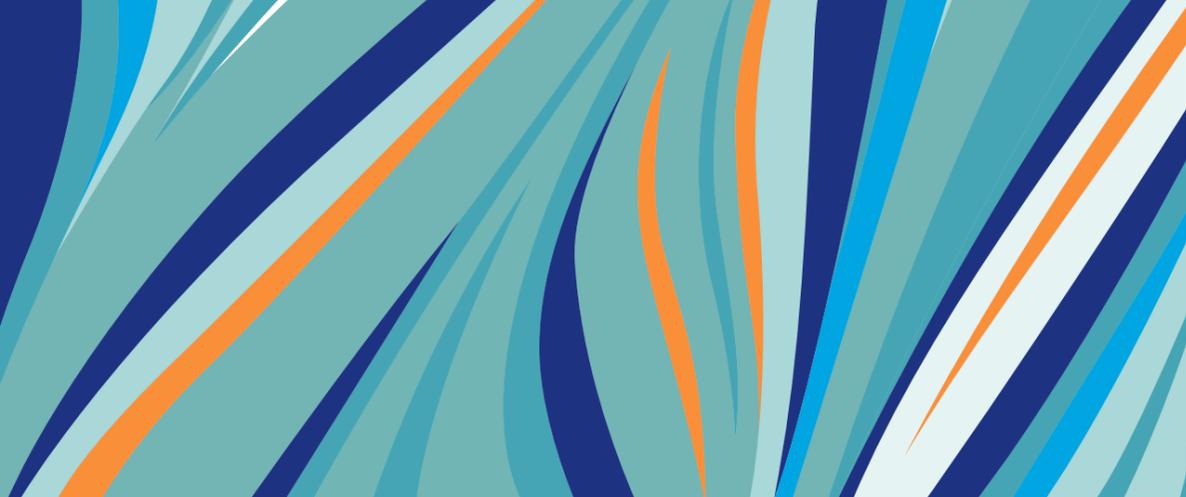


GENDER PAY REPORT

2021



SAGA
Experience is everything



A MESSAGE FROM JANE, OUR CHIEF PEOPLE OFFICER

At Saga, we've made it our mission to create a working environment that's inclusive and equal for all. Putting our values at the heart of everything we do, we're always asking ourselves how we can be better - and exploring our gender pay gap is crucial to this.

We're proud of everything we've done over the last couple of years to improve diversity, inclusivity and belonging at Saga. But our current pace of change isn't good enough. There's still a long way to go - as our gender pay gap report shows. That's why, looking ahead to 2022, we're making firm commitments to do better.

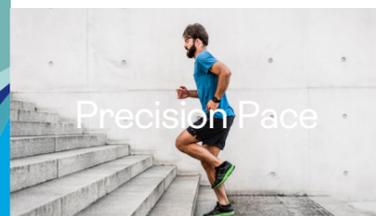
As we transition out of the pandemic and move back to a new normal, making sure Saga continues to be a great place to work is top of our agenda - and closing the gap on gender pay is an important part of that. We'll be sure to measure, track and share our progress with you throughout the year, as we take positive steps forward to improve our gender pay gap for 2022 and beyond.

Jane

Jane Storm, Chief People Officer

I confirm that the data published in this report is accurate.

Our Saga Values

 <p>Precision Pace</p>	 <p>Empathy</p>	 <p>Curiosity</p>	 <p>Collaboration</p>
Always owning and making things happen	Always aware of others	Always asking why	Always one team, the Saga team



WOMEN AT SAGA

From onboard to the office, we're proud to have so many incredible female colleagues across our business who have such a significant role in our success. Here we want to celebrate a few of our female colleagues and their careers at Saga.



Helen Webb
Chief Risk Officer

I've been at Saga for 11 years and have worked in a number of different roles in that time. In this industry CROs tend to be male, and I'd love to see more equal representation for women. I've been a mentor in the 30% Club for the past two years, and I'm passionate about supporting the development of women within their careers.

Over this time, I've also been the primary carer for my two children and the business has always been supportive of my commitments outside work which has enabled me to juggle both work and home life.



Katy Phelan
Data Architect and Engineering Manager

I joined Saga in 2007 as a Motor Claims Advisor in the call centre, then fell into a career path in data management. It wasn't something that was covered by the school careers advisor, but I really love it and can't imagine doing anything else now. I feel lucky to have been offered so many opportunities to progress at Saga and to have been part of some exciting and innovative projects.

