

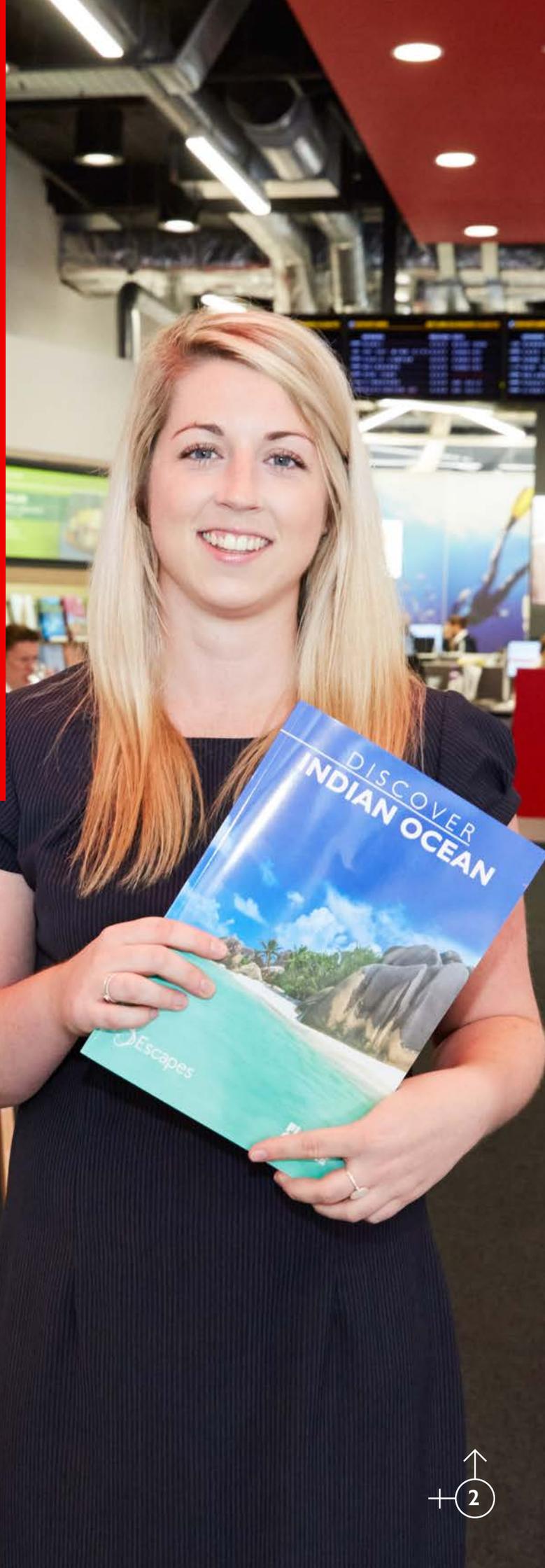


GENDER PAY GAP REPORT

2021

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.



COVID IMPACT

COVID Impact on our gender pay gap

The impact of the COVID pandemic has obviously impacted the globe in so many ways. As an industry travel has been impacted more than most, with negligible travel allowable for most of the period April 2020 – Mar 2021. What our gender pay gap reporting and analysis shows is that the pandemic has had a disproportionate impact on our female employees as a collective demographic.

COVID Impact on FCTG UK

In reaction to the COVID global pandemic, FCTG had to take unprecedented actions to secure its survival; as have so many in the travel industry. Prioritising cashflow, rationalising our cost base, and securing an extended cash runway to sustain us throughout the most uncertain two years of our entire history.

As a consequence of the necessary decisions that were made to sustain the survival of FCTG we saw our workforce reduced from 1700 employees to 800. Our leisure business rationalised from 70 high street locations to only 11. Overall the FCTG cost base was reduced to 30% of pre COVID levels with all discretionary spend stopped.

As a customer centric travel business in normal times the majority of our workforce are in customer facing roles, providing holidays and arranging business travel trips.

With almost the full cessation of travel through the height of the pandemic, we had to reduce our travel consultant workforce drastically, reducing our workforce from 1700 employees to close to 800, and of the 800 remaining staff almost half of these were on furlough for almost 18 months.

As our travel consultant population has always been heavily dominated by females, this is the demographic that has most been impacted, whether that be through job loses or significantly reduced wages. As our consultants wage structure is heavily weighted towards variable commission from the sale of travel, our consultants have been hugely impacted through the lose of earnings. Again due to the weighting towards females in our consultant roles, they have been the most impacted.

Through the pandemic, and our fit for survival, all discretionary spend had to stop. Unfortunately this meant we were no longer able to invest in the many programmes we had in place pre pandemic, promoting the development of women into senior leadership roles, to address existing gender pay gaps. This is an area we will be looking to invest in as a priority as travel returns. Our attempts to encourage the promotion of female senior leaders have been severely restricted in an environment of no recruitment and only downsizing.

