



THOMAS COOK GROUP GENDER PAY REPORT 2017/2018

ABOUT THOMAS COOK

Thomas Cook is one of the world's leading travel groups, employing 21,000 people across the world, and 9,000 in our UK businesses. Our people are employed in a number of travel-related fields, including in retail, aviation, overseas resorts and office-based strategy, commercial and support roles.

THE GENDER PAY GAP

The **gender pay gap** is the difference between the average hourly pay and bonuses of all men and women in an organisation regardless of role.

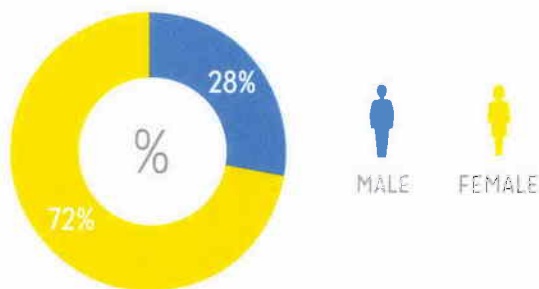
It should not be confused with **equal pay** which is paying individuals performing the same or a similar role the same. It has been illegal not to do so in the UK since 1970.

At Thomas Cook, the numbers show that we have a gender pay gap. This gap is a result of the uneven distribution of men and women across the company, not because of our pay policies and practices. It is more pronounced in some sections of our business, notably the Airline, due to less representation of women in higher-paid roles such as pilots, engineers and senior management. As you will see from this report this is something we are working to address.

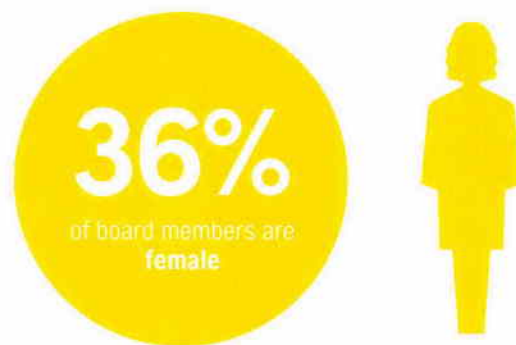
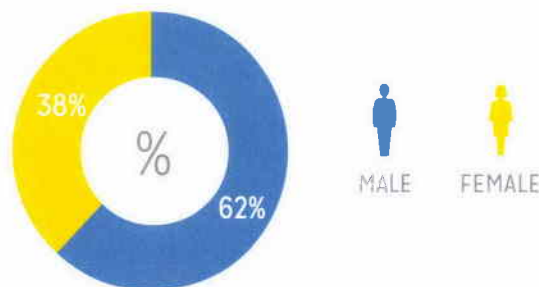
* full time equivalent

Gender make up of UK business

All UK employees:



UK Senior Managers:



EQUAL PAY

We conduct regular analysis that show male and female employees are paid equally for equivalent work. Our pay policies and practices are designed to control potential biases and to ensure equal pay for equivalent jobs, regardless of gender.



"This reports shows we have made some progress in the past 12 months on the issue of gender pay. However, we still have some way to go and I am determined to continue to champion initiatives that will give us a better balance across the organisation. As a customer-focused business, we know that a more balanced workforce at all levels brings wider perspectives and makes decisions which better reflect the customers that we serve. This will ultimately help us to build a more successful business over the longer term."

Peter Fankhauser, CEO, Thomas Cook

THOMAS COOK UK

Thomas Cook UK comprises the functions that support the business including IT, Finance, HR and Legal as well as our contact centres and Thomas Cook Sport.



Proportion of men and women receiving a bonus

MALE

42.0%



Prior year 45.6%

FEMALE

49.1%



Prior year 57.1%

Overall Gender Pay Gap

MEDIAN

15.8%

MEAN

21.4%

18.7% ← Prior year → 24.3%

Overall Gender Bonus Gap

MEDIAN

23.5%

MEAN

54.0%

19.3% ← Prior year → 38.8%

Proportion of employees in each pay quartile



UPPER

52.8%

47.2%

UPPER MIDDLE

42.5%

57.5%

LOWER MIDDLE

31.1%

68.9%

LOWER

30.5%

69.5%

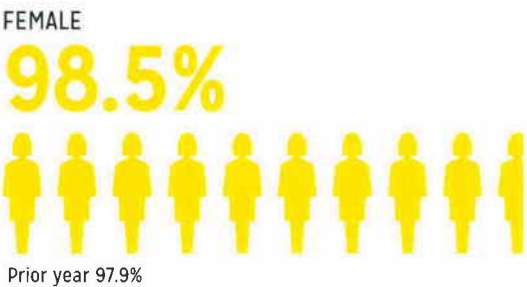
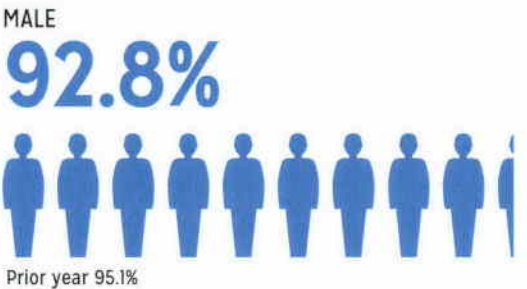
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THOMAS COOK RETAIL

