



# GENDER PAY REPORT 2022



**SAGA**  
Experience is everything



# A MESSAGE FROM JANE, OUR CHIEF PEOPLE OFFICER

Creating a truly inclusive culture that's fair and equal for all remains a top priority for Saga. We're really proud of everything we've done since last year's report to drive diversity, equity, and inclusion – and I'm delighted to share that our gender pay gap has decreased.

We know there's still a long way to go, and so we remain as committed as ever to closing the gap. Continuing to put our values at the heart of everything we do, we welcome the opportunity to explore our gender pay gap and ask ourselves how we can do better.

As we step out of the pandemic and return to a new normal, we're focused on making sure that at Saga, more than anywhere else, you can be your best, be yourself and make a difference. We know that closing the gap on gender pay plays a big role in this and it remains a priority for us. So rest assured that we're continuing to take positive steps to improve it.

*Jane*

Jane Storm, Chief People Officer

I confirm that the information in this report is accurate.

## Our Saga Values

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



# WOMEN AT SAGA

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



**Pascale Guilbert**  
Digital Developer

I joined Saga almost 5 years ago as a Digital Developer. It's no secret that the tech-side of the digital industry is male dominated. During the many years I've worked in tech, I've faced discrimination for my age, sex, nationality and even for being a part-time working mum. But never at Saga!

Saga is a progressive and modern-thinking company, and a great place to work. Now I'm in my 50s, Saga's hybrid working model is a lifesaver as I'm able to juggle work with looking after my elderly parents. I find Saga's forums on Workplace – like 'Menopause at work' – a real taboo breaker and really beneficial for my mental health.



**Suzanne Lucking**  
Customer Implementation Manager

After finishing college with a passion for the Travel industry, I joined Saga as a Cruise Co-ordinator. During my time at Saga, I've had a number of roles within the operational areas of the contact centre. The amazing support, encouragement, and guidance I've received during my career has enabled me to really expand my skills, experience, and knowledge.

I'm excited to be embarking on an exciting new chapter in my career here – taking on the role of Customer Implementation Manager for the Saga Travel Group.



**Kesang Ma**  
Risk Pricing Analyst, AICL

I joined Saga in March 2021 straight from the Audit Graduate Scheme at PwC. Saga has enabled me to smoothly transition to the actuarial field by providing me with a full study package and visa sponsorship. I've also been given lots of exposure and many opportunities to accelerate my growth.

I recently got married and Saga has continuously supported my work, study and life balance so that I can develop my career without sacrificing my family commitments. I feel proud of what I have achieved at Saga so far and I'm excited for what the future holds as I work towards becoming a fully qualified actuary.



**Paula Kerrigan**  
Chief Strategy & Innovation Officer

I joined Saga in April 2022 to help set the direction of the business and drive growth opportunities. My role is a mix of strategic thought-leadership and putting it into practice. Saga allows me the flexibility to balance work with the needs of my two (demanding) daughters.

I'm inspired by Saga's purpose - in particular, the emphasis on re-defining perceptions of ageing – and I'm a passionate advocate for having more women in senior leadership positions in all businesses. I've experienced first-hand how it generates improved results, more balanced decision making and a better work environment for all colleagues.

# WOMEN AT SAGA



**Mariyam Holbrook**  
Head of Leadership Development

I joined Saga last year and from the offset it was the connection with Saga's purpose and brand that really resonated with me, especially the advocacy and championing of age. I enjoy working somewhere with a vision that is bigger than ourselves.

Saga recognises that the diversity of our colleagues will play a key role in enabling us to achieve our ambitious growth goals. I feel really proud of the MyMentor programme which I launched this year which aims to champion the development of our colleagues. The first cohorts have all been women, which really demonstrates Saga's commitment to greater gender parity across the business.

Saga's approach to flexibility also allows me to manage my life in a way where I have a healthy balance, which I really value.



**Alison King**  
Service Delivery Agent

After 16 years in the Insurance industry, I recently joined Saga as part of the Motor Services Contact Centre team.

I chose Saga because I wanted to work for a company that stands by its core values and treats its customers with respect and understanding. Here, colleagues are not only valued, but listened to and supported to achieve their goals. My age isn't a barrier in our diverse business.

The training that I have received so far has been excellent. The team has gone above and beyond to ensure we feel ready for our next part of the journey and beyond. I can't wait!



