



APRIL 2026

Gender Pay Gap Report






A Community of Care and Belonging: Our 2025 Gender Pay Gap Report

Travel Counsellors' Gender Pay Gap Report provides an annual snapshot of where we are today, the progress we are making, and the action we continue to take to create more equitable opportunities across our business. Our aim is to ensure every colleague feels valued, supported and empowered to grow, develop and achieve their personal best.

This year's report shows encouraging progress. In 2023, the mean hourly rate of pay for men was 30.6% higher than that of women. In 2024, this reduced to 29%, and in 2025 it reduced further to 24.2%. Our median hourly pay gap has also narrowed, moving from 32.5% in 2024 to 30.7% in 2025. Our median bonus gap has reduced too, from 28.6% to 27.7% over the last year. Together, these figures show that our pay gap is narrowing and that the actions we have put in place are helping us move in the right direction.

As with many organisations, our gender pay gap is also influenced by the way roles are currently distributed across the business, with women more represented in a number of lower-paid support roles, although we are seeing this begin to improve as more men join these teams. It is also influenced by the high representation of men in specialist, highly skilled and higher paid Technology roles. While we are proud that our senior leadership community is a 50/50 split, we recognise that increasing female representation in senior and specialist technology roles remains a key opportunity and focus for us.

Grounded in our values of Care, Human, Entrepreneurial and Impact, this work is about more than one report or one moment in time. It forms part of our ongoing commitment to developing talent, supporting inclusive leadership and building a community where people feel they belong, can speak up, and have the opportunity to grow. We are committed to continuing to build on this by strengthening gender balance across the wider organisation. While we are pleased to see progress, we know there is still more to do, and we remain committed to continuing that journey together.





Introduction

Each year, we take time to reflect on our role in the conversation around gender pay differences, recognising where we have made progress as a community and where we still need to do more, both for our people and across the travel industry.

While this report is an annual milestone, the work behind it happens every day. That includes investing in talent development at all levels of the business, taking a thoughtful approach to recruitment, and highlighting flexible ways of working wherever we can. All of this forms part of our commitment to showing care across our growing global community.

We are also proud of the progress we are making in areas that will help shape a more equitable future. Travel Counsellors is increasingly being recognised as a place where tech talent can grow, supported by our work around Women in Tech initiatives. Through TC Balance, we are also continuing important conversations around gender, creating a safe space within our community for people to listen, learn and feel heard.

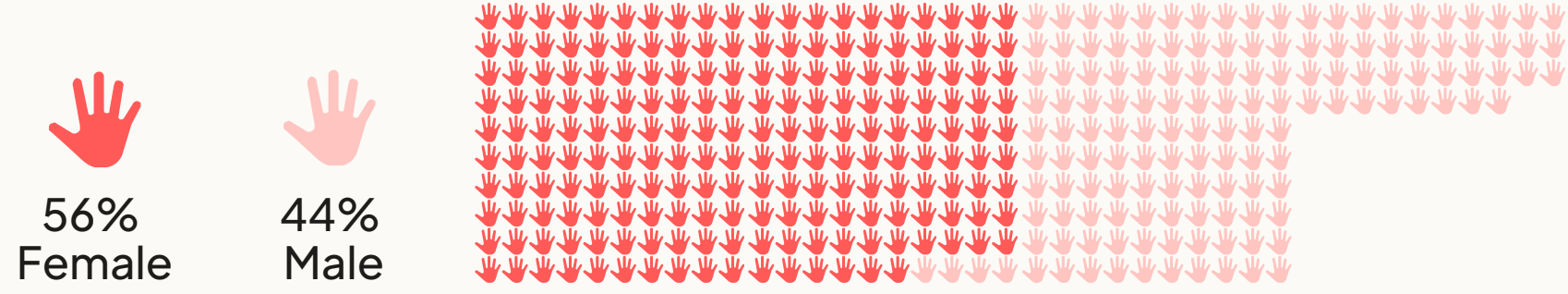
As we continue to use insights from our DE&I work to guide our goals, we remain focused on creating real opportunities for all. That means building a community where people feel able to speak up for one another, care for and support each other, and be themselves while having the opportunity to be their very best.

