



# GENDER PAY GAP REPORT 2019

# INTRODUCTION

Flight Centre Travel Group believes in equal opportunities for everyone. We are committed to having a diverse, equal and gender balanced workforce at all levels, ensuring we build a brighter future for our current and future employees.

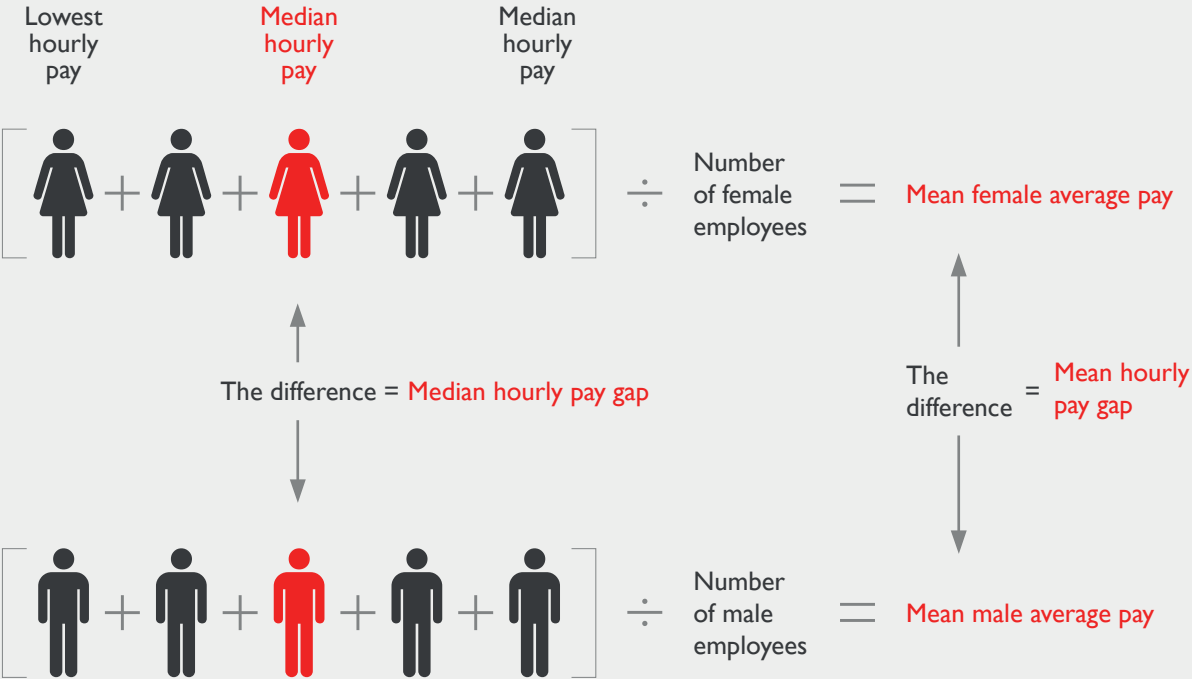


# WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

Imagine if all employees stood in two lines (male and female) in order of lowest hourly rate of pay to highest.

The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.

The mean gender pay gap shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.



## EQUAL PAY AND THE PAY GAP

The gender pay gap identified does not refer to equal pay. Equal pay is about men and women being paid the same amount for similar work. Rather, Flight Centre UK's pay gap is a result of gender imbalance caused by having more women in junior roles and an equal percentage of men and women in the most senior roles.

Flight Centre firmly believes that any man or woman performing comparable roles should be paid equally and this is evidenced by the meritocratic wage models used across each division, brand and department.

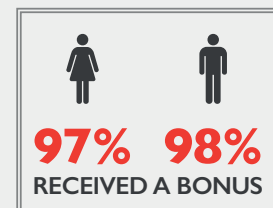
## OUR RESULTS

Flight Centre UK report a median gender pay gap of just **4.6% for hourly pay** in favour of men – compared to the national ONS median **8.9%**.

