

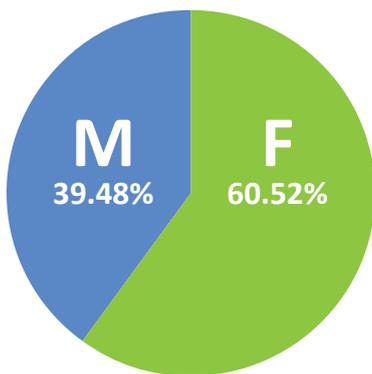
# Gender pay gap report

At BCD Travel, we believe that to create a great workforce, we must help each and every member to reach their full potential. Our approach, known by everyone in our company as developing our confident self, is rooted in the understanding that as employees, we thrive in an environment where we are empowered to succeed, and this creates success for us personally and for our company. Because everyone, not just our leadership team, deserves opportunities to feel great about our contributions.

We are committed to having an inclusive culture where everyone can feel at home and do our best work. This commitment is not only central to our values; it is also critical to our business success if we are to ensure continued innovation that sets us apart.

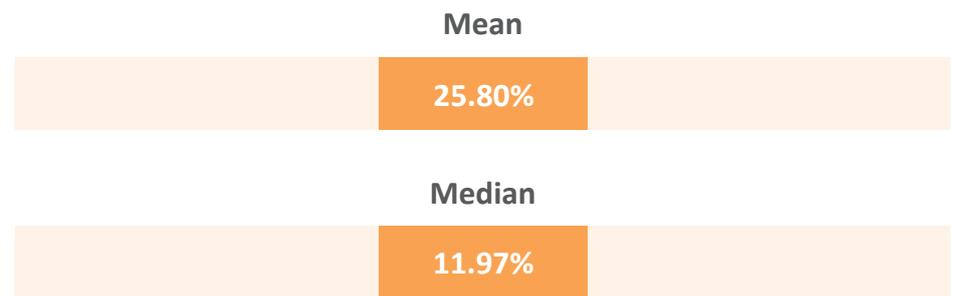
We embrace this new era of transparency with clear principles enshrined by law, for all to uphold. We firmly believe in conducting business ethically and treating all our people fairly, which are the cornerstones to building our future success together.

## BCD Travel employees\*



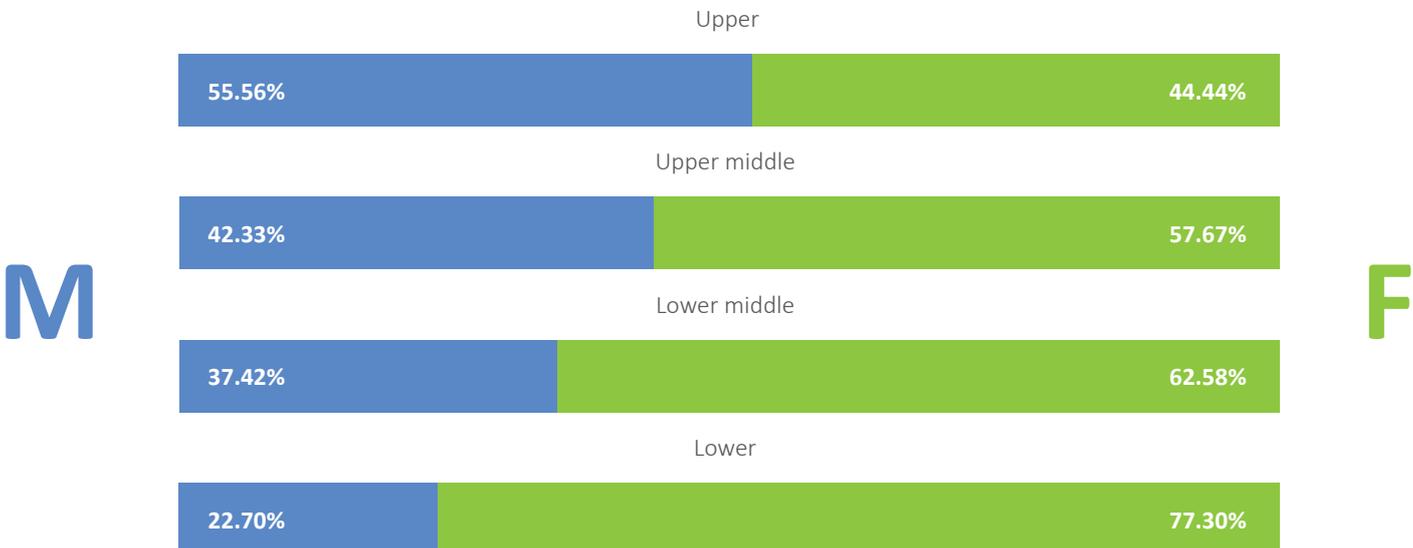
## Pay gap difference\*

Between male and female UK employees



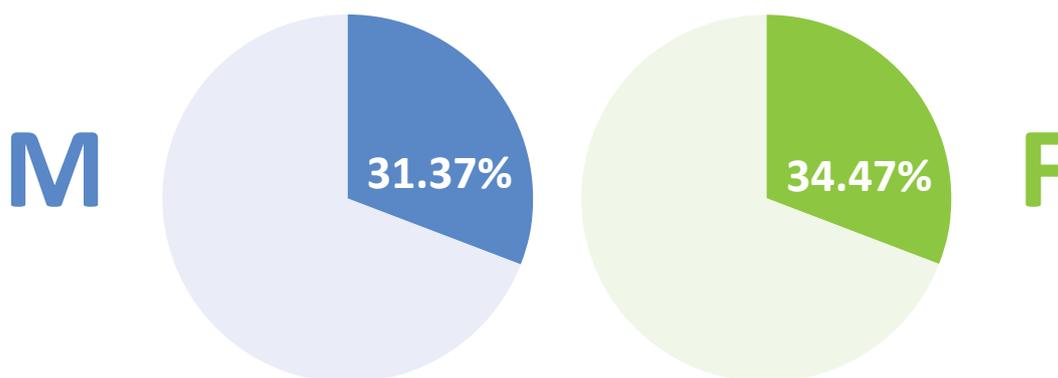
Proportion of male and female UK employees

## According to quartile pay bands



Proportion of male and female UK employees

## Receiving bonus pay†



## Bonus value difference†

Between male and female UK employees

### Mean

68.12%

### Median

50.00%

## Our commitment to closing the gap

With women accounting for two-thirds of our UK Board and 60% of our UK Senior Leadership Team, we are providing the right conditions for our female workforce to reach the upper levels in our company. We are encouraged to see that our approach to helping our people develop their confident self is creating more opportunities for our female members to thrive. We are focused on ensuring they are equally valued and rewarded.

### Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April, 2017.



**Michèle Lawley**  
Managing Director,  
UK & Ireland Region



**Mike Walley**  
President and COO,  
UK & Ireland Region

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

#### \* Pay Gap Difference

- In the snapshot period (April 2017), there were 651 people in scope, including EMEA and Global employees on the UK payroll
- The annual management bonus was made in the snapshot month and was therefore included in the hourly rate calculation, in accordance with the regulations
- The Median Pay Gap is below the reported UK national average of 18.4% (ONS 2017)

#### † Bonus Data

- There were 490 eligible employees in receipt of a payment with no adjustments for part-time employees
- Bonus elements included commission and other performance incentives, such as vouchers
- Some bonus payments were received just before the snapshot period (and therefore excluded) and others during the snapshot period, which has distorted the final figures