We know there is more to do, and we look forward to continuing that journey together.

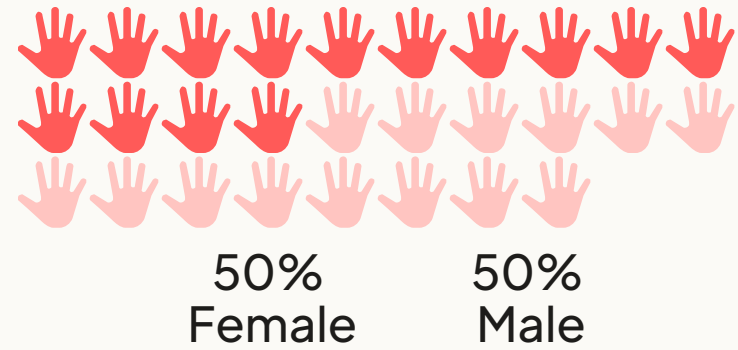
Steve Byrne
CHIEF EXECUTIVE

A snapshot of our community

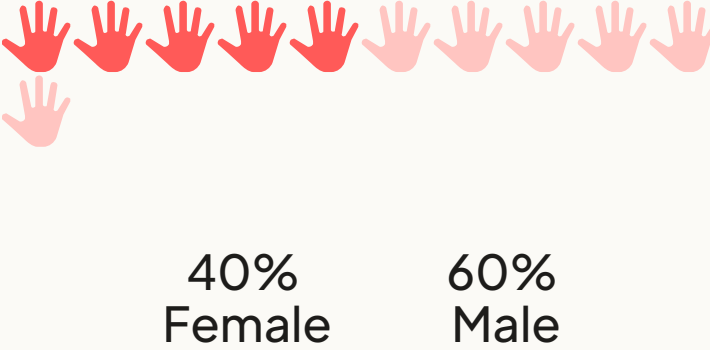
Colleague Community



Senior Leadership Community



Executive Community



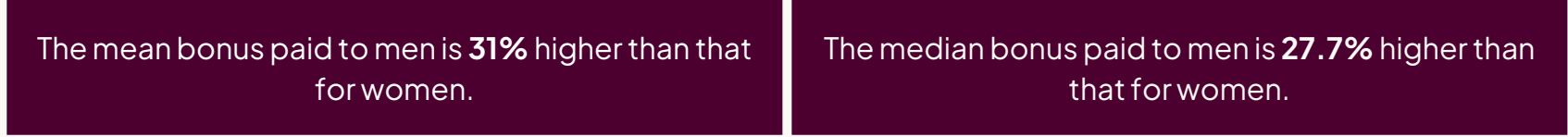
Our Gender Pay Gap



Proportion of male & female colleagues awarded bonus

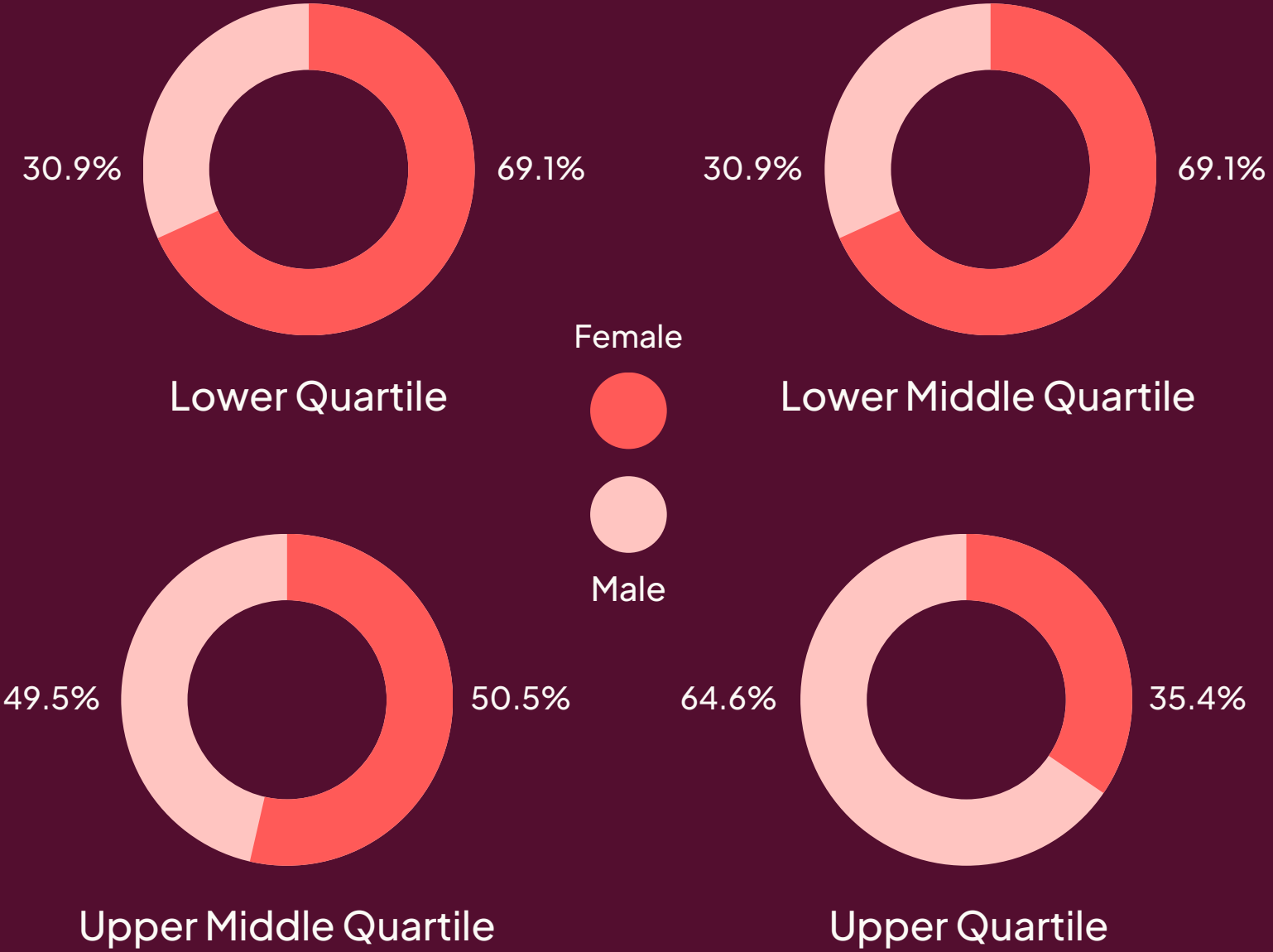


Our Bonus Pay Gap



GENDER PAY GAP REPORT

Pay quartiles



We confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. - **Steve Byrne, CEO**

This data represents the required snapshot date of 5th April 2025.

Actioning gender equity: our path forward

At Travel Counsellors, we remain committed to creating an environment where every colleague is supported to grow, develop and achieve their personal best. Through our Learning and Development activity, we continue to invest in our people in ways that reflect our values of Care, Human, Entrepreneurial and Impact.

We are continuing to focus on attracting diverse talent. Between 5 April 2024 and 5 April 2025, 120 colleagues joined us in permanent or fixed-term roles, with an almost even gender split of 51% female and 49% male. Over the past 12 months, we have also appointed four senior leaders, three of whom are women.

