

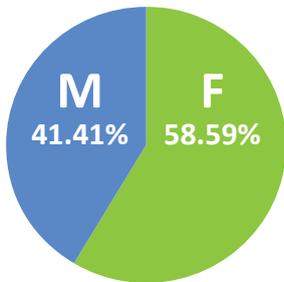


In last year's report we welcomed the new era of transparency created by compulsory gender pay gap reporting. We view addressing our gender pay gap as part of our commitment to ensuring that everyone can reach their full potential.

We recognise that our long-term success depends on our ability to attract, recruit, develop and retain employees capable of ensuring our growth on a continuing basis. We provide a workplace capable of allowing everyone to achieve their highest potential, where we reward individuals who are willing to give their best.

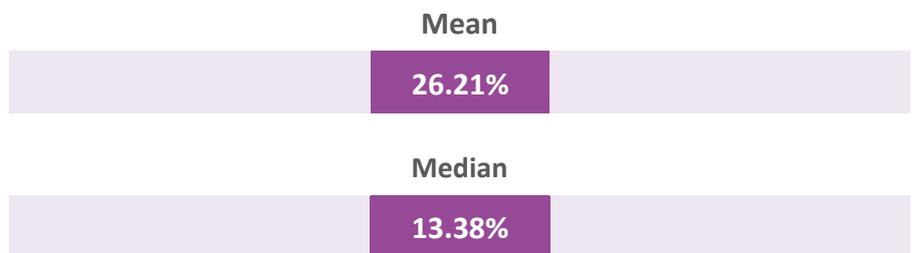
We respect the human rights of our employees and will not tolerate discrimination or harassment and will ensure fair and equal treatment. We are fully committed to promoting equal opportunities in employment- regardless of gender, race and ethnicity, sexual orientation, age, religion, disability or caring responsibilities, we want everyone to have the same opportunity to progress and be fulfilled at work.