Balance is core to Saga's culture, and I really value how I've been able to flex my hours around family commitments without losing out on opportunities to grow and develop my career.



Lynn Fournier
Internal Audit Director

I joined Saga as a temp in the Accounts Payable Department for six months, but I'm still here 21 years later! Saga has invested in my learning and development, and supported me through professional qualifications in Finance, Internal Audit and Leadership and Development.

Support is always available at Saga – for the past nine years I've worked flexibly so I can balance spending time with my young children with a fulfilling career. Now I'm working in my dream job and looking forward to becoming a mentor on the 30% Club programme next year, so I can support and encourage other women to achieve their full potential.



Lorraine Friend
Head of Guest Experience, Saga Holidays

I've had a long and varied career at Saga, working across different functions and teams. In my current role I'm Head of Guest Experience for Saga Holidays and I love it. Over my Saga career I've worked with some truly inspirational leaders and been encouraged to progress and push myself to achieve career milestones that I never imagined were possible. The training, qualifications and mentoring support I've gained here have been life changing.

WOMEN AT SAGA



Rashree Chhatrishia
Head of Pensions and Benefits

My career up to now has been in HR and legal roles, specialising in Reward Strategy and Employee Benefits. I've worked for some big brands like Coca-Cola and British Airways in the past, and was delighted to join Saga last year to head up their Pensions and Benefits team.

My role enables me to work closely with Legal Finance, Procurement and the People Team and build relationships with senior leadership across the business. I've felt really supported and empowered at Saga – it's great to be part of such a strong and focussed team, and help the organisation deliver exceptional experiences for all our colleagues.



Teresa Sutton
Application Manager Holidays IT

I've been at Saga for 25 years now, starting out in Correspondence for Insurance and moving into IT development and testing. Saga has offered me so many opportunities to stretch myself and learn new skills on the job, as well as completing training courses and picking up qualifications along the way.

I've worked part time and full time at different points in my career at Saga, and I've always felt supported and valued by my managers and the wider business. I'm so proud of what I've been able to achieve during my time here.



Dani Chivers
Head of Internal Communications

Whilst at Saga I have been supported to move from Marketing to Internal Comms as part of the People Team, this has been a really exciting career change and I feel I have been given every opportunity to learn and gain new skills throughout my time here. Additionally as a mum of two, I felt supported by Saga throughout maternity leave and now work part-time hours.

Saga is part of the 30% Club mentoring scheme, and having a professional mentor has really helped me focus on my career plan and see things from different perspectives. It's such an exciting time to be part of the Saga team, and I can't wait to see what the future holds for me and my colleagues.



Shevin Yalcin
Resource Analyst

I've worked at Saga for just over two years, and in that time I've already worked in five different roles! It's been so interesting to experience different insurance disciplines and teams, and I'm always encouraged to take on additional responsibilities so I can broaden my skills. Right now I'm providing admin/PA support to my Team Leaders and Operations Manager as part of my career progression plan.

Professional development is really important to me, and Saga offers great opportunities for ongoing training and education. I've just completed a Level 3 Insurance Practitioner Apprenticeship, and was so pleased to get a Distinction!

BEHIND THE NUMBERS

About the gender pay report

All employers in the UK with 250 colleagues or more need to publish their gender pay gap data each year, including the following figures:

- Mean and median gender pay gap, based on the hourly rate of pay at 5th April 2021
- Mean and median bonus gender pay gap
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each pay quartile

Saga is made up of small business units, each with their own legal employing entities. So we're required to disclose the gender pay gap for each entity with more than 250 colleagues.

What's the difference between mean and median pay?

The **mean** is the average hourly pay of all men and women across Saga. Colleague pay is divided by the number of colleagues receiving that pay.



The **median** is the middle figure where the hourly rates of all female colleagues and all male colleagues are lined up from smallest to largest. The median gives a clearer representation of the gender pay gap.



What's the difference between gender pay and equal pay?

Gender pay is often confused with equal pay - but it's important to recognise that they're not the same thing. The information contained in this report outlines the difference between the average hourly pay for all our male and female colleagues, irrespective of the roles they do. Equal pay, on the other hand, refers to the pay men and women receive for doing the same job - and any inequality on the basis of gender is illegal.

OUR 2021 RESULTS

This report is based on earnings as of the 5th April 2021. Like most organisations, Saga has a gender pay gap in favour of male colleagues. And despite our efforts, this year we've seen our gap for median and mean pay increase.

