



CWT UK

GENDER PAY GAP REPORT 2021

1 March 2022



“When people are free to be their authentic selves at work, they better fulfill their potential. That’s why, at CWT, we proactively build a company culture that embraces diversity, equity and inclusion, and continue to work tirelessly to boost gender equality. From internal programs to participation in global initiatives, the work continues every day in the UK and across the globe.”

Elaine Angelini

Senior Director of Employee and Labour Relations EMEA

OUR COMMITMENT TO GENDER EQUALITY

We believe that, by taking concrete actions to further reinforce gender equality, we will make CWT even more competitive, meet our Responsible Business commitments, provide greater economic and social opportunities for both women and men, and foster sustainable development in the countries where we operate.

CWT's global commitment is demonstrated through:

- » Being a signatory of the UN Women's Empowerment Principles - Equality Means Business;
- » Appointing our first-ever female Chief Executive Officer (2021);
- » Achieving gender parity at our Executive Leadership level with 50% women;
- » Closing the gap on gender parity at a senior level, with our Global Management Team made up of 46% women, and 47% of all director-level roles and above also held by women;
- » Continuing to uphold our Global Diversity & Inclusion Charter launched in 2018;
- » Relaunching our Employee Resource Groups to amplify our commitment to doing more for diversity, equity, and inclusion;

- » Encouraging all employees to take our unconscious bias training and mandating it for our top management, HR, Legal, and Responsible Business network worldwide;
- » Specific unconscious bias guidance for recruiters and hiring managers to ensure diverse candidate pools for open positions;
- » Achieving an EcoVadis Platinum rating for the second consecutive year (2020, 2021)
- » Signing the UN Global Compact Principles and achieving a Global Compact advanced level rating for our annual Responsible Business report.

In the United Kingdom, our specific focus is:

- » Raising awareness of, and challenging, unconscious bias; and
- » Working with the wider community to attract men to Travel Counselor roles and women to Technology roles.

CWT RELAUNCHES GLOBAL EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are voluntary, employee-led workplace networks that foster a diverse, equitable, and inclusive workplace aligned with our CWT values and policies. They act as a catalyst for building an environment that embraces the culture of employees, fosters talent growth and development, and encourages meaningful community involvement. ERGs can significantly contribute to creating a space where our colleagues feel included, respected, and comfortable bringing their whole selves to work.

Several other important measures were also taken in 2021.

To support advancing more women to senior levels, CWT continues to encourage uptake of our unconscious bias training open to all employees and mandates it for our top management, HR, Legal, and Responsible Business network. Recruiters and hiring managers are trained on how to avoid unconscious bias during the recruitment process, and the company strives to ensure that the candidate pool for all open management positions includes a diverse panel of female and male candidates.

OUR GENDER PAY GAP (GPG) NUMBERS

CWT UK published its 2021 GPG results on 1 March 2022. In accordance with the UK government requirements and methodology, our mean results across our UK employee base show a GPG of **12.4%** on salaries and **-6.2%** on bonuses. CWT UK median results show a salary GPG of **20.3%** and **0.0%** on bonuses.

Removing the significant number of UK-based corporate global roles (36% of the UK workforce), and comparing like-with-like (i.e. UK-based and UK-focused roles), CWT UK's median results show a salary GPG of 17.3% and 0.0% on bonuses.

CWT's 2021 median gender pay gap, excluding UK-based corporate global roles: **17.3% (+2.2 pts vs. 2020)**

CWT's 2021 median bonus gap, excluding UK-based corporate global roles: **0.0% (-3.7 pts vs. 2020)**

2021	Median (mid-point)	Mean (average)
Gender Pay Gap – all employees with UK contracts*	20.3%	12.4%
Bonus Gap – all employees with UK contracts*	0.0%	-6.2%
Pay Gap – UK-based employees with domestic scope	17.3%	11.7%
Bonus Gap – UK-based employees with domestic scope	0.0%	38.6%

* Includes global roles with no UK-equivalent benchmark in terms of scope, responsibility or comparison, in line with UK government's requirements and methodology.

DIFFERENCE BETWEEN GENDER PAY GAP (GPG) AND EQUAL PAY

Gender Pay Gap is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women, regardless of role.

Equal pay is the right for men and women to be paid the same when doing the same, or equivalent, work.

WHAT IS DRIVING OUR GENDER PAY GAP IN THE UK?

Factors influencing the CWT UK Gender Pay Gap include the significant number and proportion of women working in lower quartile operational roles, such as Travel Counselors. These roles are largely located in regions where local market rates of pay are lower.