**Kate Taphouse**  
Operations Director

Having worked in the travel sector for over 25 years, I recently joined Saga as Operations Director for the Saga Travel Group.

One of the first things I've noticed is how trust is central to the culture here.

Saga's radically flexible approach to working has enabled me to adapt my working days to achieve maximum results without being confined to a timetable. I've been able to develop myself and my team by creating new working environments that match our individual personal needs – helping us achieve the best work-life balance for everyone!



**Laura Michael**  
Head of Finance Transformation  
& Accounts Payable

Throughout my 15 years at Saga, I've enjoyed a variety of roles and have been pushed and challenged in ways I never expected.

After having my twin daughters, I was lucky enough to be able to return to work in a part-time role. When I was ready, I took on a new challenge and more hours within the Finance Systems and Transformation space.

Saga's new hybrid working approach means I'm able to juggle work and home life in the most amazing way. I'm looking forward to seeing what opportunities come my way over the coming years as I look to push myself even further.

# 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 2022
- 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 2022 RESULTS

This report is based on earnings as of the 5th April 2022. 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 short, we still don't have enough women at senior levels of the organisation.

|                | 2022  | Difference vs 2021 |
|----------------|-------|--------------------|
| Median Pay Gap | 8.8%  | -6.8%              |
| Mean Pay Gap   | 22.8% | -2.8%              |
| Median Bonus   | 21.7% | +2.4%              |
| Mean Bonus     | 50.2% | +9.9%              |

## Why has our gender pay gap decreased?

There are two main reasons why our gender pay gap has improved this year:

- Firstly, we delivered against the commitments we made in last year's report. More women have joined us or moved internally into senior positions. We also increased the hourly pay of our Insurance contact centres – where the majority of our colleagues are women.
- Secondly, our Travel and Cruise businesses are now able to operate again and therefore the colleagues in these teams have been included in this year's report. During the pandemic, some colleagues in these areas were excluded from reporting as per the guidance. This year, they've been included again – giving a more accurate picture of the gender balance across Saga.

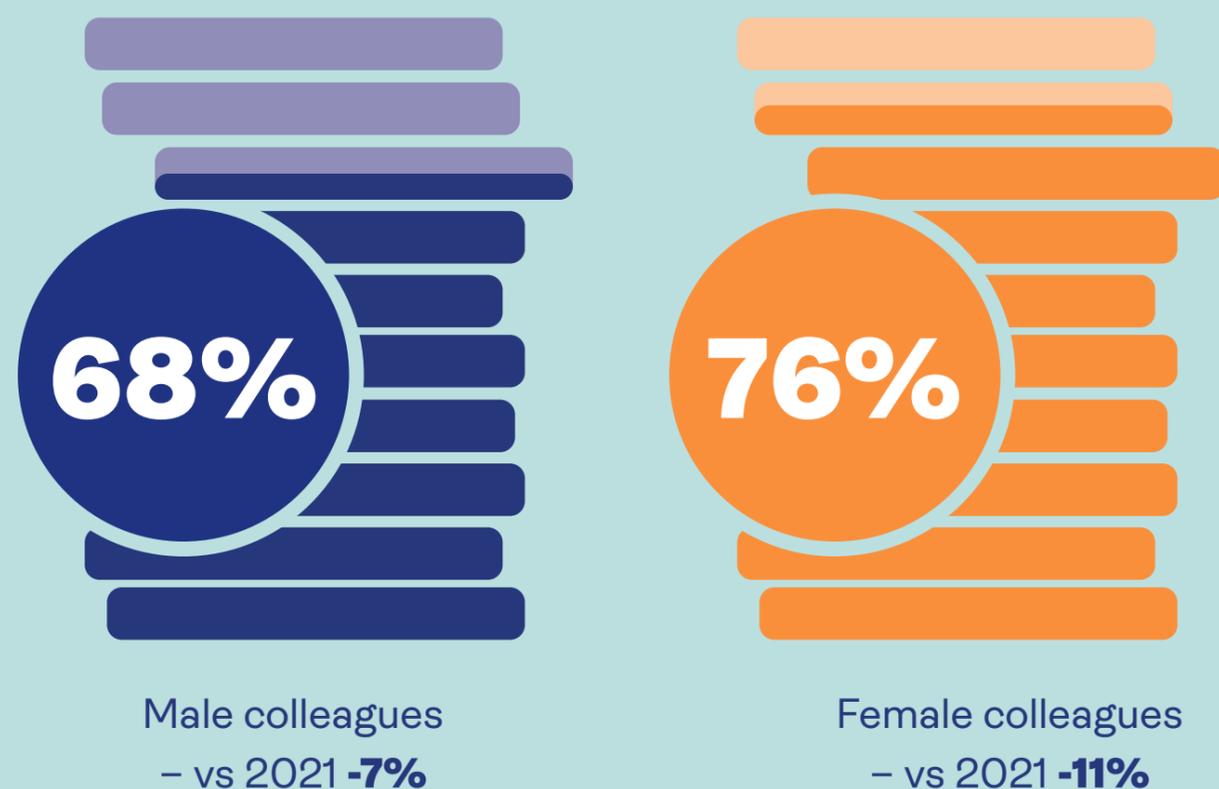
## What's next for Saga?