	2021	Difference vs 2020
Median Pay Gap	15.6%	+2%
Mean Pay Gap	25.6%	+4.2%
Median Bonus	19.3%	-1.9%
Mean Bonus	40.3%	+7.4%

Why has Saga's gender pay gap increased?

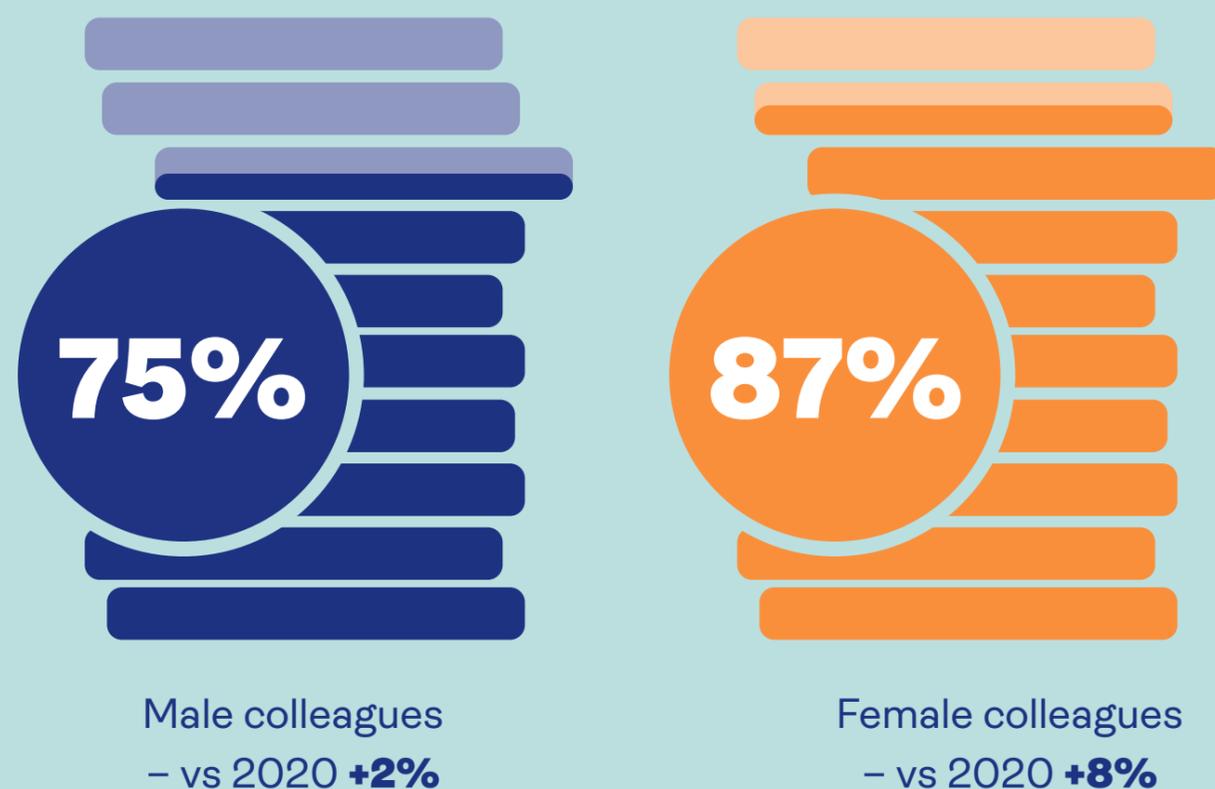
Whilst the Covid-19 pandemic isn't solely responsible for Saga's gender pay gap increase, it has had a big impact on our figures. Why? Because many of our casual colleagues haven't been included in the data as they weren't receiving their 'usual' pay at the time the data was taken (5 April 2021) - leading to an increased gap in favour of male colleagues. The exclusion of casual colleagues has most significantly impacted our travel business, which is reporting the highest increase in the gender pay gap this year.

Is Saga concerned that our gender pay gap has increased?