## BCD Travel employees\*

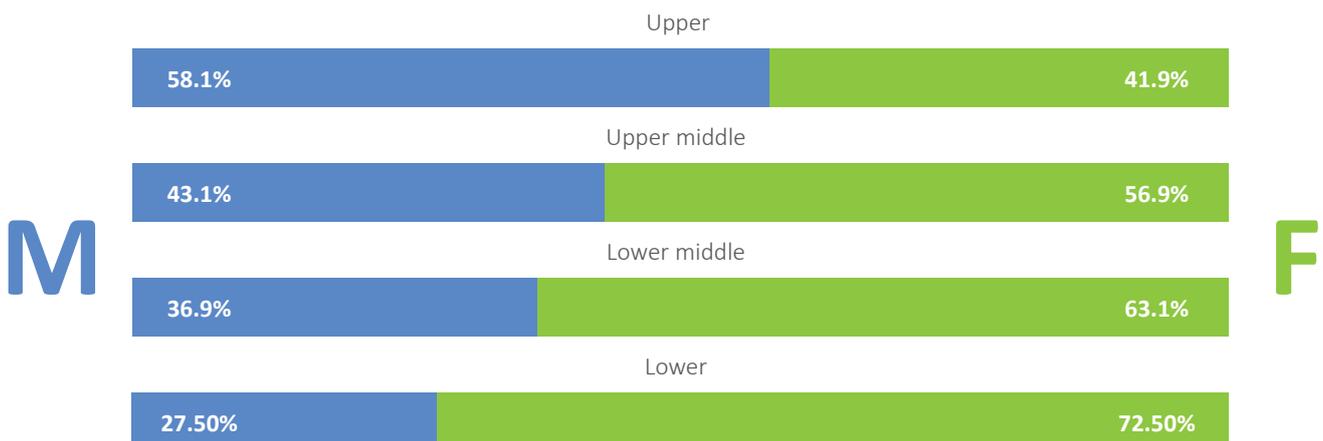


## Pay gap difference\*

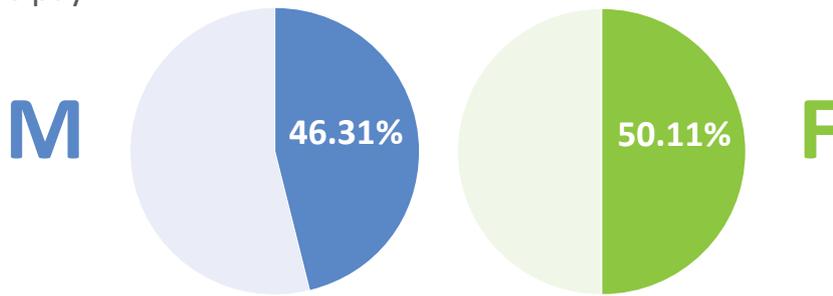
Between male and female UK employees



## Proportion of male and female UK employees According to quartile pay bands

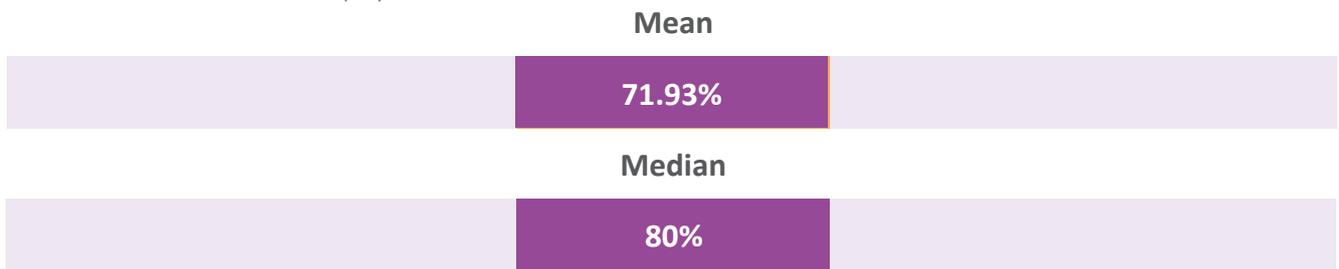


Proportion of male and female UK employees  
Receiving bonus pay<sup>†</sup>



Bonus value difference<sup>†</sup>

Between male and female UK employees



Our commitment to closing the gap

BCD Travel’s vision is to be the world’s most trusted and innovative travel management company. To achieve this, we are firmly committed to creating an inclusive environment which encourages and enables all our people to develop to their fullest potential. With women accounting for two-thirds of our UK Board, we remain focused on ensuring that all our people are equally valued and rewarded.

Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April, 2018.



**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 2018) there were 640 people in scope – 58.59% female and 41.41% male
- Employees not in scope were those not in receipt of normal full pay in the period- primarily employees on maternity leave, starters, leavers and some who had unpaid sickness in the snapshot period
- Pay elements used in the calculation of the hourly rate include; basic pay, fixed allowance, variable allowances
- Bonus and commission payments paid in the period were included but were adjusted to reflect their monthly value based on the period covered
- All salary sacrifice amounts were deducted e.g. childcare, pension, etc. which can distort the hourly rate for individuals making large voluntary pension contributions or taking the maximum amount of childcare vouchers
- Pay elements not used in the calculation of the hourly rate include over-time, on-call payments, termination payments, back pay, benefits-in-kind
- The 2017 payments from BCD Travel’s annual management bonus were made in the snapshot period and have to be included in the calculation of the hourly rate. These payments have inflated the hourly rates of employees in the programme

† Bonus Data

- Bonus data relates to payments made from April 2017 to March 2018
- 2017 Bonus payments were paid in April 2018 so do not feature in the bonus period
- Pay elements included Bonus, commission and other performance incentives, including vouchers
- No adjustments are made to reflect the proportion of income paid as bonus to full and part-time employees
- Some employees elected to receive all or some of their bonus in the form of a pension contribution and these payments are not included in the calculations
- 367 employees were in receipt of a payment categorised as a bonus for the purposes of gender pay reporting