We're delighted that our Travel and Cruise businesses are operating again, and we're able to include colleagues in these areas in this report. But I'm pleased to say that even without including these colleagues, we would still be reporting a reduced gender pay gap this year.

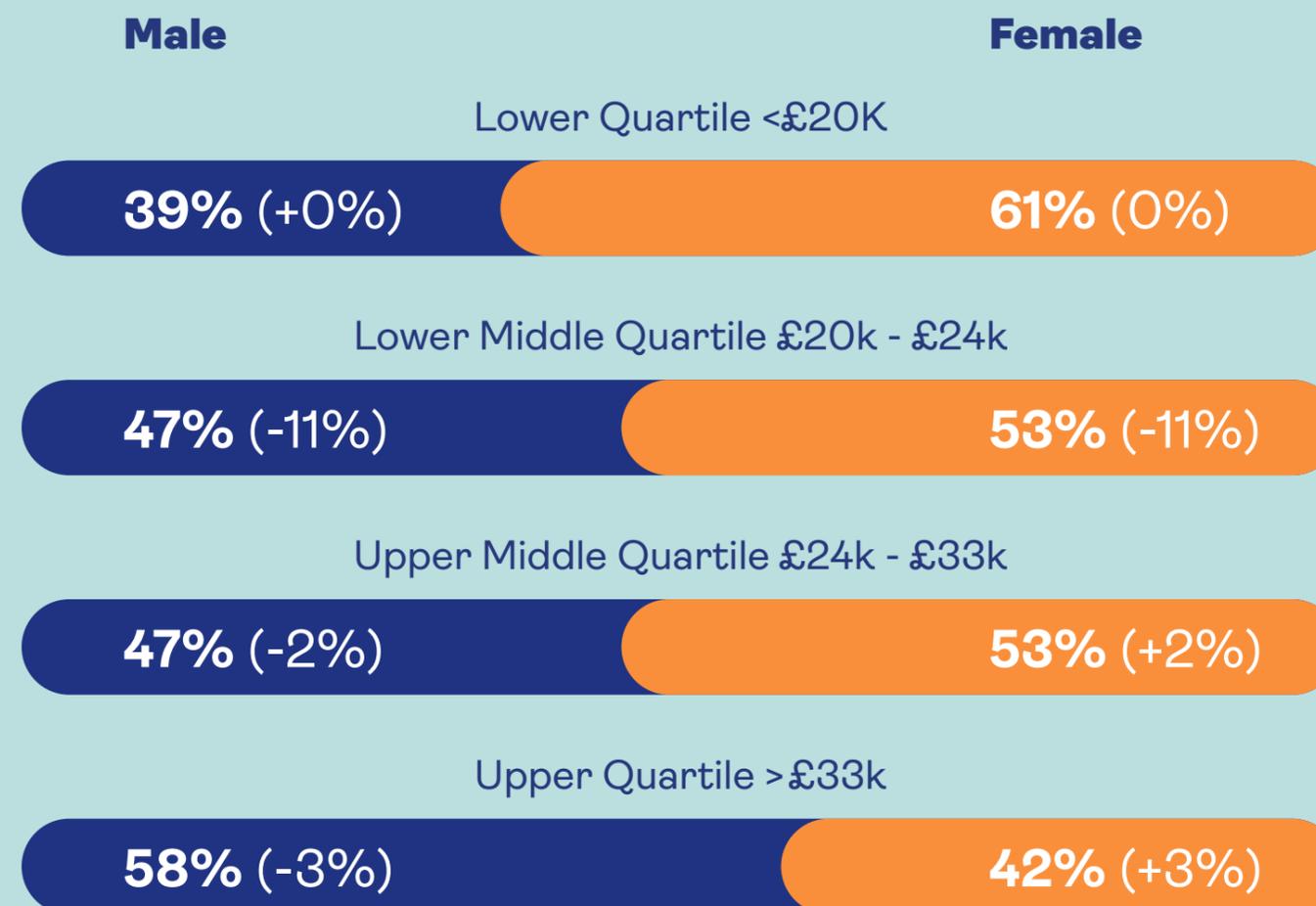
We remain as committed as ever to closing our gender pay gap. You can find our commitments for 2022 on the final page of this report.