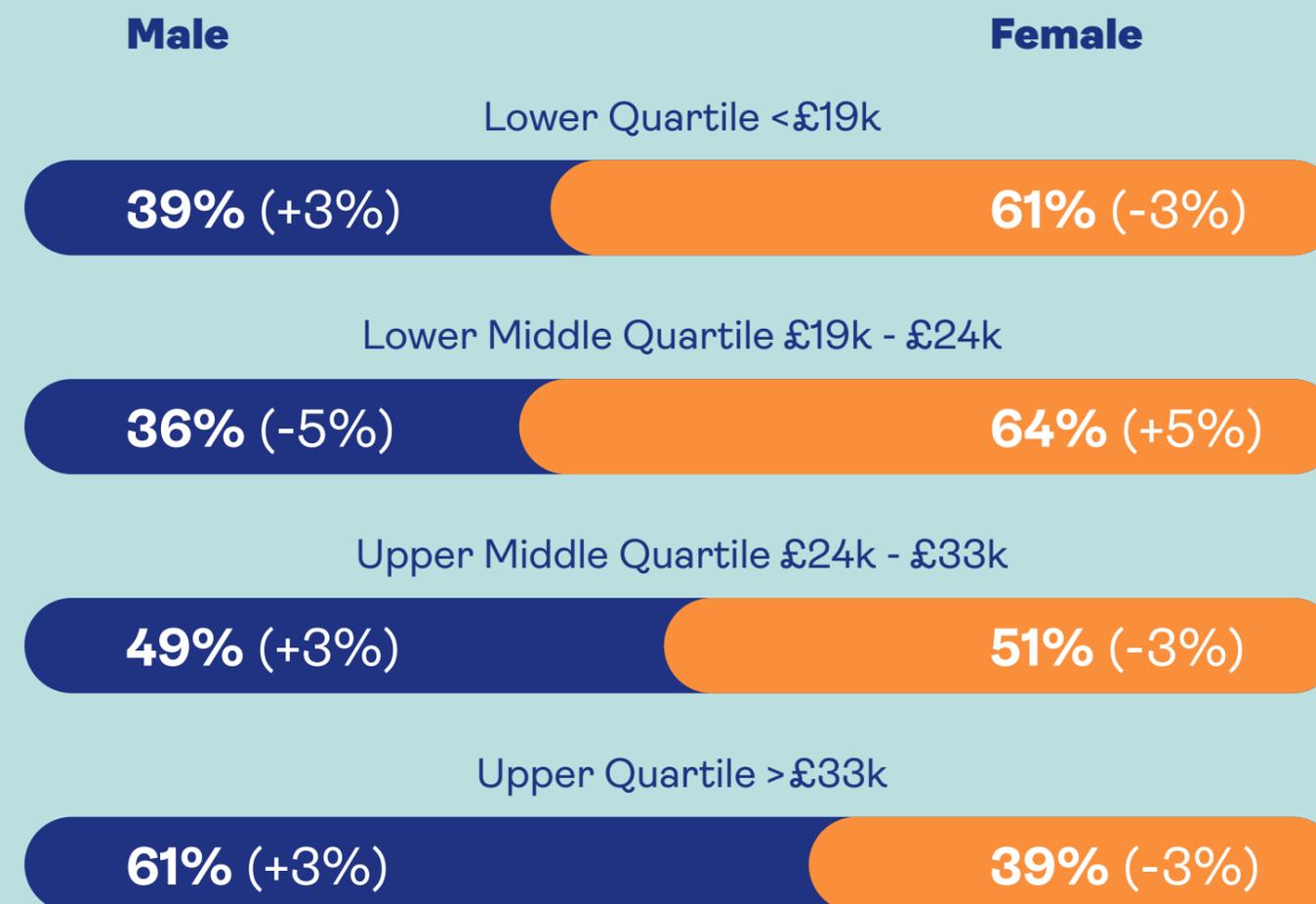
Of course. We expect that our gender pay gap will improve for next year's report as we resume business as usual and once again include our casual colleagues within our reporting. That said, we can't blame the pandemic entirely. Had it not happened, we'd still be reporting that our gender pay gap had increased across Saga overall - so we need to do more to address this.

