

Gender Pay Gap Report

2025

BCD Travel remains committed to strong corporate governance, transparent reporting, and fostering a fair and inclusive workplace. As part of this commitment, we have completed our latest gender pay gap analysis.

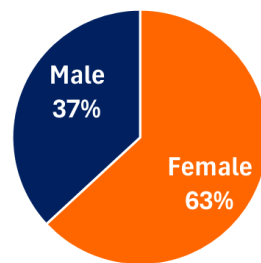
The results show disparities in both hourly pay and bonus outcomes. While the mean bonus gap is relatively small, the larger median bonus gap highlights an uneven distribution of bonus-eligible roles and variation in award values.

We recognise that addressing these gaps is essential not only for fairness but for strengthening our long-term performance, talent pipeline, and organisational resilience. Ensuring pay equity helps us attract, develop, and retain high-quality talent.

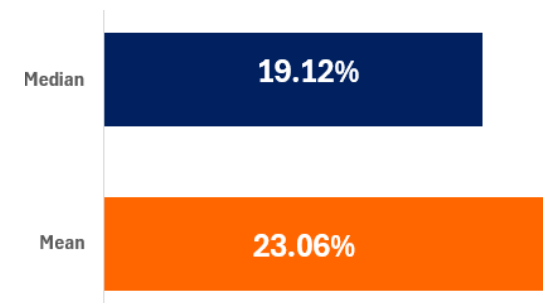
We remain committed to reducing these gaps over time by:

- Strengthening transparent and bias-free reward and progression processes
- Expanding targeted development pathways to support advancement into higher-paid roles
- Improving diversity in senior and leadership positions
- Monitoring pay and bonus distribution annually to maintain accountability and track progress

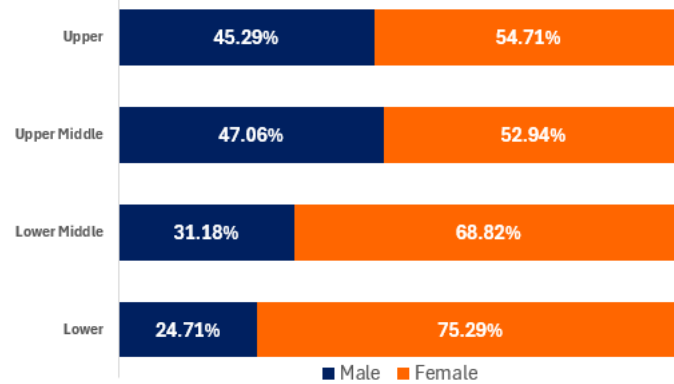
BCD Employees



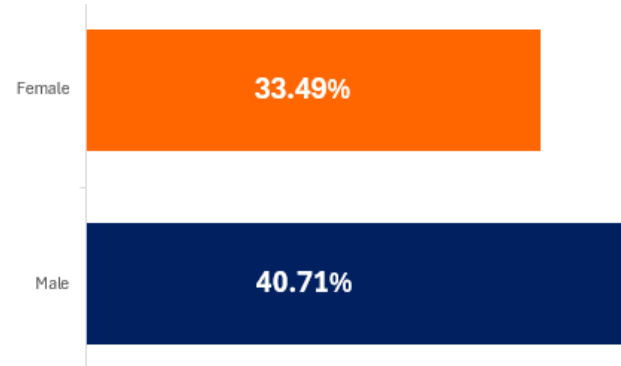
Pay Gap Difference



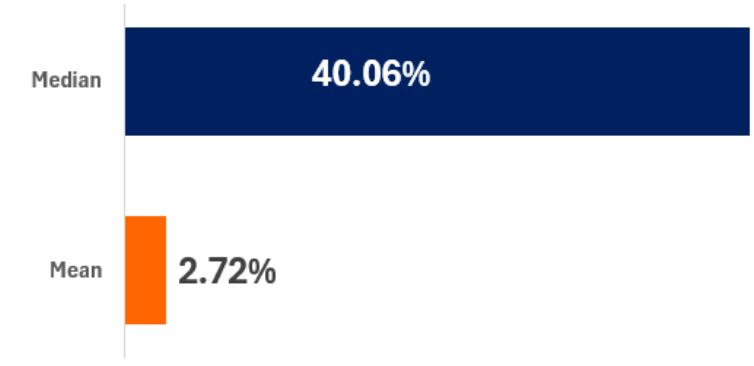
Proportion of Male and Female UK Employees — According to quartile pay bands



Receiving Bonus Pay



Bonus Value Difference † — Between male and female UK employees



Our commitment to closing the gap.

BCD Travel strives to be the world’s most trusted and innovative provider of sustainable travel management solutions. Our commitment to fairness and equality is at the heart of our workplace practices, ensuring every individual has the opportunity to reach their full potential. With women representing two-thirds of our UK Senior Leadership Team, we remain focused on creating an environment where all employees are equally valued, rewarded, and empowered to thrive as their authentic selves.

Declaration

I confirm the information and data reported is accurate as of the snapshot date 5 April 2025.

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

*Pay Gap Difference

- Employees not in scope were those not in receipt of normal full pay in the snapshot period of April 2025. 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 number 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 2024 to March 2025
- 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.

