

GENDER PAY REPORT 2025

SAGA
Experience is everything



A MESSAGE FROM ROISIN, OUR CHIEF PEOPLE OFFICER

At Saga, our inclusion strategy is central to our people agenda, helping shape both our culture and our identity. We are committed to building a workplace where everyone feels welcome, and where every colleague is valued and rewarded fairly for their contributions. With 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 each year is an important part of this.

Like most organisations we have a gender pay gap in favour of men, and unfortunately, we have seen our median pay gap increase slightly in the last year. We understand why the gap

exists and remain committed to reducing our gender pay gap and reaching our target of 50% women in senior leadership roles by 2027.

We have outlined clear commitments on the final slide of this report.

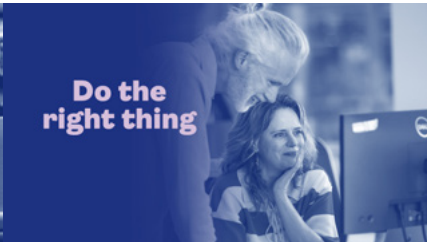
Roisin

Roisin Mackenzie, Chief People Officer

I confirm that the information in this report is accurate.



Our Saga Values

 Make it happen	 Do the right thing	 Customer first	 Excellence every day	 Our people make us special
We see what needs doing, take responsibility and get it done.	We're trusted to do the right thing, even when the going gets tough.	We know our customers and put their needs first, always.	We strive for excellence in every single thing we do.	We recognise that our people are the difference and support them in achieving excellence.

WOMEN AT SAGA

From offshore to onshore, we're proud to have so many incredible women across our business, who all play a significant role in our success. Here we celebrate a few of them and their careers at Saga



Charlotte Kale
Assistant Finance Manager

I joined Saga through the Finance Graduate Scheme, and it's been an incredibly rewarding experience. The programme has given me exposure to different areas of the business, which has really helped me build a strong understanding of the company. I've also had the chance to attend inspiring Women in Finance events and connect with mentors who have guided and encouraged me along the way.

In terms of the Grad Programme itself, I have really appreciated the support I've had whilst studying alongside my role. Balancing work and exams can be challenging, but the flexibility and encouragement from my team made it manageable. I'm pleased to say that I'm now CIMA exam qualified.

What truly stands out at Saga is the people. There's a real sense of community here; everyone is approachable, welcoming and willing to help. It's a collaborative environment where everyone's contribution is valued and that makes a real difference.



Sacha Puffett
Chief Operating Officer - Insurance

I joined Saga two and a half years ago, drawn by the quality and integrity of the brand. What stood out to me was what Saga means for both our customers and our colleagues. The culture is open, inclusive, friendly, and supportive and that's exactly what you need, because if you want a trusted brand for customers, you first need a culture of trust for colleagues.

As I lead a large team through a period of transformation and change, I see how important it is to create an environment where every colleague feels valued and able to thrive. Inclusivity and diversity are not only the right thing to do; they also strengthen our ability to adapt, bring fresh ideas, and deliver better outcomes for our customers in a world that is evolving. With a culture that champions inclusivity, we're building a fairer and stronger culture across the business.



Friday Hazeltine-Rase
Product Manager

I have worked at Saga for 25 years across different teams and departments, and I have been honoured to work with many strong and supportive women. I have seen firsthand how Saga encourages and promotes female colleagues through activities such as apprenticeships and mentoring programmes.

Most recently, I was supported by Saga to launch the Women's Network Community which sits at over 130 members in diverse roles across the Group - and we're growing! It's been fantastic to see how supportive the Senior Leadership team have been with the community, and we are actively working with our Operating Board to enhance opportunities and showcase activity driven by the community. It's been great to see high levels of engagement and ongoing support for the community and I can't wait to see what we can do together over the coming year.

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 on **5th April 2025**
- 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

For **2025** we will disclose the gender pay gap data for the following employing entities:

Saga Group Ltd, Saga Services Ltd and Saga Travel Group Ltd. We also voluntarily disclose the gender pay gap for Saga overall.