### PAY QUANTILES

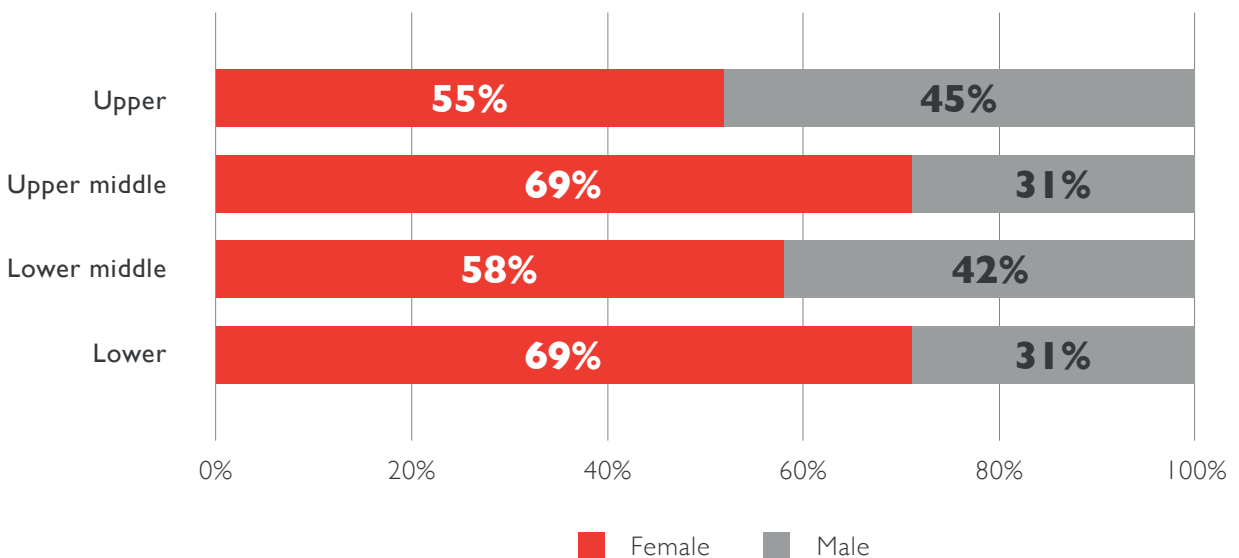
Total distribution of male and female employees by hourly pay quartile.

<b>PAY &amp; BONUS</b> GENDER PAY GAP	Mean 2018 (average)	Median 2018 (average)	Mean 2019 (average)	Median 2019 (average)
Gender pay gap	<b>11.94%</b>	<b>4.55%</b>	<b>14.4%</b>	<b>4.6%</b>
Gender bonus gap	<b>30.6%</b>	<b>19.04%</b>	<b>39.4%</b>	<b>26.9%</b>



### PAY QUANTILES

Total distribution of male and female employees by hourly pay quartile.



## WHAT ARE WE DOING? EGALITARIANISM AT FLIGHT CENTRE

We are pleased to report that we have seen an increase in the number of women in senior positions in 2018. However, there is still a long way to go until we are a truly diverse and gender balanced organisation.

With Egalitarianism established as one of the three core values within Flight Centre, we are well on our way to achieving a gender balanced workforce. We believe that each individual should have equal privileges and rights.

Ways in which we are creating a culture that supports women include:

### FAST TRACK

Fast Track is a mentoring programme whereby high potential individuals are assigned a mentor from within Senior Management. Mentors ensure that the programme participants are career managed across a variety of roles giving them a broad experience in order to develop the skills required for roles within the Senior Management team. Currently, the Fast Track community is made up of **65% female participants**. This statistic continues to grow as we encourage more women to take on senior leadership roles.

### MANAGEMENT TRAINING

Flight Centre UK invests heavily in continuous professional development through our Management and Leadership Pathway. This seven stage pathway ensures all employees have access to development throughout their Flight Centre career, irrespective of their role. This training equips employees with the necessary skills to excel in their career and provides managers with the toolkit required to fully understand our organisation, its customers and products to make their business a success. In addition to this all employees have access to a development suite, enabling them to take ownership of their personal development.

