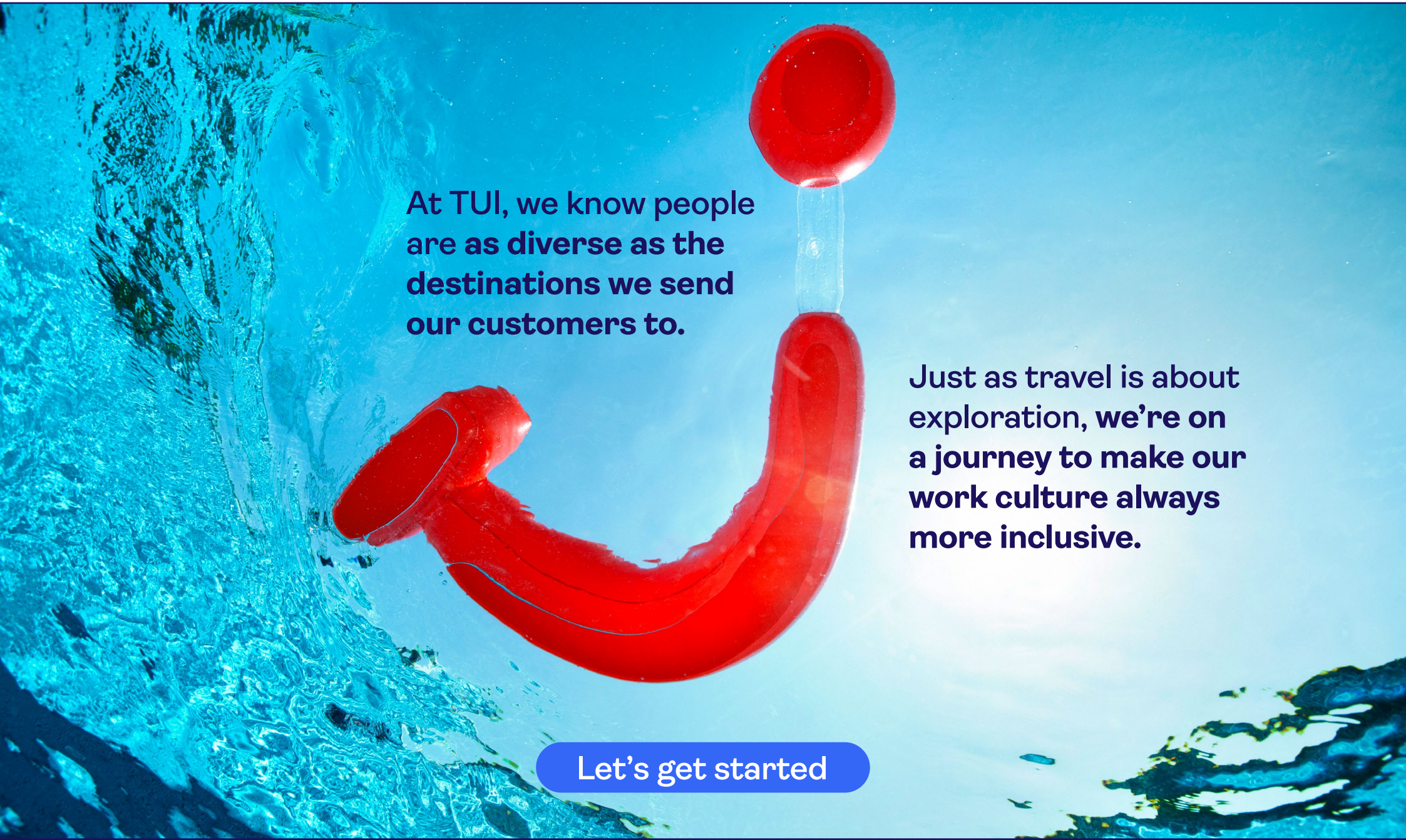
TUI UK Gender Pay Gap
Report 2023/24



TUI UK Gender Pay Gap
Report 2023/24

Diversity matters at TUI Group wide

We know people are as diverse as the destinations we send our customers to. Just as travel is about exploration, we are on a journey to make our work culture more inclusive. Therefore, we maintain our DEI vision of ***"Come as you are"*** at TUI.