As referenced, our gender pay gap is largely influenced by the high representation of men in specialist, highly skilled technology roles. Since 2023, our Technology team's headcount has doubled and now represents 26% of our total workforce. Female representation within the team has remained at 19% indicating progress in attracting women into technology roles, as the proportion of women has been maintained while the team has grown; however, it remains below external benchmarks for female representation in the UK technology workforce (cited to be around 26% by [womenintech.co.uk](https://www.womenintech.co.uk)). We have also seen measurable progress in the number of men joining in support roles in the last 12 months with male representation increasing in those teams from 26% to 29% helping to contribute to a more balanced number in our lower quartiles. We continue to support gender equity through practical action, particularly when recruiting. Initiatives include using gender-neutral job descriptions, regular reviews of our people data, balanced interview panels and shortlists where possible, all contributing to our ongoing work to strengthen female representation in specialist and senior roles.

From 2024 to 2025, we promoted 33 colleagues into senior roles, with 64% of those promotions going to women. More than half of those colleagues moved into leadership roles. Through our TC Leadership Way: Coaching for Growth programme, colleagues from across the business are continuing to build the skills and confidence they need for the future. From March to October 2025, 74 colleagues completed Module Two of the programme, with women making up 64% of participants.

Alongside this, our affinity groups play an important role in creating a more inclusive and supportive experience for colleagues. Through TC Balance, we have continued to create spaces for open conversation and practical support, including our menopause café and themed sessions focused on support, nutrition and breaking down stigma. The group also hosts TC Man's Club, creating space for men in our community to support one another through open conversation. Alongside this, podcasts and storytelling that spotlight women in tech have helped raise visibility of different career paths into the technology space and signpost routes into those roles.

Through our continued focus on Learning and Development, DE&I and Talent Acquisition, we are working to create a business where opportunity is equitable, talent is supported and every colleague can thrive.



Actioning gender equity: our path forward

GENDER PAY GAP REPORT

The gender pay gap is the difference in earnings between men and women, throughout a company and across all roles and career levels. Although it can still happen, the Equality Act makes it illegal to pay people doing the same job different amounts. The gender pay gap, on the other hand, highlights the kinds of roles men and women hold within an organisation, and the different salaries associated with those roles. It exposes when women across a company are being paid less than men on average, and forces companies to confront why that's still the case. Often, that's because women are underrepresented at senior levels and in higher-paid parts of the company.

The numbers in the charts above show a snapshot of our employees' pay on 5th April 2024. You can see the average hourly rates we paid men and women on that date and the percentage difference between them.

We've also put everyone in the company into four groups (or quartiles) according to how much we pay them, and you can see the percentage of men and women in each pay quartile.

Companies that employ more than 250 people are legally required to publish a snapshot of their gender pay gap on the 5th of April each year. The data we are required to report is:

- The mean and median gender pay gap
- The mean and median gender bonus gap
- The proportion of female and male colleagues who received a bonus
- The proportion of female and male colleagues in each pay quartile

Equal Pay

This relates to the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Gender Pay

The gender pay gap is a snapshot of the difference between the average hourly pay levels of women compared to men, irrespective of their role or level in the organisation.

Median pay gap

The median pay gap is calculated by finding the midpoint in all colleagues' hourly pay and removing the lowest and highest rates of pay.

Mean pay gap

The mean pay gap is calculated by adding all colleagues' hourly pay together and dividing this by the total number of colleagues.





APRIL 2025

Gender Pay Gap Report





A Community of Care and Belonging: Our 2024 Gender Pay Gap Report

Travel Counsellors Gender Pay Gap Report maps out the results of our gender pay equity journey, with the aim to ensure that everyone in the TC community feels valued, supported and empowered.

As we continuously strive to create a community built on the values of care and trust, we recognise that our annual reflection on Gender Pay parity is not only essential, but part of an ongoing, daily, proactive approach to ensuring everyone at Travel Counsellors feels part of a caring community that enables them to not only be themselves, but be the very best they can be.



Introduction

Each year we reflect on our role within discussions around gender pay differences, recognising where we, as a community, have shown progress, as well as understanding ways where we can do more, both for our people and within the travel industry.

Whilst this may be an annual report our daily work is ongoing, such as investing in talent development at all levels of the business, approaches to recruitment and highlighting flexible working arrangements wherever we can, as part of our commitment to showing care across our global, and growing, community.

