



**FLIGHT CENTRE**  
TRAVEL GROUP™

GENDER PAY GAP  
REPORT 2018



# 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.

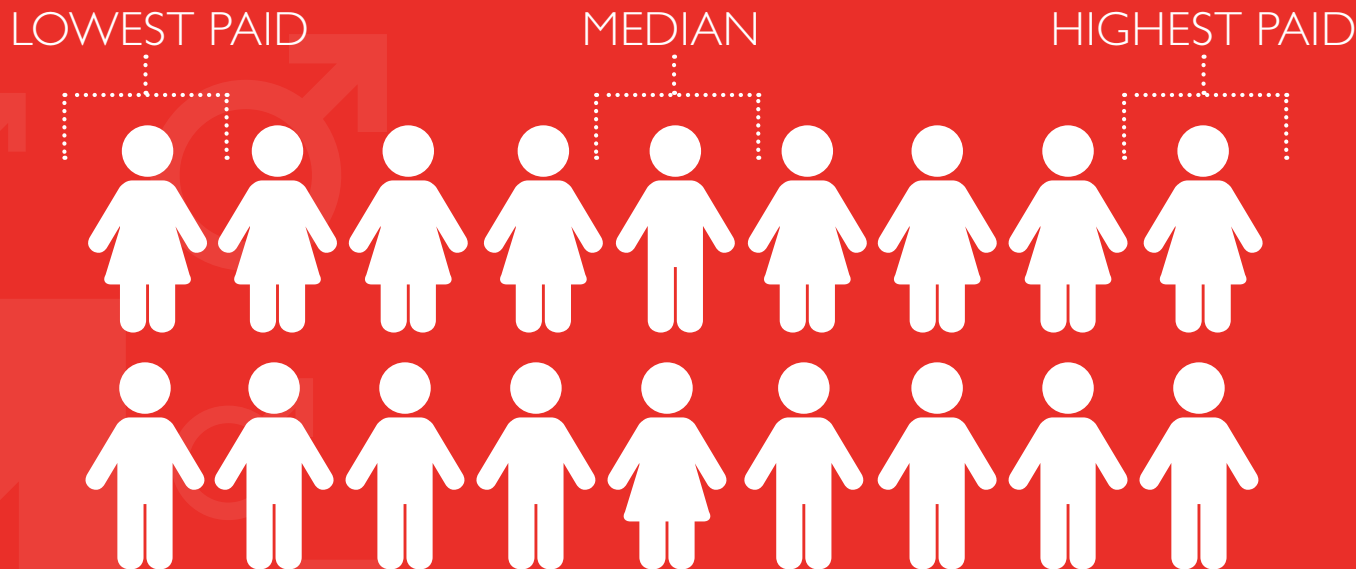


# WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

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

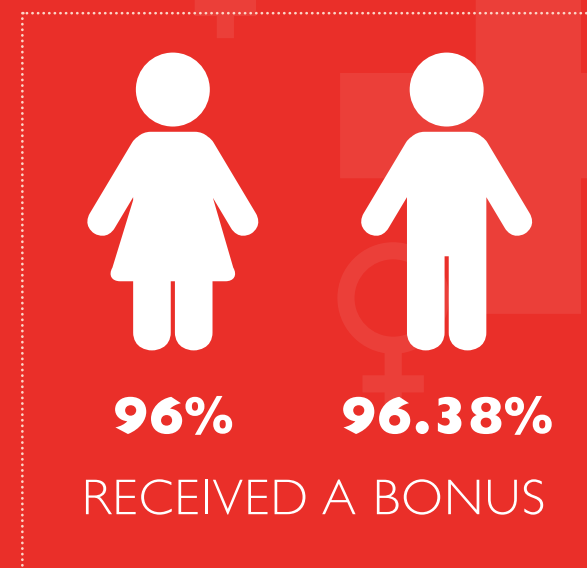
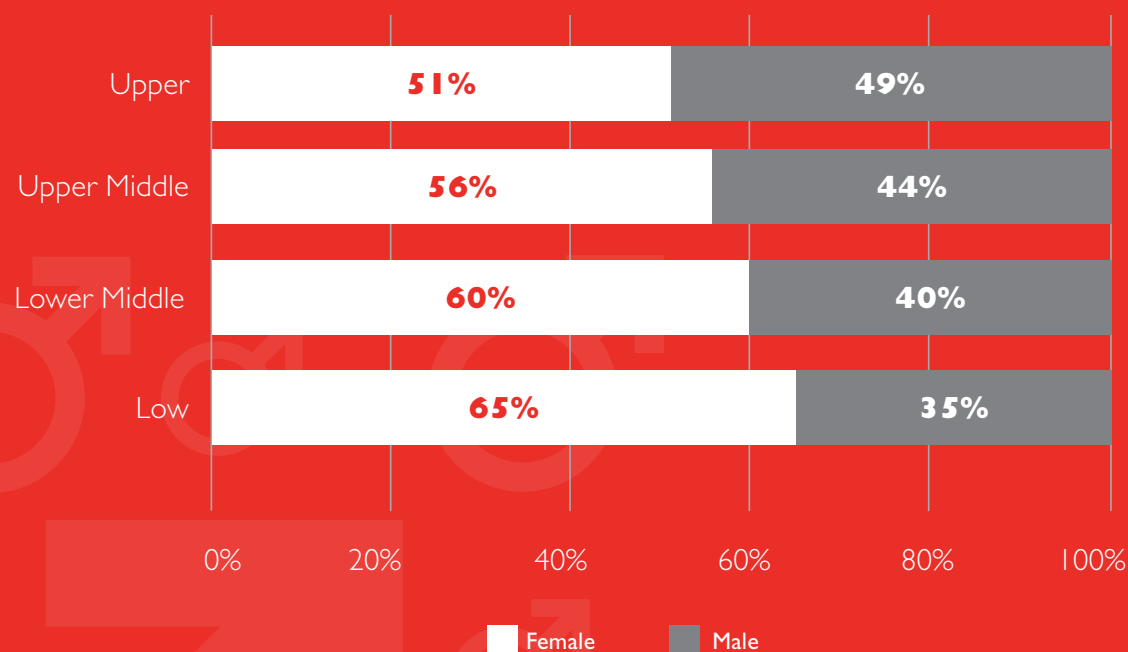
The gender pay gap identified does not refer to equal pay. Equal pay is about men and women being paid the same amount for similar work. Rather, **Flight Centre UK's** pay gap is a result of gender imbalance caused by having more women in junior roles and an equal percentage of men and women in the most 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 **4.55%** for hourly pay in favour of men – compared to the national ONS median **8.6%**.