# 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             | 10% +8%  | 6% +1%     |
| Saga Services Ltd          | 22% +3%  | 11% 0%     |
| Saga Travel & Holidays Ltd | 1% -28%  | -3% -23%   |
| Overall                    | 23% -3%  | 9% -7%     |

## Gender Bonus Gap

|                            | Mean Bonus | Median Bonus |
|----------------------------|------------|--------------|
| Saga Group Ltd             | 26% -10%   | 6% -4%       |
| Saga Services Ltd          | 34% +2%    | 23% +1%      |
| Saga Travel & Holidays Ltd | 36% +8%    | 30% +8%      |
| Overall                    | 50% +10%   | 22% +3%      |

## 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              |            |
| 48% (-3%)                         | 52% (+3%) | 32% (-5%)                         | 68% (+5%) | 38% (+16%)                        | 62% (-16%) | 39% (-)                           | 61% (-)    |
| Lower Middle Quartile £19k - £24k |           | Lower Middle Quartile £19k - £24k |           | Lower Middle Quartile £19k - £24k |            | Lower Middle Quartile £19k - £24k |            |
| 54% (-3%)                         | 46% (+3%) | 34% (-1%)                         | 66% (+1%) | 81% (+48%)                        | 19% (-48%) | 47% (+11%)                        | 53% (-11%) |
| Upper Middle Quartile £24k - £33k |           | Upper Middle Quartile £24k - £33k |           | Upper Middle Quartile £24k - £33k |            | Upper Middle Quartile £24k - £33k |            |
| 59% (-2%)                         | 41% (+2%) | 45% (+2%)                         | 55% (-2%) | 53% (+11%)                        | 47% (-11%) | 47% (-2%)                         | 53% (+2%)  |
| Upper Quartile >£33k              |           | Upper Quartile >£33k              |           | Upper Quartile >£33k              |            | Upper Quartile >£33k              |            |
| 50% (-8%)                         | 50% (+8%) | 54% (-2%)                         | 46% (+2%) | 50% (-13%)                        | 50% (+13%) | 58% (-3%)                         | 42% (+3%)  |

## CELEBRATING OUR SUCCESSES

I'm delighted that our gender pay gap has decreased this year. But that doesn't mean it's time to rest on our laurels. There's still a long way to go and we remain as committed as ever to closing the gap.

On the next page, you'll find the commitments we've made to further close the gap. I'm confident that by putting these in place, our gender pay gap will continue to reduce for the years ahead.

*Jane*

Jane Storm, Chief People Officer



# OUR COMMITMENTS

- ✓ We'll present **gender balanced shortlists** for all senior management roles across the business.
- ✓ 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 Moving Ahead and the 30% Club.
- ✓ We'll continue to review our People policies to ensure that we're **supportive of an inclusive and diverse workplace**. 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'll continue to **upskill our Recruitment and People team**, making sure they're equipped and comfortable to support and challenge leaders at all stages of the colleague lifecycle, to ensure that we attract, recruit, and retain diverse colleagues at all levels.
- ✓ We'll continue to **upskill our leaders** in Diversity, Equity, and Inclusion 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 a radically **flexible approach to work** – enabling colleagues to manage their home and work life however works for them.
- ✓ We'll continue to develop and **invest in our new partnerships** with external industry experts.
- ✓ We'll continue to **engage our colleagues in our Diversity, Equity, and Inclusion strategy** – listening to what is important and where we could be doing better.
- ✓ We are committed to voluntarily sharing our **Ethnicity Pay Gap** in next year's Gender Pay Report. We'll work with colleagues to ensure that we have accurate and up to date data to support this.