Travel Counsellors as an incubator for tech talent across the North West is fast gaining recognition through our support of Women in Tech initiatives, as is our dedicated TC Balance community group, which aims to further conversations on gender issues, providing a safe space within the community for all to listen, learn and be heard.

As we continue using vital insights from our DE&I initiatives to guide our goals, we are focussed on creating real opportunities for all, empowering a community to not only speak up for one another, but care for and support each other - a place to be yourself and be your very best self.

We look forward to continuing our journey together.

Steve Byrne
CHIEF EXECUTIVE

2024 Gender Pay Gap Report

A snapshot of our community

Colleague Community



58%
Female



42%
Male



Senior Leadership Community



61%
Female

39%
Male

Executive Community



36%
Female

64%
Male

Our Gender Pay Gap

The mean hourly rate of pay for men is **29%** higher than that of women.

The median hourly rate of pay for men is **32.5%** higher than that of women.

Proportion of male & female colleagues awarded bonus

85.6%

81%

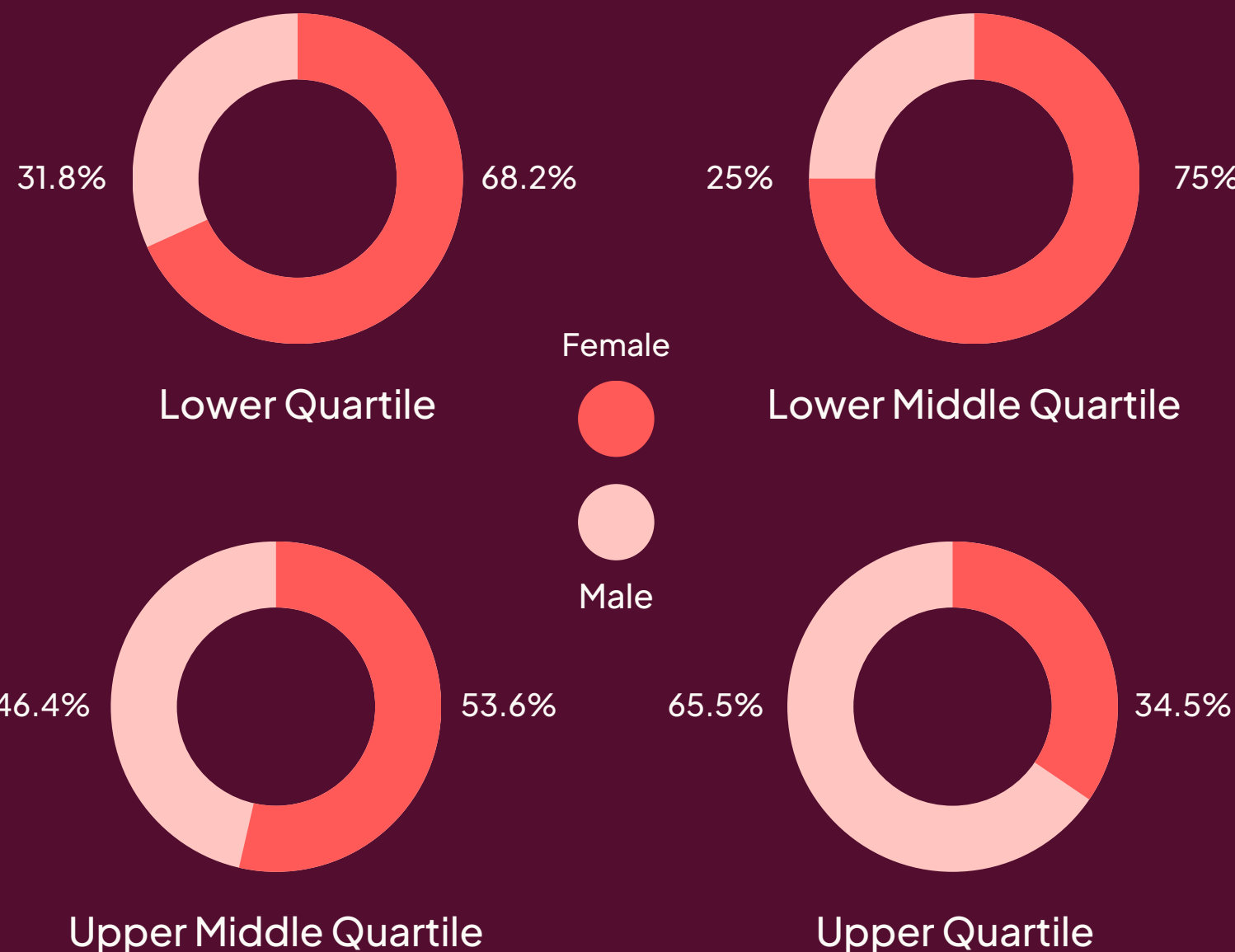
Our Bonus Pay Gap

The mean bonus paid to men is **31%** higher than that for women.

The median bonus paid to men is **28.6%** higher than that for women.

GENDER PAY GAP REPORT

Pay quartiles



We confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. – **Steve Byrne, CEO**

This data represents the required snapshot date of 5th April 2024.

2024 Gender Pay Gap Report

Actioning gender equity: our path forward

At Travel Counsellors, we are dedicated to building a gender-equitable business through initiatives that foster individual growth and align with our core values. We focus on developing leadership skills in women, and are proud to highlight that 55% of our female colleagues were selected to enhance their skills through a dedicated leadership programme, targeting rising stars and future potential. Additionally, 66% of our internal promotions and 75% of our external hires into senior roles were awarded to females. We strive to ensure equal pay for equal roles and offer benefits that respect life choices. Furthermore, we promote work-life balance through flexible working arrangements and have implemented recruitment practices that encourage diversity at all levels.

