

LABOUR STANDARDS STATEMENT

September 2025

Purpose

Saga plc recognises the importance of its colleagues and is committed to treating them with fairness, respect and integrity. Through this Statement, Saga plc commits to the following principles-based outcomes:

- A safe and healthy working environment.
- Ensuring compliance with all relevant laws in the countries in which it operates including the law of the sea, as applicable.
- A workplace free of discrimination (however unintentional) with equal opportunity at all levels of the Company on matters such as sex, gender, gender reassignment, pregnancy and maternity, marital status, race, colour, religious beliefs, ethnic or national origin, age, disability, sexual orientation, economic deprivation, social status or trade union membership.
- Zero tolerance and zero occurrence of unacceptable treatment of colleagues, such as forced labour, physical punishment, abuse of colleagues, slavery, or other forms of mistreatment including the exploitation of children.
- Remuneration that at the very least is no less than the minimum legal requirement and provides colleagues with the opportunity to improve their skills and capabilities.
- Accessible and timely information for colleagues on the progress of the business and its strategy, and of any major changes which might affect them as a group or individually.
- Access to representations from colleagues through national or international works councils, recognised trade unions or other recognised groups where appropriate.
- A set of clear grievance and appeal procedures in each business, which are justly applied and clearly communicated.

In countries or territories where the Company operates and international opinion believes there to be generally low labour standards or transgressions of human rights, then the Company will put in place appropriate additional management processes to ensure that the principles described in this Labour Standards Statement are accounted for and embodied in decisions and actions in such territories.

Our approach to labour standards and human rights is designed to support the communities in which we operate, including through the employment of those from under-privileged groups, or deprived backgrounds, with poor social status or no formal education or qualifications. Under-privileged groups are beneficiaries in our ESG programmes such as charitable giving, and we monitor and respond to the concerns of key groups who are affected by the Company's activities which are referenced within our Annual Report and Accounts and include reference to s172 disclosure and risk factors.

Commitments

We are committed to working responsibly and with integrity, as set out in our Code of Conduct. This Labour Standards Statement complements our existing suite of policies. It does not form part of any employee's contract of employment and does not provide a standalone right to claim any breach but is intended to demonstrate the Company's commitment to treating employees fairly and equitably.

This Statement commits Saga to delivering decisions and actions that uphold the right **to freedom of association** and **collective bargaining**. Our core values expect colleagues in all operations to respect colleagues' rights to join or not to join a legally recognised trade union, or any other body representing their collective interests, guided by, and compliant with local laws and the law of the sea, as applicable. This does not commit Saga to recognising a trade union or other collective body for the purpose of collective bargaining in respect of employees' pay. However, the Statement recognises that where it is appropriate, Saga plc will enter into constructive dialogue with trade unions or representative bodies on employment conditions, labour management relations, and matters of mutual concern. The Statement accepts the right of employees to participate in the activities of such bodies and/or to become an official of the union and allow colleagues reasonable time off to carry out official duties or to undergo relevant training in connection with trade union activities. This is in line with Article 11 of the UK Human Rights Act¹, the UN Guiding Principles on Business and Human Rights, and with [ILO core conventions](#).

This Statement commits to decisions and actions that lead to the reduction and **elimination of excessive working hours**. The Company expects all colleagues to respect their colleagues' right to a reasonable work-life balance in compliance with local law and the law of the sea, as applicable, on working hours and overtime (whether paid or unpaid). Where excess hours are brought to the Company's attention, we commit to understanding the reason for such hours and seeking an appropriate resolution. At Saga we have a Flexible Working Policy which is reviewed annually.

This Statement commits to the provision of a **living wage** where this is provided for in the countries where Saga plc operates or at the legal minimum wage. Pay must provide colleagues with the opportunity to improve their skills, capabilities, or additional economic prosperity. We operate remuneration and reward policies and practices to ensure colleagues are fairly rewarded for the work that they do, and we monitor this through regular in year reporting, reviewing all colleagues pay annually, as well as our annual Gender Pay Report, which can be found on our website.

This Statement commits to **engaging with employees** to ensure employee views are communicated with company management. Company policies and statements on labour standards are communicated globally to colleagues via our website and via internal communications channels. The information is currently provided in English only. Other examples of engagement include our 'Speak Up' Policy which embraces whistleblowing and an 'open-door' culture, the appointment of our Audit Committee Chair as a 'Speak Up Champion', the formation of our People Committee and subsequent People Forums, colleague survey, colleague roadshows, our Inclusion forums and our Diversity, Equity, Inclusion and Belonging Policy. More details can be found in our Annual report and Accounts which is available on our website.