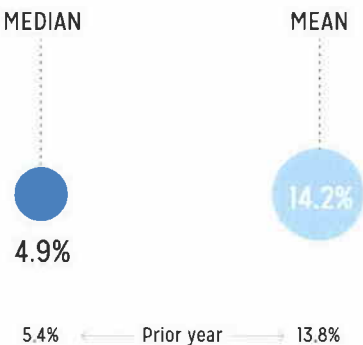
Our retail business is made up of over 587 stores. 93% of our retail employees are female.



Proportion of men and women receiving a bonus



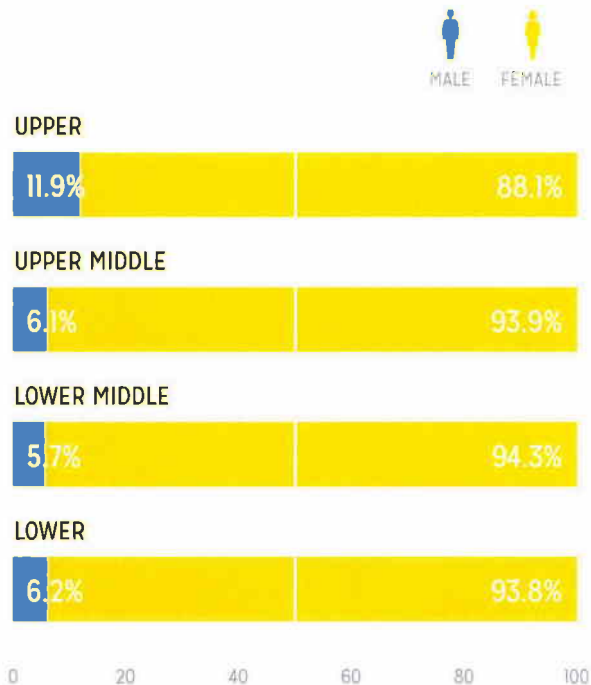
Overall Gender Pay Gap



Overall Gender Bonus Gap



Proportion of employees in each pay quartile

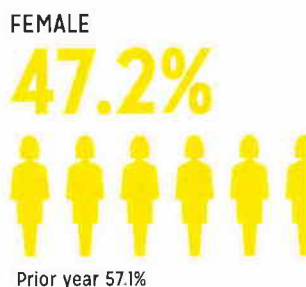
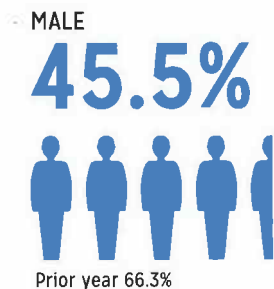


THOMAS COOK IN-DESTINATION MANAGEMENT

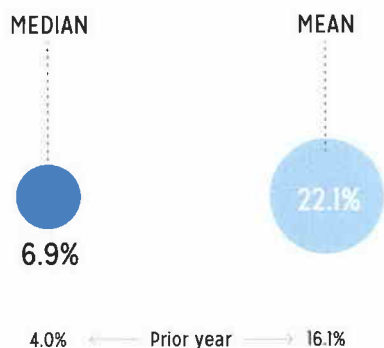
Our IDM business comprises our staff working to support our customers while on holiday including reps and support roles. 73% of our IDM employees are female.



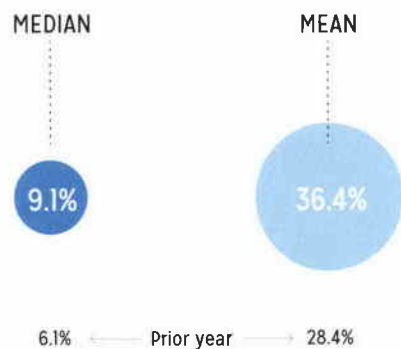
Proportion of men and women receiving a bonus