## PROPORTION OF **WOMEN** AND **MEN** IN EACH QUARTILE PAY BAND



## PAY & BONUS GENDER PAY GAP

	Mean 2018 (average)	Median 2017 (middle)	Median 2018 (average)	Median 2017 (middle)
Gender Pay Gap	11.94%	12.18%	4.55%	4.55%
Gender Bonus Gap	30.6%	29.92%	19.04%	21.75%

# 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 57% female participants. This statistic continues to grow as we encourage more women to take on senior leadership roles.

## 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 we are currently in the process of collating feedback with a view to running four programmes per year. Our Women in Leadership programme assists women in developing critical skills including responsibility, communication, influence and assertiveness.

## 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.

## 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 2018 Flight Centre UK saw 81% of maternity leavers return to work. This also reflects our commitment to flexible working. In 2018, 97% of flexible working requests were approved, ensuring employees are comfortable and happy at work.

# GENDER BALANCE IN PRACTICE

In the UK, the Flight Centre business is split into two divisions: Corporate Travel, run by Steve Norris; and Retail Travel, which comprises more than 80 high street stores across the country, led by Alison Zacher. Alison, who assumed the role of Retail Managing Director after returning from maternity leave for the second time, said:



*"As a retailer, we really do believe that we should reflect all of the customers we seek to serve and that should be true at every level of seniority in the business. At Flight Centre, when it comes to your career, we talk about 'Brightness of Future' and we try to identify what that looks like for everyone. I have been given every opportunity to achieve my full potential within Flight Centre and strive to help other talented women in the business do the same. I am passionate about promoting the need to bring women through the ranks and, along with the rest of the senior management team, actively consider the ratio of women when looking at leadership planning."*



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## **Liz Matthews**

Flight Centre Brand Leader

Liz joined Flight Centre as a new consultant in our High Holborn Store. She then moved to be Assistant Manager in our Oxford Street Store, quickly progressing to become the Team Manager then General Manager of our Oxford Street Hyperstore. A year later, Liz progressed into a Brand Leader role, responsible for our specialist First & Business division.

After a glittering career in our retail division, Liz moved over to our corporate business to head up Implementation for our corporate brands. Recently, she has returned to the retail side of Flight Centre as Flight Centre Brand Leader. Liz is a prominent member of Fast track and is currently completing her final phase of the programme.

# GENDER BALANCE IN PRACTICE



**Natalie Croston**

Fast Track Programme Director

Natalie's career with Flight Centre began in 2000 when she joined the company as a Travel Consultant in Holborn. Within a few years Natalie was promoted twice and was managing a Flight Centre shop, leading a team of travel consultants. By 2006 Natalie had run 3 successful retail shops and since then has taken on a variety of senior roles in the retail and corporate space, product and most recently, Human Resources. In 2014, Natalie became the director of Flight Centre's graduate mentoring programme, Fast Track. Using her experience, knowledge and the skills developed throughout her career, Natalie ensures high-potential individuals are identified, developed and deployed effectively within the organisation. Natalie is responsible for the Flight Centre Travel Group talent management strategy in the UK and works alongside the senior management team to ensure there is a pipeline to future-proof the growth of the company.



**Yvonne Hobden**

Head of Retail Marketing

Yvonne joined Flight Centre from HP Inc. in July 2018 as a senior leader in the business, driving our 40 strong marketing team. The Marketing engine at Flight Centre is a pivotal role in driving results and growth across the whole business and her extensive marketing background is fueling this. She sits within the core strategic planning team to deliver year on year growth through strategic forward planning and day to day hands on management of her team.

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## COMMITMENT TO FAIRNESS

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

A stylized, handwritten signature in white ink, appearing to read 'Adam Murray'.

**Adam Murray**

Chief Financial Officer

4 April 2019