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 calculated by adding up all the pay that men receive and dividing it by the number of men, and the same for women.



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. Any inequality based on gender is illegal.

OUR 2025 RESULTS

This report is based on earnings as at the 5th April 2025. Like most organisations, Saga has a gender pay gap in favour of men. This isn't because we pay men more than women, but because men and women are represented unequally across our business. In other words, we have more men in senior leadership roles which sit in our highest pay quartile, and fewer men in our lowest pay quartile.

	2025	Difference vs 2024
Median Pay Gap	9%	+0.9%
Mean Pay Gap	15.8%	-3.6%
Median Bonus	10.9%	+3.3%
Mean Bonus	38.2%	+3.5%

Why has our gender pay gap increased?

Earlier this year we announced an exciting new partnership with Ageas. Delivering a transition of this scale has required us to temporarily reshape some of our teams to reach operational readiness. This has been the main factor influencing the increase in our median pay gap.

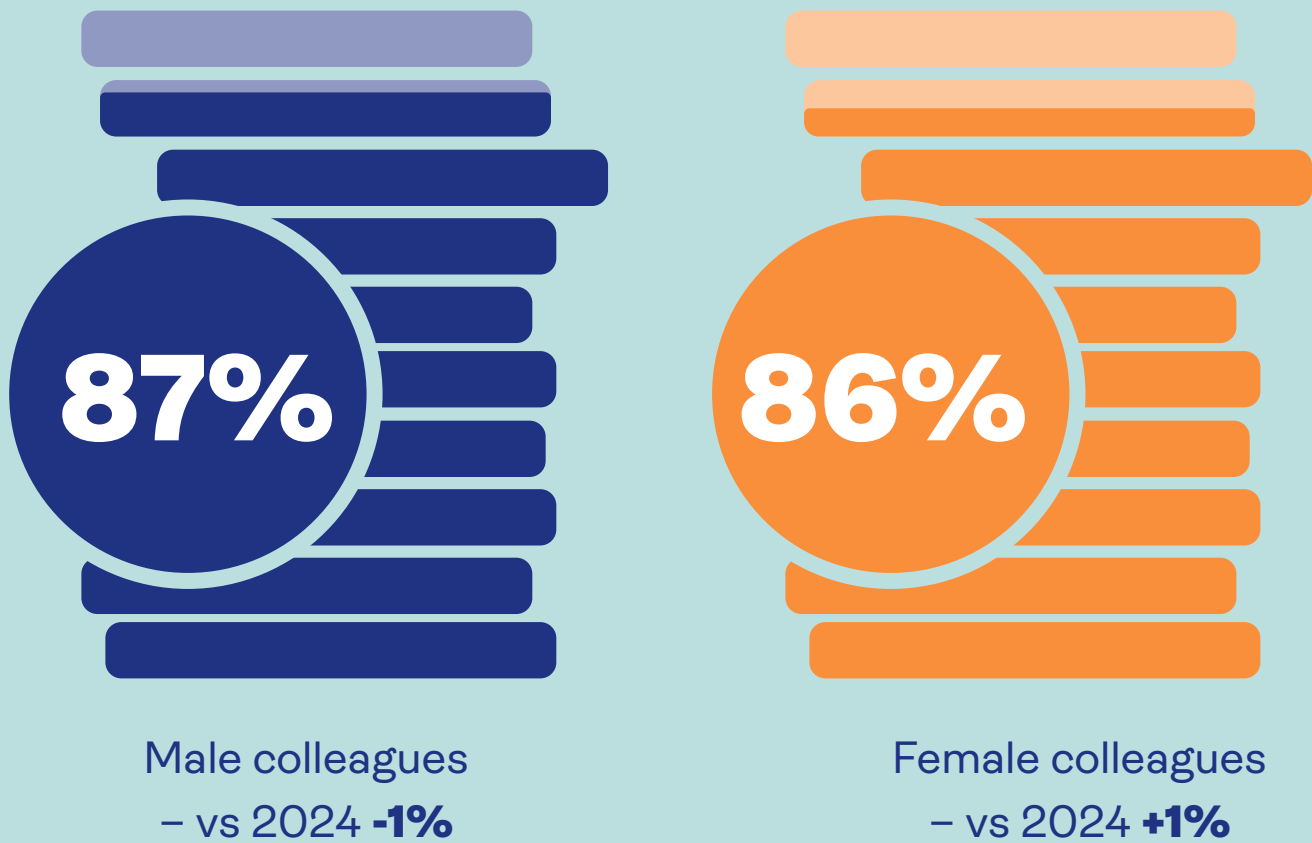
The median pay gap is often considered the most accurate way to view the gender pay gap as it removes the outliers, but we are pleased that our mean pay gap has decreased on last year. This reduction is in part due to our commitments to be a Real Living Wage employer. This year we uplifted our pay in line with this which had a positive impact on colleagues in our lowest pay quartile – the majority of which are women.