This Statement commits us to review **affiliations and support of initiatives and frameworks** on labour standards. Our affiliations are outlined within our ESG and Annual Report which can be found on our website.

Risk assessment approach

The Board set the Group's risk appetites and Risk Policy. The Risk Committee is responsible for monitoring the Group's overall risk appetite, tolerance, strategy and risk assessment processes, effectiveness of the Group's risk management and the Group's capability to identify and manage new and emerging risks and deal with any material breaches of risk limits. Assessment regarding exposure to risk from negative impacts relating to labour standards is carried out for new projects, as well as existing operations or projects as referenced in our Annual Report and Accounts. Engagement is part of this risk identification process and our Internal Control audits cover labour practices.

The People Committee was established in 2019 with the aim of gathering the views and opinions of all colleagues and providing feedback to the Board. The People Committee is regularly attended by a Board member. This provides an important link to the Board, communicating the views of colleagues and demonstrating the alignment between labour standards topics and the Company's strategic priorities. Other sources of risk informant can be found within our principal risks and uncertainties, our Audit Committee Report and our Risk Committee Report which are made publicly available within our annual report.

¹ [Human rights | EHRC](#)

Human rights

Each year, the company produces a modern slavery statement which is published on our website. In this statement Saga outlines the approach to risk assessments, supplier engagement, our policies, employee training, auditing and our ongoing compliance.

The Company supports the rights of all people as set out in The Universal Declaration of Human Rights (UDHR). We acknowledge the responsibility of businesses to respect human rights, by acting with due diligence to avoid infringing on the rights of others and to address any transgressions.

We aim to embed the following Human Rights Principles into the behaviours of our colleagues as being part of our core values. To achieve this aim, we require all colleagues to respect the rights of, and deal fairly with, all other colleagues and parties with whom they work.

- **Anti-corruption:** The Company will not permit any act by any Saga plc business or colleague that is considered to be corrupt, either under relevant law or by reference to good business practice.
- **Respecting the human rights of our colleagues:** As stated above, the Company will treat all colleagues and other individuals with dignity and respect and will comply with relevant laws and regulations to ensure a discrimination-free environment for all. The Company has zero tolerance of intimidating, hostile or offensive conduct by its colleagues.
- The Company will not make use of **forced labour** and will not employ colleagues that are **below the legal minimum working age** in the countries in which it operates. It will also ensure the same of its suppliers. Furthermore, the Company upholds children's rights in line with the Children's Rights and Business Principles and commits to comply with all regulations in relation to the prevention of child labour.
- Respecting the **human rights of our business partners:** The Company monitors suppliers that operate in countries that may not have standards consistent with the Company's expectations. Any 'red flag' cases are formally assessed to review social, ethical and environmental practices, in line with the generally recognised good practices, such as compliance with the UDHR. Where there is a breach by a supplier, an appropriate response is implemented, such as corrective actions, engagement, or even termination of the supply contract.
- Respecting the human rights **in the countries where we operate:** The Company will not tolerate any connection with human rights abuse through its business relationships. In circumstances where the Company may be able to effectively influence respect for human rights, it will seek to do so.
- **Monitoring the effectiveness** of our human rights approach: The Company requires its business leaders to be responsible for enforcing our human rights approach, including ensuring that all colleagues within their business areas are aware of their own responsibilities. See our Risk, Speak Up and Diversity, Equity, Inclusion and Belonging Policies.

Our Modern Slavery Statement provides further detail on risk, due diligence, policies, training and audit, and can be found at www.corporate.saga.co.uk/modern-slavery-statement/.

Additional information

Should you have any questions about the content of this Statement, and you are a colleague at Saga, please speak to your line manager or the People team. If you are not a colleague at Saga please contact us via the details below.

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Ownership and approval

This Statement will be reviewed annually and is owned by the People Team.

Version control

Version Number	Purpose / Change	Author	Date
1.0	Initial approval	The People Team	December 2021
2.0	Annual Review and Updates	The People Team	December 2022
3.0	Review and Updates Conversion to a statement	The People Team	September 2025