

GENDER PAY GAP

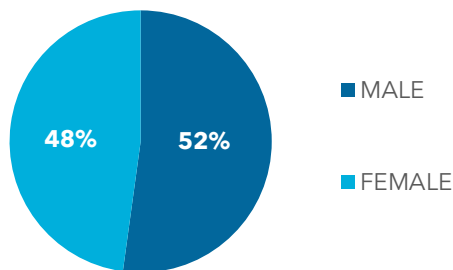
2020

In 2020, we experienced unprecedented times with flight bookings in the UK at an all-time low, and many of our people consequently participated in multiple voluntary initiatives to reduce cost impacts to our business.

Notwithstanding the impact of Covid-19 to our company and the travel sector generally, we showed significant improvement and reduced our average gender pay gap by 7.4% since our last report.

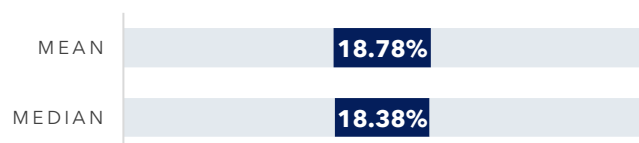
During 2020, we implemented a number of key initiatives to promote diversity and inclusion across our business and assure our employees, particularly those from minority groups, that they have an equal opportunity to progress and develop while being themselves at work.

BCD Travel employees*



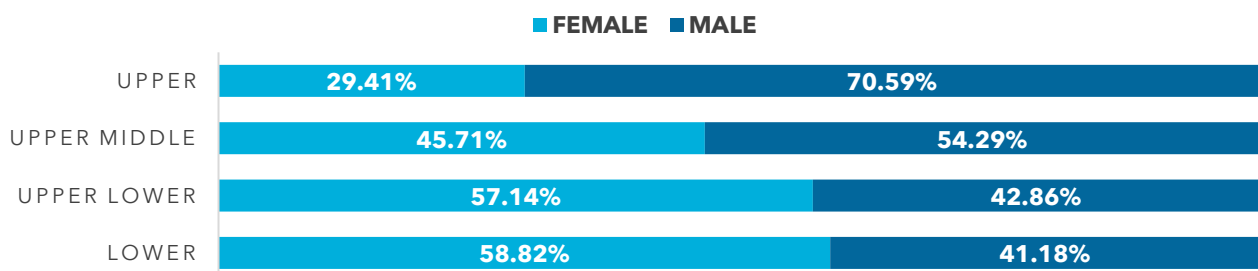
Pay gap difference*

Between male and female UK employees

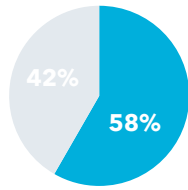


Proportion of male and female UK employees

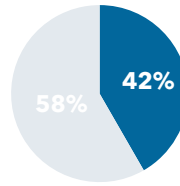
According to quartile pay bands



Receiving bonus pay†



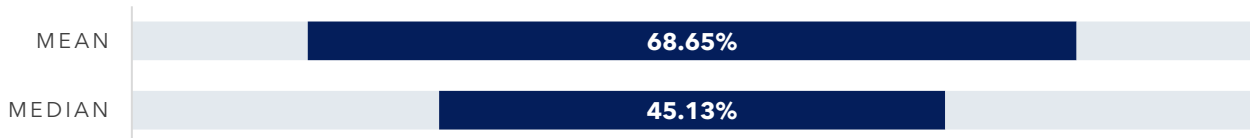
■ FEMALE BONUS



■ MALE BONUS

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, 2020.

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



Michèle Lawley
Managing Director, UK
& Ireland Region



Mike Walley
President Europe

*Pay Gap Difference

- Employees not in scope were those not in receipt of normal full pay in the period. The snapshot pay period fell during the Covid 19 pandemic and all furloughed employees were excluded. As part of the pandemic cost saving measure BCD Travel was operating a voluntary unpaid leave programme resulting in participating employees also being excluded. Additionally, employees on maternity leave, starters and leavers have not been included.
- Bonus and commission payments paid in the period were included but were adjusted to reflect their monthly value based on the period covered
- All salary sacrifice amounts were deducted which can distort the hourly rate for individuals

† Bonus Data

- Bonus data relates to payments made from April 2019 to March 2020
- 2018 Bonus payments were paid in April 2019 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