What's next for Saga?

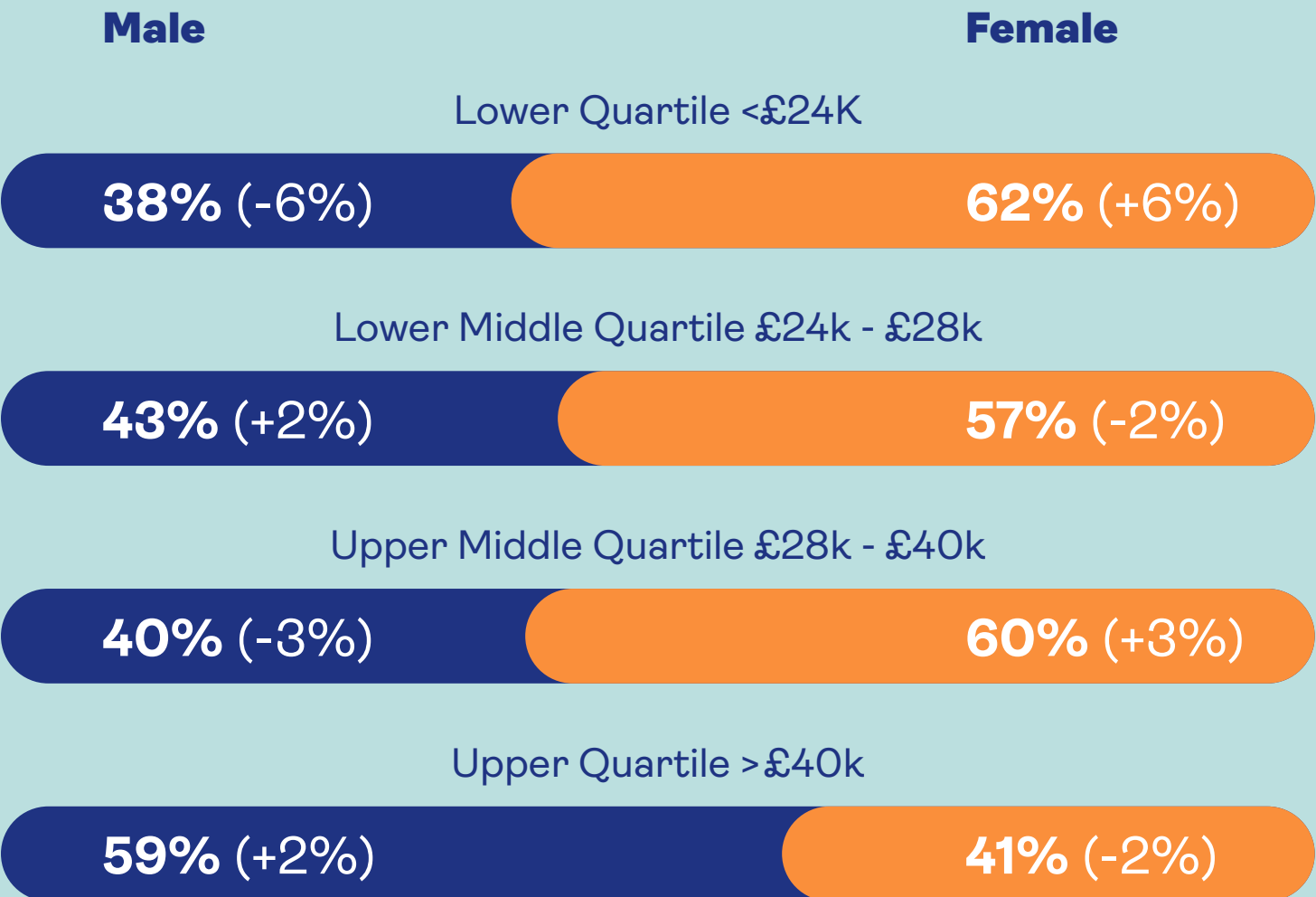
We remain as committed as ever to further reducing our gender pay gap and increasing the proportion of women at our most senior levels in the organisation. You will find our commitments on the final page of this report.

