



THE COLLINSON GROUP LIMITED 2023 REPORT

UK Gender Pay Gap

Financial year ending 30th April 2023

WELCOME



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At the Collinson Group, we generate value for all our stakeholders through careful stewardship of the world’s leading companies in the travel sector, underpinned by a culture and identity that delivers good beyond profit.

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At the Collinson Group, we actively incorporate inclusivity into pivotal aspects of our employees’ experiences, including onboarding, career development, performance evaluations, feedback processes, learning and training initiatives, and product innovation.



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The persisting factor contributing to the pay gap in the United Kingdom is an uneven representation of genders within our workforce.



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INTRODUCTION

At the Collinson Group, we generate value for all our stakeholders through careful stewardship of the world's leading companies in the travel sector, underpinned by a culture and identity that delivers good beyond profit.

We know that we are most successful when our teams at all levels reflect the world around us. Currently, women at the Collinson Group are underrepresented in senior levels and in technical roles.

Equitable compensation is an integral component of our commitment to advancing diversity, equity, and inclusion (DEI). It is crucial to clarify that the binary gender pay gap - reflecting the difference in average pay between men and women - is different from equal pay, where individuals performing jobs of equal value receive equal remuneration. At the Collinson Group, compensation is determined by the role, not the individual's identity.

Our comprehensive global pay equity analysis indicates that there is an absence of significant pay differentials, considering variables such as role, performance, and other pertinent factors, irrespective of gender. While our employee processes are inherently designed for fairness, we incorporate an additional layer of scrutiny to ensure equity by meticulously examining our employee data for any unexplained gender-based discrepancies. Should such discrepancies be identified, we proactively implement upward pay adjustments prior to the commencement of employees' compensation, thereby averting pay disparities, eliminating biases from our reward system, and ensuring that remuneration packages accurately reflect the individual contributions of our workforce.

This snapshot in time was taken on the 5 April 2023. On this day, the Collinson Group employed 53.5% male colleagues and 46.5% (+0.6%) female.

Our 2023 UK binary gender pay reporting

The UK Government requires organisations with more than 250 employees to publish and report specific figures about their binary gender pay gap. The binary gender pay gap is the difference between the average earnings of those that identify as men and women, expressed relative to men's earnings. We recognise that by focusing exclusively on employees that identify as men or women, the binary gender pay gap report is unable to include all our employees at the Collinson Group.

Outlined below are our binary gender pay results which include all relevant employees employed by the Collinson Group in the United Kingdom for the year 6 April 2022 to 5 April 2023. We are reporting that:

- We have a mean hourly pay gap of 25.9% in 2023
- We have a median hourly pay gap of 24.3% in 2023
- We have a mean bonus pay gap of 51.8% in 2023
- We have a median bonus pay gap of 27.2% in 2023

In addition to our hourly pay and bonus pay gap results, the chart below shows the proportion of women in each pay quartile as well as the proportion of women and men receiving a bonus in 2023.

	Mean	Median
% Pay Gap	25.9% (- 2.7% change on 2022)	24.3% (- 2.7% change on 2022)
% Bonus Gap	51.8% (- 5.8% change on 2022)	27.2% (- 33.2% change on 2022)

Proportion of Women by Pay Quartiles		
	2023	2022
Lower	59.5%	62.7%
Lower Middle	56.6%	53.6%
Upper Middle	43.4%	41.8%
Upper	26.5%	25.5%

Proportion of Employees Receiving a Bonus	
Women	29.3% (+ 2.6% change on 2022)
Men	37.7% (+3.8% change on 2022)



Drivers of our binary gender pay gap

The persisting factor contributing to the pay gap in the United Kingdom is an uneven representation of genders within our workforce. While 46.5% of our overall workforce are women, women in Senior Leadership positions represent 23.6% which is a significant driving factor in our gender pay gap differentials.

In addition, our Product roles, such as Software Engineering, in the United Kingdom made up 30.4% of our workforce in 2023, and we have more men (66.5%) than women (33.5%) working at Collinson in Product roles, particularly senior technical roles. Our compensation rates are market-based and reflective of the role performed. Rates of compensation for technical skills are higher than non-technical roles due to an extremely competitive talent market. The pool of this talent, particularly for more senior positions, continues to be predominantly male.



What are we doing to close the gap?

Recognising the fundamental role diversity plays in our overall success, we acknowledge that there is more work to be done across the spectrum. We are determined in our commitment to increasing the representation of women and other underrepresented groups at all levels and across all areas of our business.

Our Talent Acquisition team remains dedicated to enhancing our employer branding, with ongoing efforts focused on fostering inclusivity. We have implemented a new task-based approach during the recruitment process to uncover the true potential of a candidate by unearthing their core traits, and matching them against our Collinson values, as well as to mitigate biases. While strides have been taken to promote a more balanced representation of women in technical roles, we acknowledge the existing disproportionality in the availability of male and female talent in the technology market. Addressing this challenge requires ongoing commitment and strategic measures to bridge the gap.

Hiring is a critical part in our efforts to increase representation of women and other underrepresented groups at the Collinson Group, as is the career growth, development, and retention of our people, which is just as vital. The introduction of our new career framework, developed to ensure a fair and equitable approach focused on guiding principles of the role rather than the individual, has increased transparency and understanding of people's career paths across the Collinson Group. As part of this, we have embedded a greater focus on skills evaluation for all colleagues to understand their strengths and work with their manager to actively develop growth areas through training, learning, and development.

In addition to fostering a diverse workforce, we are dedicated to cultivating an inclusive workplace environment. At the Collinson Group, we actively incorporate inclusivity into pivotal aspects of our employees' experiences, including onboarding, career development, performance evaluations, feedback processes, learning and training initiatives, and product innovation. To illustrate this, we have implemented mandatory diversity and inclusion training for managers and introduced new policies such as our global menopause and hybrid working policies.

Our commitment to inclusivity extends to various programmes designed to enhance our workplace environment. These initiatives include our 'Women@ Collinson' employee resource group and a dedicated women's leadership development programme, as well as providing training and immersive experiences for all employees.



STATUTORY DECLARATION

We confirm that the information and data in this report is accurate and in line with the requirements of the Gender Pay Gap Reporting Regulations.

We have published the results on our own website and GOV.UK

Bertie Tonks

Chief People Officer