### WOMEN IN LEADERSHIP

In autumn 2018 we launched an **all-female development programme** as part of our women in leadership initiative. A group of women, selected from management and leadership roles across the organisation, completed the pilot programme and in total 36 women have now been through the programme. Our Women in Leadership programme assists women in developing critical skills including responsibility, communication, influence and assertiveness.

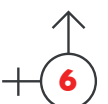
### ENHANCED MATERNITY PAY

Flight Centre UK now offers enhanced maternity pay as part of our strategy to better support women whilst they are on maternity leave and to assist in their return to the workforce.

In 2019 Flight Centre UK saw **85% of maternity leavers return to work**. This also reflects our commitment to flexible working. In 2018, **97% of flexible working requests were approved** and in 2019 we have been working to make flexible working the cultural norm.

..... IN 2019 .....

**85% OF MATERNITY LEAVERS  
RETURNED TO WORK**



## GENDER BALANCE IN PRACTICE



**Liz Mathews**  
Retail Managing Director

Liz joined Flight Centre as a consultant in our High Holborn Store however it was in the Oxford Street store where Liz became Assistant Manager and quickly progressed to Team Manager and onto General Manager. A year later, Liz was promoted to a Brand Leader role, responsible for our specialist First & Business division.

After a glittering career in our retail division, Liz spent some time in our corporate business to head up Implementation before returning to retail as Flight Centre Brand Leader. Recently Liz secured a promotion to become the UK and Ireland Retail Managing Director. Having graduated from the Fast Track programme Liz now acts as a mentor to others at earlier stages of their career.



**Jo Greenfield**  
Head of Corporate Land

Jo joined Flight Centre in January 1999 after completing a degree in languages and having spent 2 years travelling and working around the world. Jo started as a consultant in the Goodge Street Flight Centre store which was the only Flight Centre in Central London at the time. It was during her first year in the Goodge Street store that Jo achieved top novice consultant.

Jo was promoted to Team Leader and tasked with opening a new store in Holborn which went on to win the most improved shop in the world in 2002. From there Jo progressed to become a mentor to other managers and then onto an Area Leader.

After returning from maternity leave Jo was appointed as Head of Round the World Experts and grew the brand to £250k profit whilst working 4 days a week. On return from her second maternity leave in August 2011 Jo moved to FCM, firstly as an Area Leader and then as the Brand Leader, doubling profits and significantly increasing average customer size during her 7 years as leader.

In April 2019 Jo moved into the Product Nation Leadership Team to head up Corporate Land for EMEA and forms a part of the globalisation of our land strategy.

## GENDER BALANCE IN PRACTICE CONTINUED



**Julie Kendrick**  
Head of UK Operations - FCM

Julie began her career in Flight Centre with the acquisition of Britannic Travel in 2005. Julie started out as a consultant in FCM before progressing to the northern Regional Area Leader in 2009.

It was in 2012 when Julie became the Regional Area Leader for London and was promoted to the Head of UK Operations in 2015, at which point she was the only female in the FCM UK Senior Team.



**Roshni Shah**  
Financial Director

Roshni joined Flight Centre in 2007 as an Assistant Team Leader within the Retail Management Accountant Team. As a qualified chartered management accountant Roshni provided finance support to the Leisure and Support Business Leaders. Within a year of joining Roshni was promoted to Financial Controller and since then has taken on multiple Financial Controller and Finance Director roles, supporting senior business leaders across the leisure and corporate brands. Roshni is currently a key member of the EMEA Finance Leadership team and mentors potential future Finance Leaders. During her career Roshni has taken maternity leave twice and has benefitted from flexible working to fit work around her young family.

## COMMITMENT TO FAIRNESS

We confirm the data reported is accurate and we are committed to treating all our people fairly.

**Adam Murray**  
Chief Financial Officer  
4 April 20



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