GENDER PAY GAP - SAGA OVERALL

Percentage of colleagues receiving a bonus



Gender distribution in each Pay Quartile



SAGA REPORTABLE ENTITIES

Gender Pay Gap

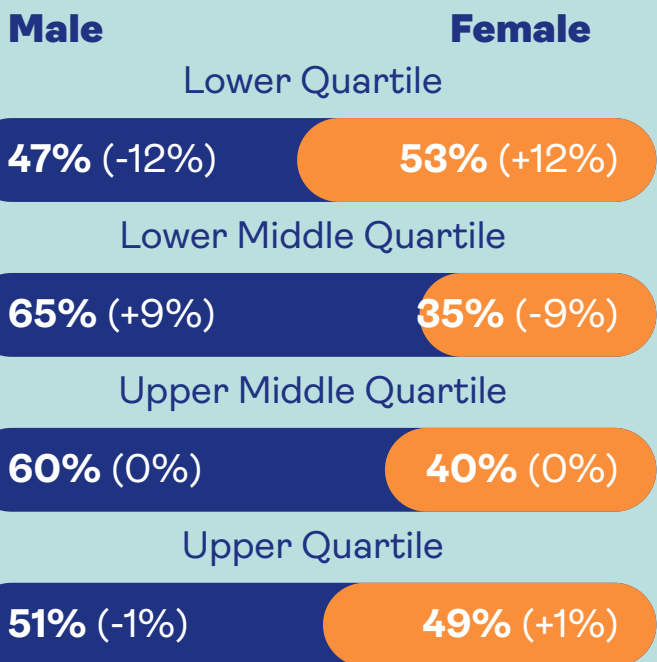
	Mean Pay	Median Pay
Saga Group Ltd	-27% -39%	0% +1%
Saga Services Ltd	26% +3%	12% -1%
Saga Travel Group (UK) Ltd	-9% -28%	-14% -16%
Overall	16% -3%	9% +1%

Gender Bonus Gap

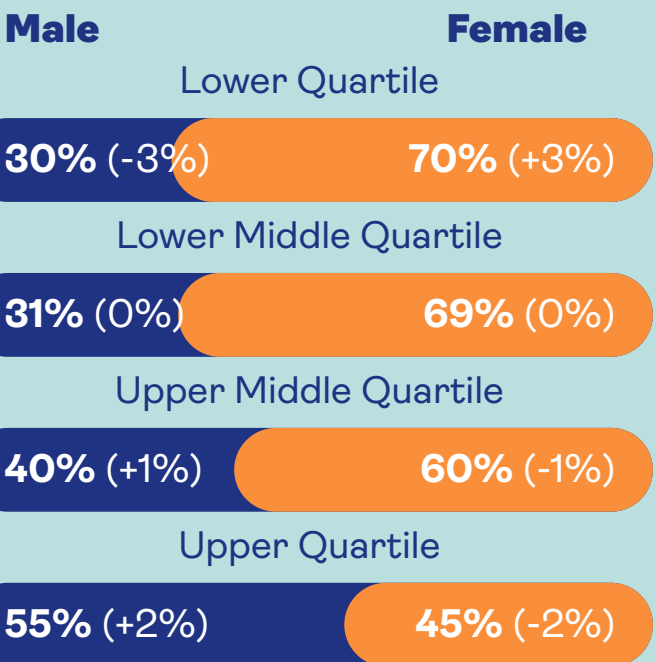
	Mean Bonus	Median Bonus
Saga Group Ltd	18% -2%	-5% 0%
Saga Services Ltd	39% -5%	20% +1%
Saga Travel Group (UK) Ltd	-77% -110%	-66% -32%
Overall	38% +3%	11% +3%