Our commitment to diversity, equity, and inclusion (DE&I) is embedded in our culture of care and belonging. We continue to invest in leadership development and talent growth, helping colleagues reach their **personal best** through career progression aligned with our values of Care, Human, Entrepreneurial, and Impact.

Through our ongoing DE&I efforts, we actively promote gender equity. This includes implementing gender-neutral job descriptions, conducting regular audits, and supporting the TC Balance affinity group, a network dedicated to promoting gender equity, fostering diverse perspectives, and ensuring equal opportunities for all genders to thrive within the workplace. We collaborate with recruitment partners to increase female representation in tech, ensuring gender balance in interview panels and talent pipelines. By prioritising flexible working arrangements and fostering diverse perspectives, we continuously monitor our gender composition to create an inclusive environment where all voices are heard, valued, and empowered.

In 2025, we are forming strategic partnerships with local universities in their technological spaces to drive our women in tech initiative, investing in tomorrow's talent today.

GENDER PAY GAP REPORT



2024 Gender Pay Gap Report

GENDER PAY GAP REPORT

Actioning gender equity: our path forward

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- The mean and median gender bonus gap
- The proportion of female and male colleagues who received a bonus
- The proportion of female and male colleagues in each pay quartile

Equal Pay

This relates to the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Gender Pay

The gender pay gap is a snapshot of the difference between the average hourly pay levels of women compared to men, irrespective of their role or level in the organisation.

Median pay gap

The median pay gap is calculated by finding the midpoint in all colleagues' hourly pay and removing the lowest and highest rates of pay.

Mean pay gap

The mean pay gap is calculated by adding all colleagues' hourly pay together and dividing this by the total number of colleagues.



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APRIL 2024

Gender Pay Gap Report





Embracing our journey towards gender equity: a reflection of our core values

Welcome to our 2023 Gender Pay Gap report, providing an update on Travel Counsellors journey towards gender pay equity.

As we navigate this path, our core values of care and human remain at the forefront, guiding our efforts to continue nurturing a balanced and inclusive community.