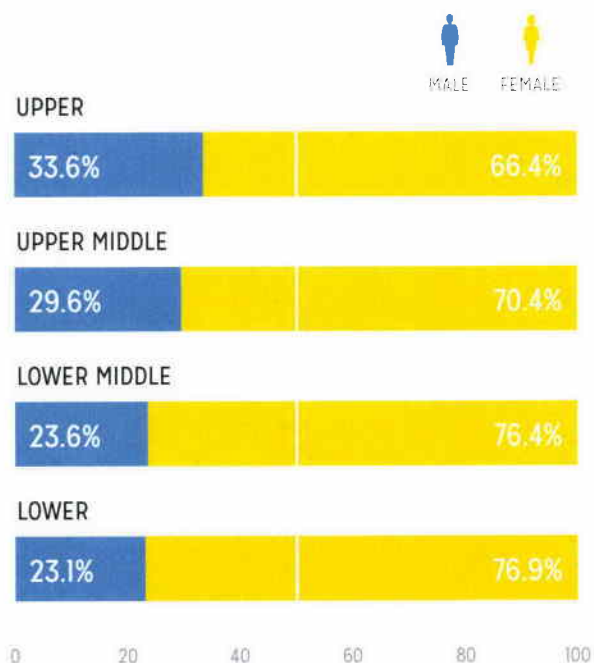
Overall Gender Pay Gap



Overall Gender Bonus Gap



Proportion of employees in each pay quartile



THOMAS COOK AIRLINES

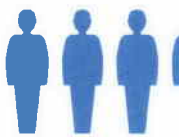
Thomas Cook Airlines includes roles such as our management, cabin crew, pilots and support functions.



Proportion of men and women receiving a bonus

MALE

31.8%



Prior year 42.4%

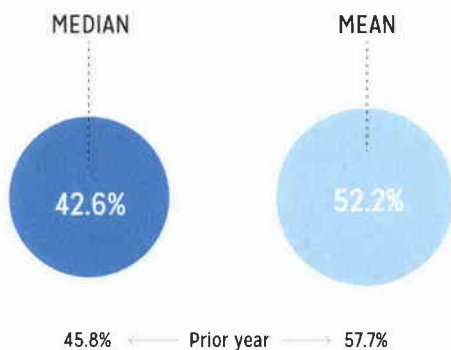
FEMALE

60.5%



Prior year 64.6%

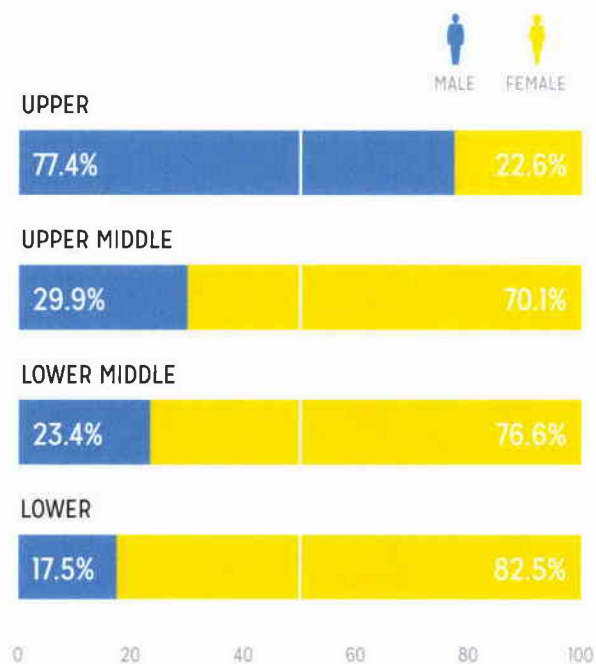
Overall Gender Pay Gap



Overall Gender Bonus Gap



Proportion of employees in each pay quartile



THOMAS COOK AIRLINES ENGINEERING

Thomas Cook Engineering includes all our engineers and maintenance staff who look after our fleet of aircraft.