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 21

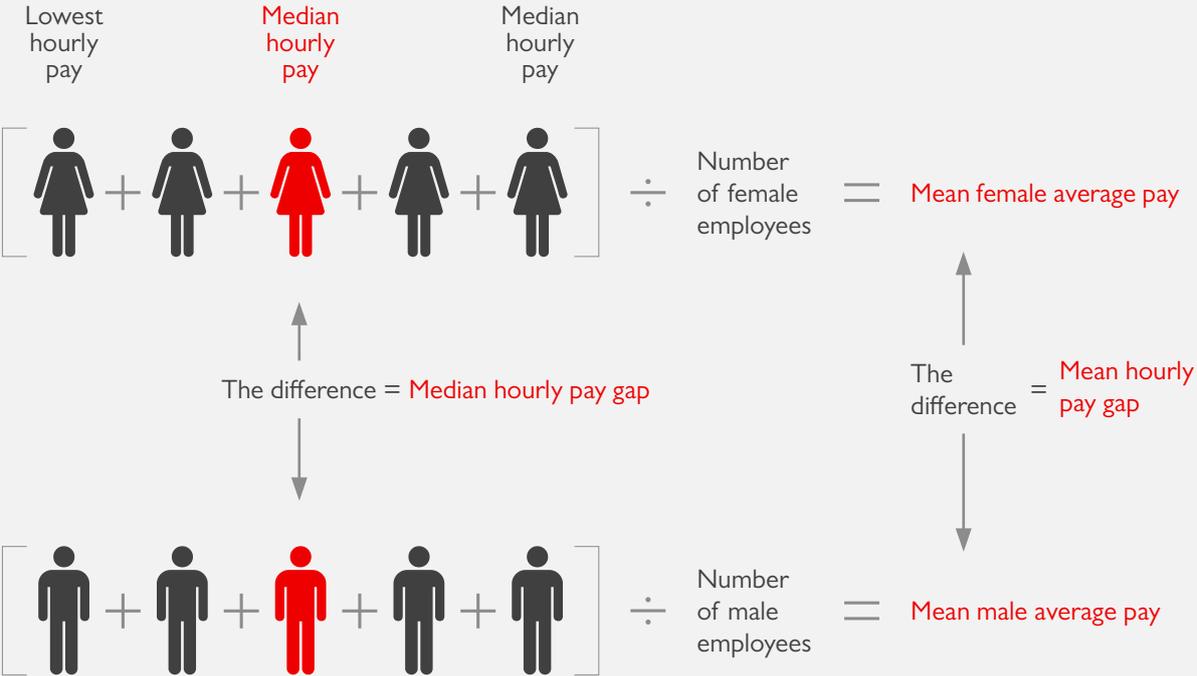


WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

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 report a median gender pay gap of **5% for hourly pay** in favour of men - compared to the national ONS median **7.9%**.

PAY AND BONUS

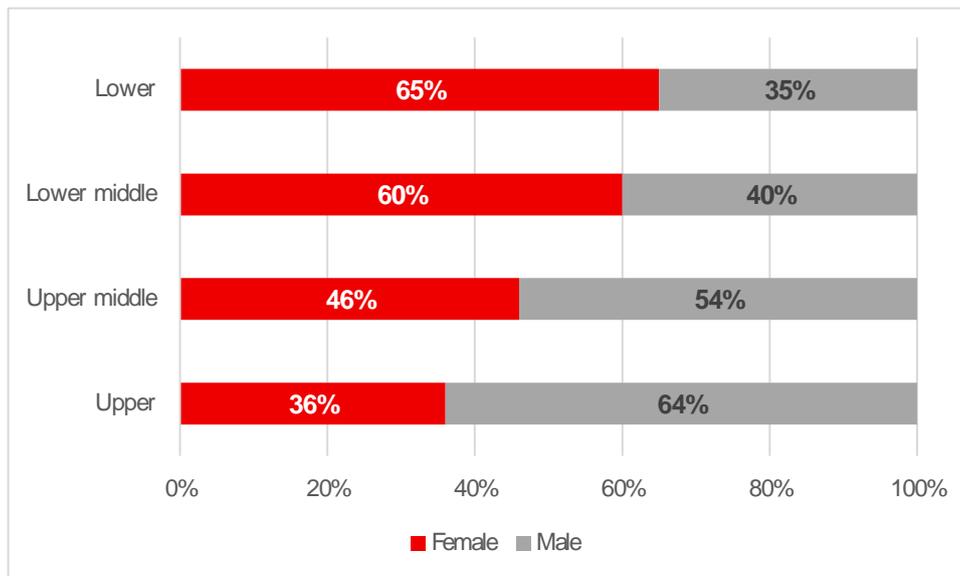
Total distribution of male and female employees by pay and bonus.

PAY & BONUS GENDER PAY GAP	Mean 2021	Median 2021
Gender pay gap	27%	5%
Gender bonus gap	42%	15%



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 **67% 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.

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 2021 Flight Centre UK saw **100% 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 2021

100% 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.

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