

# GENDER PAY GAP

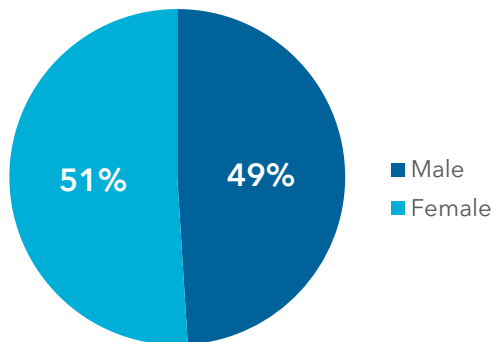
2021

In 2021, with the continuing pandemic and flight bookings in the UK remaining at an all-time low, many of our people continued to participate in multiple voluntary initiatives to reduce cost impacts to our business.

We also maintained our focus on equality and diversity and since our last report, we achieved significant improvement, narrowing our average gender pay gap by 4.18% and halving our median pay gap.

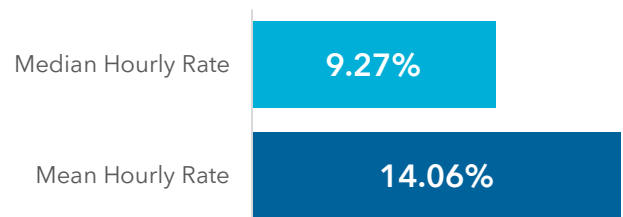
We recognize we have important work ahead of us to ensure we are always mindful of any pay disparity amongst our workforce no matter their gender or ethnicity and to ensure we prioritize addressing this until there is consistently no pay differential whatsoever.

## BCD Travel employees\*



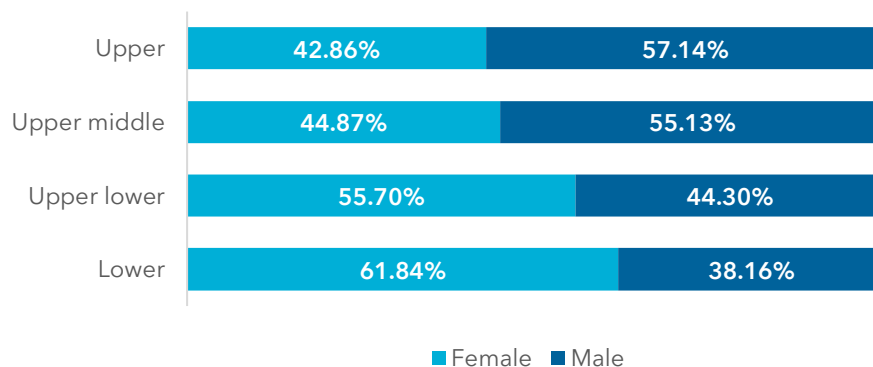
## Pay gap difference\*

Between male and female UK employees

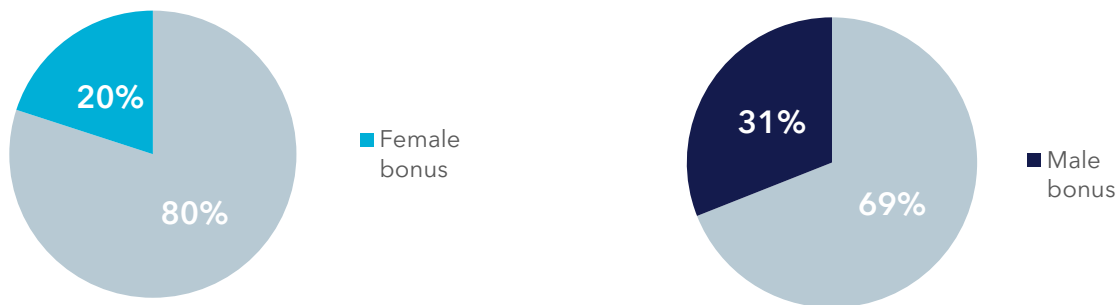


## Proportion of male and female UK employees

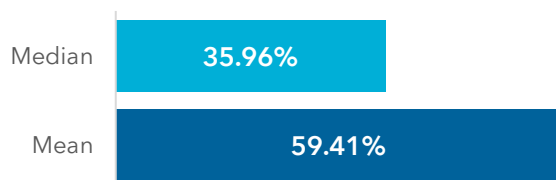
According to quartile pay bands



## Receiving bonus pay†



## Bonus value difference† Between male and female UK employees



## Our commitment to closing the gap

BCD Travel aims to be the world's most trusted and innovative travel management company. We are firmly committed to fairness and equality in our working practices to encourage and enable all our people to develop to their fullest potential. With women accounting for two-thirds of our UK SLT, we are focused on ensuring that all our people are equally valued and rewarded and can thrive as themselves.

## Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2021.

In accordance with the Regulations, we have signed a written statement to confirm that this published information is accurate.



**Michèle Lawley**  
SVP Europe



**Mike Walley**  
President

### \*PayGapDifference

- Employees not in scope were those not in receipt of normal full pay in the snapshot period of April 2021. The snapshot pay period fell during the Covid 19 pandemic and all furloughed employees on reduced pay were excluded. Additionally, employees on maternity leave, starters and leavers have not been included.
- There were no bonus or commission payments paid in the period.
- Pay elements used in the calculation of the hourly rate include basic pay, fixed allowance, variable allowances.
- All salary sacrifice amounts were deducted e.g., childcare, pension, etc. which can distort the hourly rate for individuals making large voluntary pension contributions or taking the maximum amount of childcare vouchers.
- Pay elements not used in the calculation of the hourly rate include over-time, on-call payments, termination payments, back pay, benefits-in-kind.

### † Bonus Data

- Bonus data relates to payments made from April 2020 to March 2021.
- 2019 Bonus payments were paid in Jan 2021 so are included in the bonus period.
- Pay elements included Bonus, commission and other performance incentives, including vouchers.
- No adjustments are made to reflect the proportion of income paid as bonus to full and part-time employees.
- Some employees elected to receive all or some of their bonus in the form of a pension contribution and these payments are not included in the calculations.