Introduction

Empowering people to be the very best they can be is at the very heart of everything we do here at Travel Counsellors, and this includes a determined and unwavering goal to continue to close the gender pay gap.

We're pleased to see tangible progress from previous years, and our focus on supporting and growing female talent, particularly in our Tech team, plays an essential part of growing our technology platform that supports Travel Counsellor business owners and colleagues to be the very best in the industry.

On this theme, our goal remains to not only honestly and transparently close the gender pay gap at all levels of our business, but also stand up on issues surrounding gender pay disparities amongst our friends and peers in the travel industry. Although a credible amount of work has been done, we must recognise, accept, and address in a real, human way that there will always be more to do.

We will continue on this journey, using vital insights from our DE&I report to guide our goals, and aim to show even further progress in the weeks and months to come, always with our core value of showing care to our colleagues, business owners and customers in mind, as we continue to create a special, growing and global company community with the foundation of fairness underscoring all we do.

Steve Byrne
CHIEF EXECUTIVE



A snapshot of our community

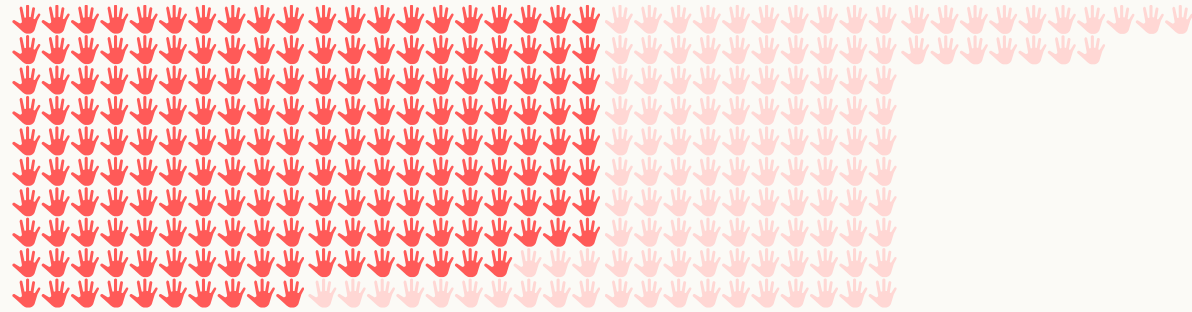
Colleague Community



59%
Female



41%
Male



Senior Leadership Community



59%
Female

41%
Male

Executive Community



40%
Female

60%
Male

Our Gender Pay Gap

The mean hourly rate of pay for men is **30.6%** higher than that of women.

The median hourly rate of pay for men is **30%** higher than that of women.