Our most recent internal engagement results show that 83% of colleagues feel comfortable being themselves at TUI. This is a continued improvement on last year, but we know we have further opportunities. It's not enough just to turn up every day; We need to feel we belong and we can only do this if we can be our unique selves at work. We need to create the conditions that allow everyone to flourish. We need to lead by example and celebrate our differences and the possibilities that diversity brings.

To do this, we have a global approach to DEI with three focus areas and a set of clear targets across TUI to ensure we can achieve our ambitions:

People and culture: We want to attract, recruit, develop and retain the best talents to reflect a diverse workforce throughout the TUI organisation.

Inclusive leadership: We create a work environment where we have trusted leaders, and all colleagues feel like they belong, are valued and are engaged to achieve exceptional results.

Engaging communities: We represent the diverse communities we serve through our communication, our products, partnerships and our investments.

Across the UK, 11,937 colleagues are employed on the snapshot date of 05 April 2024, across our four largest employing entities. These are **TUI UK Ltd**, **TUI Airways Ltd**, **TUI Retail Ltd** and **TUI Travel Group Solutions Ltd**.

This report illustrates pay information for these four employing entities. The data is based on hourly rates of pay as at the snapshot date of 5 April 2023 and bonus payments paid in the year prior to 5 April 2023 to all relevant employees.

TUI UK Gender Pay Gap
Report 2023/24

Pay Quartiles

TUI UK Ltd

	MALE	FEMALE
UPPER	45.8%	54.2%
UPPER MIDDLE	32.8%	67.2%
LOWER MIDDLE	24.1%	75.9%
LOWER	21.7%	78.3%

TUI Airways Ltd

	MALE	FEMALE
UPPER	92.1%	7.9%
UPPER MIDDLE	44.4%	55.6%
LOWER MIDDLE	34.4%	65.6%
LOWER	21.0%	79.0%

Our gender pay gap is mainly due to the number of males in the upper pay quartile roles, and number of females in the lower quartile roles across our head office and airline. We will improve our gender pay gap by addressing these gender imbalances and are taking positive action to attract more pilots and engineers who are female, as well as more cabin crew who are male.

Alongside this, we are focusing on our female leadership representation in line with our global female in leadership target of 35%, which is an important part of our global DEI ambitions. We continue to focus on attraction and retention of females into a career in aviation, STEM and into leadership roles across TUI.

Snapshot date of 5 April 2024.

Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

Snapshot date of 5 April 2024.

Pay Quartiles

TUI Retail Ltd

	MALE	FEMALE
UPPER	8.9%	91.1%
UPPER MIDDLE	7.0%	93.0%
LOWER MIDDLE	8.0%	92.0%
LOWER	7.0%	93.0%

TUI Travel Group Solutions Ltd

	MALE	FEMALE
UPPER	83.3%	16.7%
UPPER MIDDLE	67.7%	32.3%
LOWER MIDDLE	69.8%	30.2%
LOWER	53.8%	46.2%

Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

Linked to our commitments did you know that we have...

Introduction of a global DEI calendar, with a calendar of events supporting our colleagues, including International Women's Day (IWD), Race Equality Week and Pride Month. On IWD we celebrated with an all-female TUI flight including pilots, cabin crew, customer airport representatives, station operation coordinators and ground operations departing from London. We also arranged a successful TUI-wide broadcast where inspirational female colleagues spoke on the theme of ***#InspireInclusion***, speaking of the importance of inclusion and how we can create a more equitable environment, inspiring females into male dominated roles within TUI.

Following the family policy enhancements made last year, the average length of maternity/adoption leave has increased from six months to ten months, and the percentage of colleagues not returning after maternity/ adoption leave has dropped from 11.3% to 0.4% in the last year.