Gender distribution in each pay quartile by Employing Entity

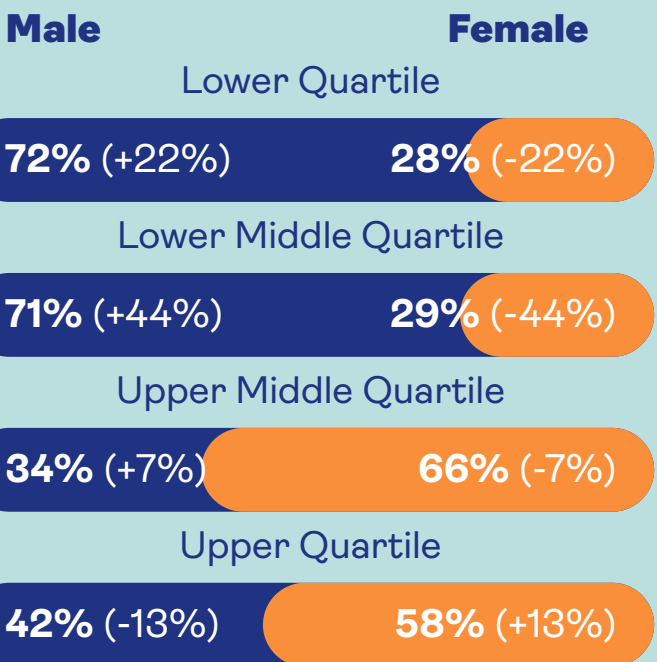
Saga Group Ltd



Saga Services Ltd



Saga Travel Group (UK) Ltd



OUR COMMITMENTS

- ✓ We'll continue to present gender balanced shortlists for all senior leadership roles
- ✓ We remain committed to achieving our target of 50% of senior leadership roles to be filled by women by 2027
- ✓ We'll continue to support the development of women and under-represented colleagues through access to internal mentoring
- ✓ We will continue to support colleagues to learn and develop through apprenticeships
- ✓ We continue to work in a hybrid way that enables our colleagues to choose a way that works best for them
- ✓ We'll continue to review our Reward Policies and practices, making sure that all colleagues are fairly rewarded for the work that they do
- ✓ We'll continue to engage our colleagues with regular listening forums and surveys - listening to what is important and where we could be doing better
- ✓ We'll continue to upskill our leaders on Inclusion and the role of leadership in driving positive change
- ✓ We'll give local visibility to leaders of their own gender pay gap to enable them to develop local action plans that sit alongside those at a company level
- ✓ We'll continue to partner industry experts, leveraging the knowledge and skills that are available through our external partnerships and network
- ✓ We'll maintain our Menopause friendly accreditation with Henpicked and continue elevating the support offered to colleagues
- ✓ We'll continue to review our People policies to ensure that they are supportive of an inclusive culture and environment. From menopause to mental health to gender reassignment, we'll have policies in place to support colleagues at the times they need it most
- ✓ We are committed to continue collecting our colleague's diversity data and using this insight to further develop our inclusion strategy
- ✓ We'll continue to develop and strengthen our Colleague Networks, amplifying the voices of colleagues across the business