



**GENDER PAY GAP REPORT**  
2022

# 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.



# INTRODUCTION FROM OUR CFO

As a company committed to fairness, equality, and diversity, we are pleased to present our gender pay gap report and findings. We recognise that pay equity is a critical factor in promoting an inclusive workplace, and we have made a commitment to understanding and addressing the gender pay gap that exists within our organisation. This report is an important step in our ongoing efforts to promote gender equity and create a more inclusive workplace.

## Globalisation of the business

Over the last 18 months Flight Centre Travel Group has undergone a restructure that has globalised elements of our business. We are proud to have a significant number of UK-based global roles however these positions do not have an equivalent benchmark in terms of scope or responsibility.

In order to accurately reflect our UK workforce we have removed those in global roles to show the results purely for UK-based staff with local scope. We have provided a comparison below of our gender pay gap between 2021 and 2022.

<b>PAY &amp; BONUS GENDER PAY GAP</b>	Mean 2022	Mean 2021	Median 2022	Median 2021
Gender pay gap	<b>24%</b>	<b>27%</b>	<b>19%</b>	<b>5%</b>
Gender bonus gap	<b>41%</b>	<b>42%</b>	<b>29%</b>	<b>15%</b>

\*Please note we have reported our gender pay gap results in accordance with the UK government requirements and methodology (showing all employees with UK contracts) on page 6.

## COVID Recovery

There are several factors influencing our gender pay gap however one of them is the recovery of our business since COVID. In 2020/21 we saw our workforce reduce from 1700 employees to 850 and our leisure business rationalised from 70 high street locations to only 11.

As the business recovered we recruited a significant number of entry level positions, of which a large proportion of Travel Consultant roles have been filled by females. This is a role that traditionally receives a lower basic salary. During this time we are proud to have brought back many of our alumni employees. It's important to note that all roles offer uncapped incentives and some individuals fall within our upper quartile based on their total take home earnings.

Despite the challenges of COVID, we have taken steps to address the gender pay gap at our highest level of the organisation. Recent restructuring has seen the female to male split within the UK Executive Team increase to 37.5%.

In summary, we recognise that we still have work to do to close the gender pay gap in our organisation. We are committed to taking action to address any disparities that exist and to ensuring that our pay practices are fair and equitable.

# 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 23

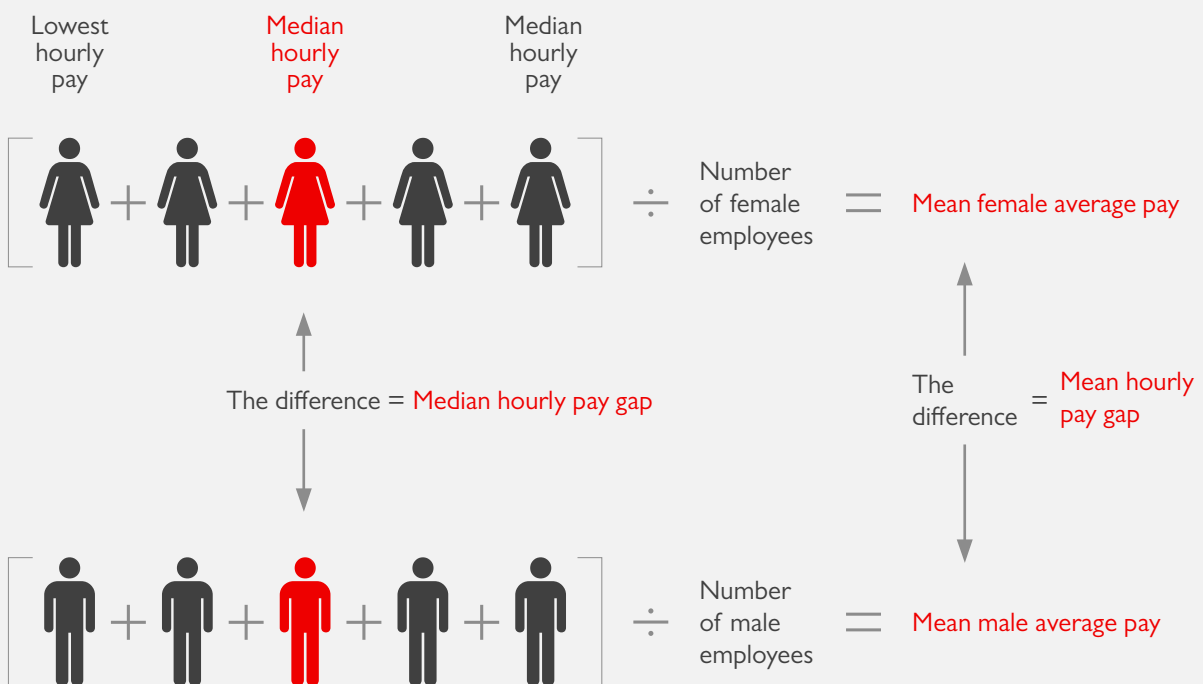


# WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

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.

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.

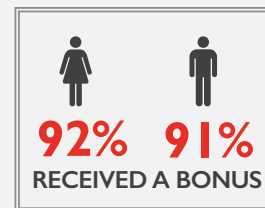
# OUR RESULTS

Flight Centre UK has calculated the following gender pay gap in accordance with the UK government requirements and methodology (showing all employees with UK contracts).