GENDER PAY GAP - SAGA OVERALL

Percentage of colleagues receiving a bonus



Gender distribution in each Pay Quartile



SAGA REPORTABLE ENTITIES

Gender Pay Gap

	Mean Pay	Median Pay
Saga Group Ltd	1.7% -9%	5.4% -11.8%
Saga Services Ltd	19.3% +3.8%	11.2% +3%
Saga Travel & Holidays Ltd	29.4% +10.5%	20.0% +15.1%
Overall	25.5% +4.2%	15.6% +2.0%

Gender Bonus Gap

	Mean Bonus	Median Bonus
Saga Group Ltd	36.4% +13.6%	9.9% -9.0%
Saga Services Ltd	32.3% +5.5%	21.9% -2.4%
Saga Travel & Holidays Ltd	28.0% -10.3%	21.3% +9.2%
Overall	40.3% +7.4%	19.3% -1.9%

Gender distribution in each pay quartile by Employing Entity

Saga Group Ltd		Saga Services Ltd		Saga Travel & Holidays Ltd		Overall	
Male	Female	Male	Female	Male	Female	Male	Female
Lower Quartile <£19k		Lower Quartile <£19k		Lower Quartile <£19k		Lower Quartile <£19k	
51% (+7%)	49% (-7%)	37% (-)	63% (-)	23% (-11%)	77% (+11%)	39% (+3%)	61% (-3%)
Lower Middle Quartile £19k - £24k		Lower Middle Quartile £19k - £24k		Lower Middle Quartile £19k - £24k		Lower Middle Quartile £19k - £24k	
57% (+6%)	43% (-6%)	35% (-4%)	65% (+4%)	33% (-14%)	67% (+14%)	36% (-5%)	64% (+5%)
Upper Middle Quartile £24k - £33k		Upper Middle Quartile £24k - £33k		Upper Middle Quartile £24k - £33k		Upper Middle Quartile £24k - £33k	
61% (+5%)	39% (-5%)	42% (-4%)	58% (+4%)	43% (+3%)	57% (-3%)	49% (+3%)	51% (-3%)
Upper Quartile >£33k		Upper Quartile >£33k		Upper Quartile >£33k		Upper Quartile >£33k	
58% (-6%)	42% (+6%)	56% (+4%)	44% (-4%)	62% (+11%)	38% (-11%)	61% (+3%)	39% (-3%)

CELEBRATING OUR SUCCESSES

Although Saga's gender pay gap hasn't improved overall, we're proud that some areas of our business have a very small gender pay gap, or no gap at all. Looking at hourly pay across our Technology team, there is no gender pay gap at all. Considering the Technology industry is incredibly male-dominated, this is a real achievement.

To make sure we continue to lead in this space, I'm delighted to confirm that Saga is now a signatory of the Tech Talent Charter - an organisation aimed at increasing female representation within the Technology industry. Through this new partnership, I hope that we can continue to drive female representation and empower women in a traditionally male-dominated industry.

COMMITTED TO CLOSING THE GAP

Having taken great steps to create a culture with inclusion, diversity and belonging at its heart, we're disappointed that our overall gender pay gap hasn't improved this year. We know this is simply not good enough - so we're making some firm commitments to address it, which you'll find on the following page. I'm confident that by putting these in place, we'll begin to close the gap on gender pay at Saga for the years ahead.

Jane

Jane Storm, Chief People Officer



OUR COMMITMENTS

- ✓ We'll present **gender balanced shortlists** for all roles, with particular focus on those in leadership roles or positions, regardless of industry.
- ✓ We'll review all new hires and internal moves each quarter to ensure **equity and fairness** across hires and promotions.
- ✓ We'll continue to **support the development** of female talent through our partnership with the 30% Club - using this as one of the tools to develop more women into leadership positions. We will also explore our internal mentoring opportunities and establish support networks for colleagues who aspire to move into bigger and broader roles.
- ✓ We'll continue to review our People policies to ensure that we're supportive of an inclusive and diverse workplace - starting with our **Family Friendly** policies.
- ✓ We'll **upskill our Recruitment team**, making sure they're equipped and comfortable to support and challenge leaders at all stages of the recruitment process, to ensure that we attract and recruit diverse colleagues at all levels.
- ✓ We'll continue to **upskill our leaders** in Diversity, Inclusion and Belonging, giving particular focus to unconscious bias and the role of leadership in driving positive change.
- ✓ We'll continue to review our Reward policies and practices, making sure that colleagues are **fairly rewarded** for the work that they do.
- ✓ We'll give **local visibility to leaders** of their own gender pay gap so they can develop local action plans, to sit alongside those at a company level.
- ✓ We'll continue to **encourage flexible and remote working**, allowing colleagues to manage their home and work life in the best way that they can.
- ✓ From menopause to mental health to gender reassignment, we'll have **policies in place to support our colleagues** at the times they need it most.
- ✓ We will develop and invest in our new partnership with the **Tech Talent Charter** and continue to work with external partners on shaping our diversity, inclusion and belonging strategy.