Proportion of male & female colleagues awarded bonus

100%

90.6%

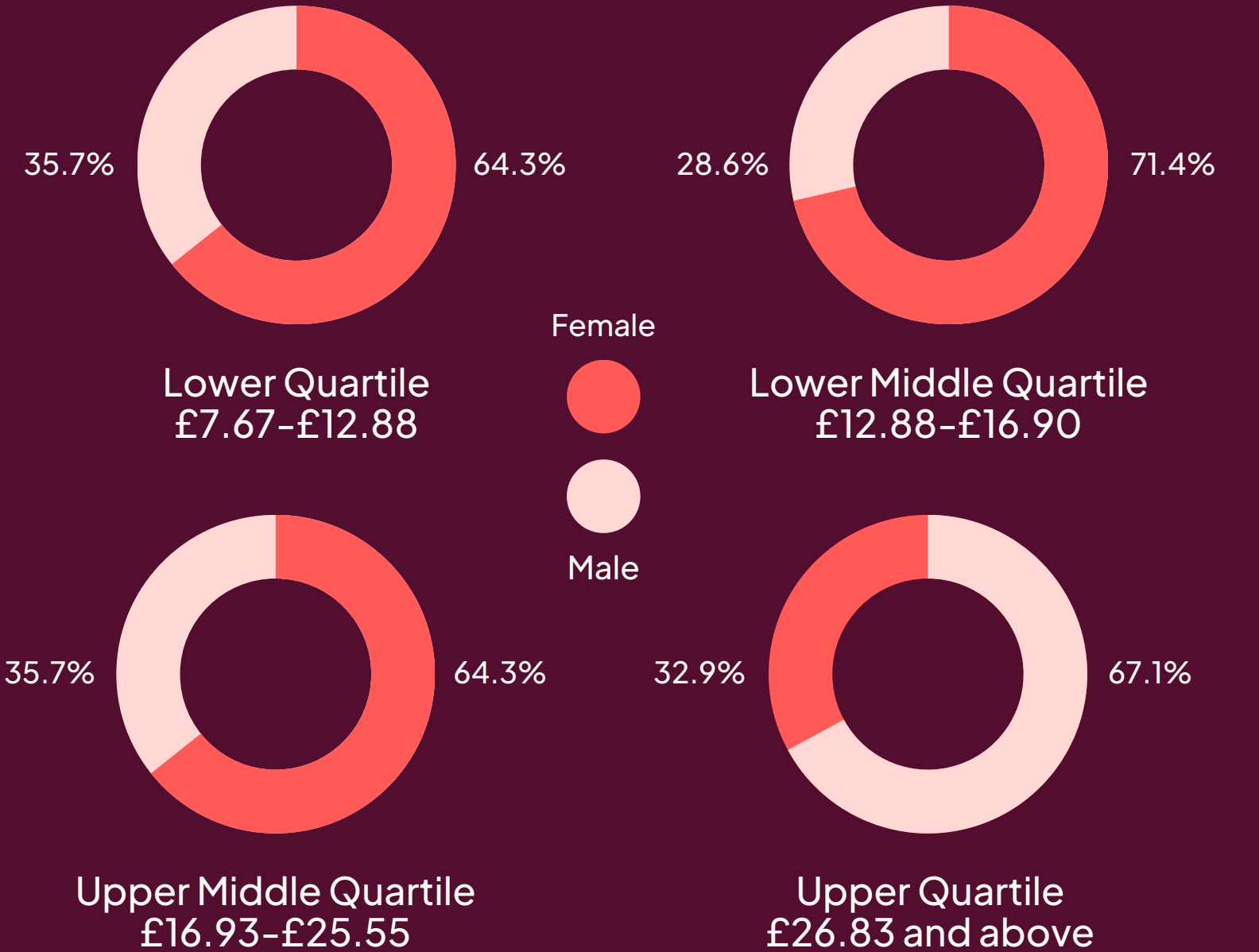
Our Bonus Pay Gap

The mean bonus paid to men is **49.7%** higher than that for women

The median bonus paid to men is **18.3%** higher than that for women

GENDER PAY GAP REPORT

Pay quartiles



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Actioning gender equity: our path forward

Our journey to a more gender-equitable business is well underway, with initiatives that celebrate our shared values and champion individual growth:

- Developing leadership skills among women through targeted programmes.
- Ensuring equal pay for equal roles with a transparent pay structure.
- Offering enhanced benefits that respect and support our team members' life choices.
- Embedding our DE&I values deeply into our company culture and practices.
- Championing flexible working to support a healthy balance for all colleagues.
- Implementing recruitment practices that encourage diversity at every level.
- Establishing partnerships to strengthen women's presence in the technology sector.
- Forming affinity groups like TC Balance to actively support gender parity.

Each of these initiatives forms an integral part of how we're building a more equitable future for everyone in our community.

At Travel Counsellors, we're dedicated to driving lasting change, not just within our own business but across our industry. We're committed to transparency and will continue to share our gender pay gap findings annually. Beyond the numbers, we're launching a long-term strategy for diversity and inclusion that resonates with our values and vision for the future.

Check out the strides we're making in gender representation and more in our latest Diversity and Inclusion report. Your perspectives are invaluable to us—if you have thoughts to share, we're all ears.

GENDER PAY GAP REPORT





Actioning gender equity: our path forward

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