Proportion of men and women receiving a bonus

MALE
5.0%



Prior year 12.5%

FEMALE
10.0%

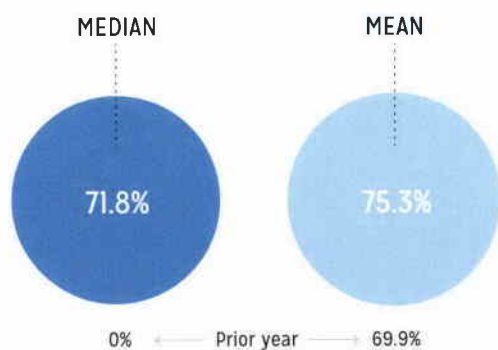


Prior year 7.7%

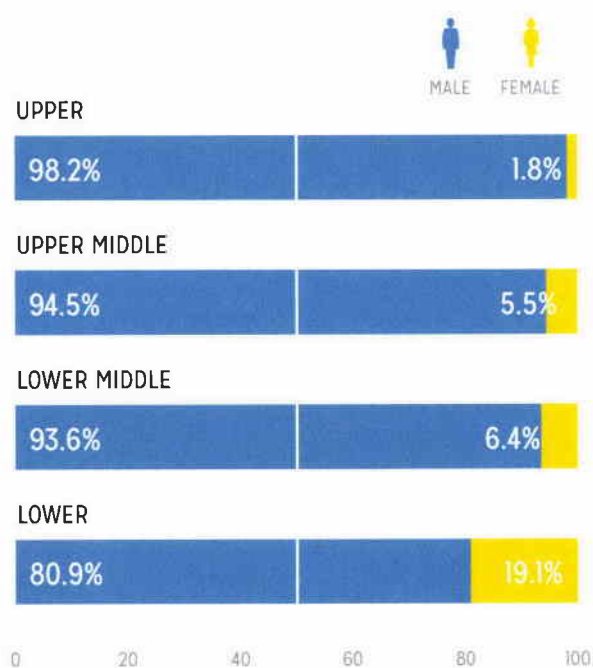
Overall Gender Pay Gap



Overall Gender Bonus Gap



Proportion of employees in each pay quartile



UNDERSTANDING OUR GENDER PAY GAP

The data in this report does not distinguish between full-time workers and part-time workers. At Thomas Cook, more women work part-time than men which skews the overall results towards men. The data does not take into account pension contribution or childcare vouchers as it is calculated on pay after salary sacrifice arrangements.

The difference in gender pay in our customer-facing operations of retail and IDM teams is due primarily to a high proportion of lower-paid roles which are generally filled by female colleagues. This compares with the higher-paid support functions in Thomas Cook UK which employ a larger proportion of men.

The median and mean pay gaps have narrowed in Thomas Cook UK and the Airline. In the last year we have made small improvements in getting a more balanced proportion of employees in each pay quartile in these parts of our business.

Only 25% of graduates in science, technology, engineering and mathematics (STEM) are women, in engineering and technology this figure is just 14%. In the UK, there is a gender imbalance across the airline aviation industry and women make up 13% of the overall STEM workforce.

Pilots are one of the highest-paid roles in our workforce. The fact that 95% of our pilots today are men has a big impact on our gender pay gap. We are doing all we can to recruit more female pilots and rise above the national average. Last year 8% of our new pilot starters were female. The direction of travel in our business is encouraging; since 2013 we have seen a 50% increase in the number of active female pilots working for Thomas Cook and we have various initiatives in place to achieve further growth.

In the last year we have increased the proportion of women in the upper and upper middle pay quartiles in the airline but still have more work to do. We have looked at the impact of various initiatives including apprenticeships, leadership training, mentoring and coaching on attracting, recruiting, developing and retaining the best people.



Thomas Cook pilot Astrid Herz and Madame Tussauds waxwork of Captain Marvel

“Although aviation historically has been a male dominated industry, this has changed dramatically over the past 15 years. Everyone has a very positive attitude about females in the profession, and it’s fantastic that young girls and boys come up to me and say how cool it is that I’m a pilot.”

Astrid Herz, Thomas Cook Airlines pilot



OUR WORK TO CLOSE THE GAP

We are working to address the gender pay gap across our business. As a large international business, we have in place a number of local equality, inclusion and diversity policies and programmes. Last year we developed a Group Diversity & Inclusion Framework which we will roll out across our business this year alongside our Group-wide Diversity and Inclusion Plan for promoting diversity.

Our Board regularly reviews talent and the way diversity is reflected across the business. Additionally, our diversity initiatives are focused on all levels of staff across the business - from apprentices to the Executive Committee.

While we have made progress, there is still some way to go, as this report shows. In the last year we have progressed on a number of significant initiatives to address the issues of gender diversity, starting at the top of the business to send a very clear signal of our commitment to the rest of the organisation:

- Introduced a range of recruitment training and processes to ensure a fair and consistent selection of talent. This includes
 - Senior management receiving unconscious bias training
 - Gender-balanced shortlists for hiring managers
 - Gender-balanced job descriptions
- Introduced gender diversity targets for members of our Executive Committee.
- Launched a Sponsoring Women to Success programme
 - 34 women are sponsored by senior leaders to build confidence, open doors, develop and encourage their careers.
- Launched the Airline Senior Female Leadership forum
 - The Forum where we bring together 30 women in our business to discuss and plan how we can support female colleagues in their development and chosen careers.
- Launched a partnership with FTEJerez to attract more female pilots through a sponsorship programme.
 - Open to all female applicants who apply to FTEJerez and they can receive a €30,000 scholarship which will go towards their training costs. The first successful applicant has started training and will graduate this year.

- Focused Airlines Engineering Apprentice Scheme recruitment on female audience through all female schools, Women into Science and Engineering campaign and media profiles.
- Record number of female apprentices recruited in 2018



WISE

campaign for gender balance
in science, technology
& engineering



“Our gender pay gap will not be solved overnight. We have put in place a variety of initiatives to foster inclusion and diversity across the organisation. We have started to see some improvements in the gender pay gaps but continue to look at ways we can drive further change that will build a better business.”

Julie Armstrong, Group HR Director