## PAY AND BONUS

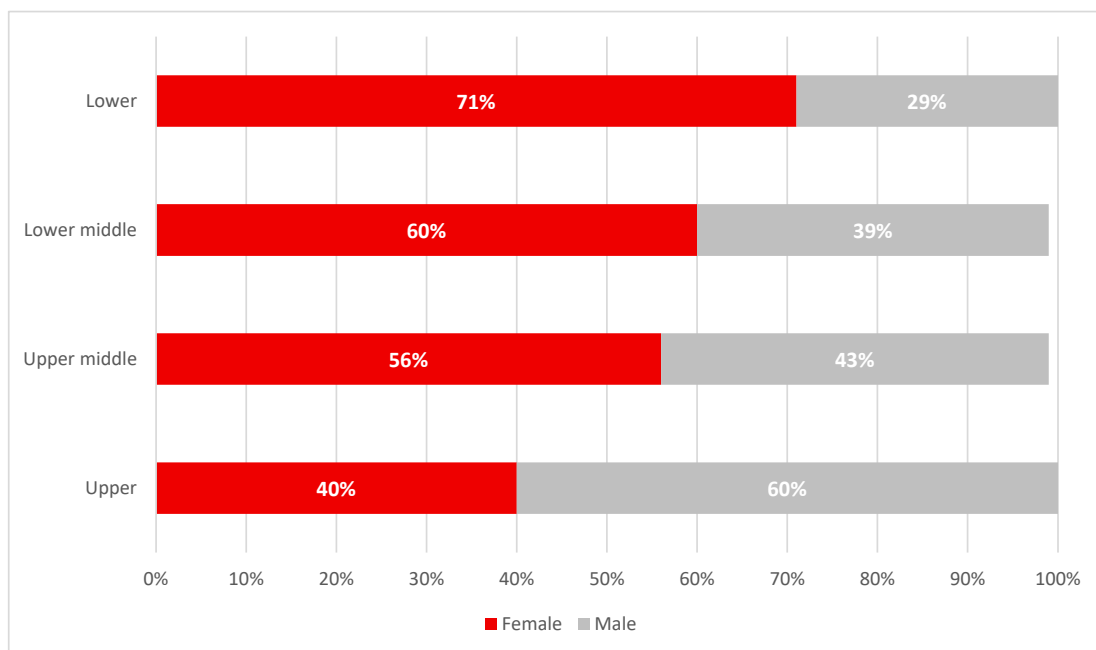
Total distribution of male and female employees by pay and bonus.

<b>PAY &amp; BONUS</b> GENDER PAY GAP	Mean 2022	Median 2022
Gender pay gap	<b>29%</b>	<b>22%</b>
Gender bonus gap	<b>49%</b>	<b>41%</b>



## PAY QUANTILES

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



# WHAT ARE WE DOING?

## EGALITARIANISM AT FLIGHT CENTRE

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 63% female participants. **In the top 2 phases of the programme (Leadership and Senior Leadership) 83% are female.**

### 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 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 addition, all our family policies give parents equal time off to attend appointments and are inclusive of same sex couples.

In 2022 Flight Centre UK saw **96% of maternity leavers return to work**. This also reflects our commitment to flexible working. We have now introduced our Future Ways of Working which includes a hybrid working policy allowing our people to work from home two days a week.

..... IN 2022 .....

**96% OF MATERNITY LEAVERS  
RETURNED TO WORK**

As the business recovers from the pandemic we look forward to bringing back our Women In Leadership training programme. One of the goals of this programme is to accelerate young women through senior leader mentoring (with female mentors) and career placements around the business.

## GENDER BALANCE IN PRACTICE



**Lucy Clifton**  
Retail Managing Director

Lucy started her Flight Centre career back in 2011 as Sales Manager in Global Sales Academy (GSA) before she stepped up to direct the division. She had a decade of prior experience in various sales and management roles from her previous advertising sales industry across a range of national newspapers and magazine publishers. Lucy went on to work as Head of Sales for Flight Centre Brand and then progressed to Head of Sales and Operations for FCB.

In November 2022, as globalisation efforts ramped up within the brand, Lucy was promoted to General Manager of FCB and she now heads up our UK retail business and reports into our global HQ in Brisbane.



**Suzanne Crockett**  
Head of Technology UK&I

Suzanne joined Flight Centre as part of the Fast Track programme, which provides bespoke career management and coaching to people early in their careers. She started as a Travel Consultant in the Flight Centre Ealing store, where she worked her way up to Store Manager and then Area Leader.

Suzanne moved into the Leisure Technology space when she was promoted to Leisure Technology Product Leader. She now sits on our UK Executive Team as Head of Technology for UK and Ireland.



## GENDER BALANCE IN PRACTICE CONTINUED



**Donna Joines**  
UK Corporate Traveller  
General Manager

Donna started at Flight Centre in 2008 as a Business Development Manager in our corporate division. She progressed to Regional Sales Manager and was then appointed to Head of Sales for Corporate Traveller. After this, Donna moved into Operations as Regional Operations Manager and was then promoted to Head of Operations.

Last year, Donna became CT Brand Leader and now looks after our most profitable UK brand, Corporate Traveller.



**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.

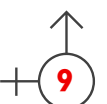
Most recently, Roshni was promoted to Global Transactional Finance Leader and became a participant in our LIFT (Lean Into Female Talent) Programme where she makes up one of 14 global senior leaders who come together for to form a global support network. The programme features internal and external guest speakers and aims to boost confidence amongst participants.

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**Adam Murray**  
Chief Financial Officer  
4 April 23

A handwritten signature in black ink.



**FLIGHT CENTRE**  
TRAVEL GROUP™