Additionally, there is lower female representation in our UK-based global roles, which account for 36% of the UK workforce, and mainly comprise senior global management and Technology positions in the higher salary quartiles. A significant number of these global roles are based in the capital city, and therefore reflect the higher London market rate and salary levels.

It's not equal pay that's driving our Gender Pay Gap, as we've reviewed salaries and pay policies to ensure that we offer equal pay for equal work, regardless of gender.

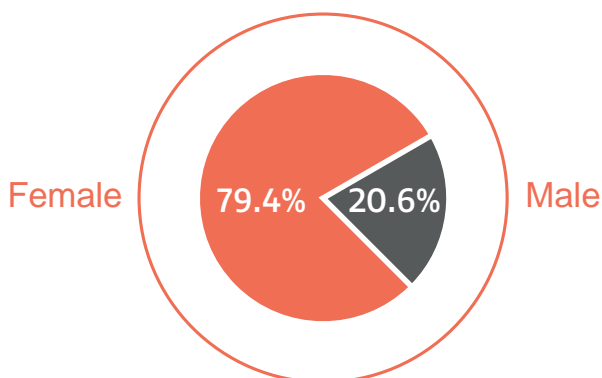
Removing those on furlough or taking unpaid leave for all or part of April 2020, in addition to those on maternity leave, reduces the full pay relevant population by **66.7%**.

PAY QUARTILES

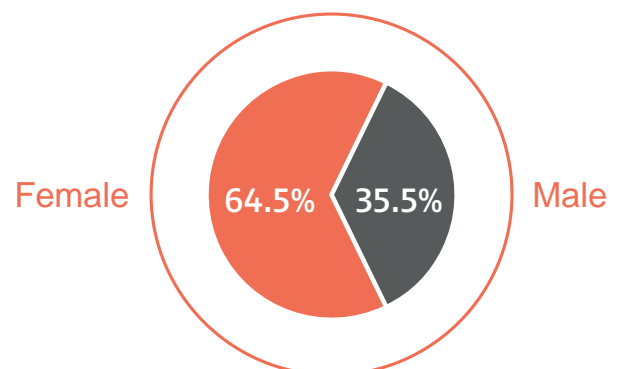
The gender distribution across our pay groups indicates that 67.8% of CWT UK's workforce is made up of women and that there are more men than women in senior roles.

PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE

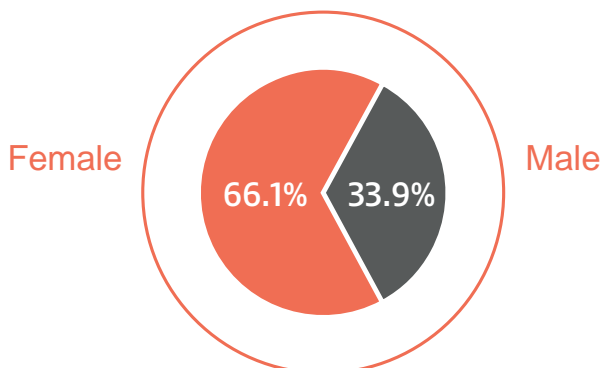
Lowest quartile



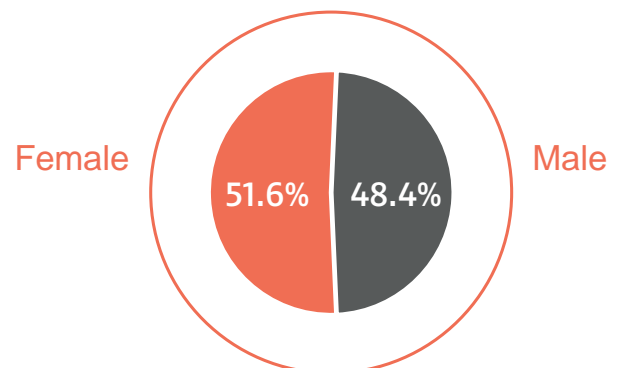
Lower middle quartile



Upper middle quartile



Highest quartile





We believe the annual GPG reporting requirement gives further impetus for businesses like CWT UK to take a careful and objective look, under public scrutiny, at the progress being made in levelling the gender playing field – and we welcome this.

DECLARATION

We confirm that our data is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Elaine Angelini
Senior Director of Employee and Labour Relations EMEA

Thank you to our employees for the use of their photos on the cover of this report:

Top row: Angela McLeary | Paul Yim | Debra Foord

Middle row: Tony Panter | Helwina Harharah | Bogdan Alexe

Bottom row: Jenine Wong | Phil Greenhagen | Sue McDonald