Our female pilot community is growing, now at 7%, above the UK average of 5%. We saw a 91% increase in female applications for our most recent Multi-Crew Pilot license (MPL) cadets programme in the UK and 16% of the successful candidates were female.

In 2024 our Women in Data colleague network held the first TUI inspiration session in partnership with the Girls in Data organisation, to tech, inspire and encourage female secondary school students into a future STEM career.

TUI's Talent Acquisition team rolled out a number of initiatives to positively impact gender pay gap and foster inclusivity, including:

- a global DEI statement across all job adverts
- introducing diverse interview panel guidelines
- introduced potential-based interviews and transparent questions
- delivered unconscious bias training for hiring managers and assessors
- through social media, highlighted female leaders and their career pathways

Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

Linked to our commitments did you know that we have...

Increasing our DEI focus throughout emerging talent recruitment campaigns, we have seen a 49% increase of females on UK apprenticeship programmes overall. 44% of STEM apprentices are female, which is an 19% increase YoY.

DEI live sessions were delivered in 2023/24, including Supporting Parents & Carers in the Workplace & Microaggressions. We had 512 UK leaders complete a combination of leadership sessions, including Inclusive Leader and Leading with Empathy & Vulnerability. Globally in 2023/24, 48% of leadership programmes were completed by females, 10% of which have gone on to secure a more senior role.

TUI UK has launched a specialised leadership programme to support career aspirations of women. Women into Leadership Learning is an 18-month programme mapped to an industry recognised apprenticeship. It includes interactive workshops such as operational management, leadership, business finance skills, risk management, imposter syndrome, DEI and more

Introduced a diverse reverse mentoring program, where Directors were mentored by junior-level, diverse employee network leads. Topics alongside others included menopause, gender, sexual orientation, parenting, and carers. Exploring a wide range of these subjects meant the senior leadership team gained deeper insights into the challenges women may face in the workplace. It's enabled more meaningful understanding and support for female career progression.

TUI Technology (of which TTGSL is part of) has partnered with Code First Girls, a globally operating organisation that empowers women and non-binary people through free Tech education. TUI Technology is also Active in Women in Tech community with UK finalists in the Women in Tech excellence awards, celebrating and recognising female leaders.

Back to Start

Back | Next

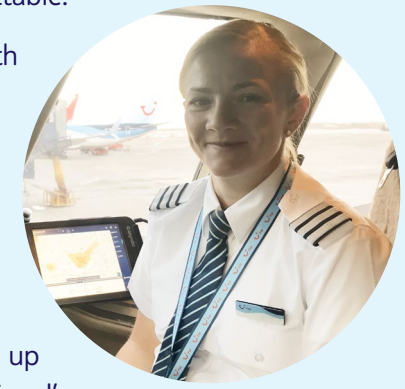
TUI UK Gender Pay Gap
Report 2023/24

Female Careers in TUI Airways

I am currently a first year Aircraft Engineer Apprentice at TUI, located in a hangar maintenance base. I always knew engineering was the career path I wanted to take, until college, where I dove into Aircraft Engineering which interested me even more! In a field that would be previously looked at as traditionally male dominated, it is great to see that more and more women are getting involved in the industry, which motivated me even more to follow my dream.

I'm studying towards my required theory work before starting my hands on experience within the hanger, where I will help maintain live TUI aircraft. The great thing about this apprenticeship is the chance to gain vital knowledge and exposure that you wouldn't get from a book. This prepares you to qualify as an A-Licensed engineer at the end of the 4 years!

As a 737 Captain with TUI, I've had the privilege of working within the airline for nine years, spending the past year in command. My career has given me incredible experiences, from flying a jet around the world to witnessing the Northern Lights from the flight deck and even visiting Santa in Lapland. These moments have made my time in aviation truly unforgettable.



TUI has provided me with opportunities beyond flying. In addition to my piloting duties, I assist with fleet operations, a role that is both varied and rewarding.

While female pilots make up a minority of the profession, I've always found the industry to be inclusive and welcoming. I've been fortunate to have strong female role models along the way, many of whom have become lifelong friends. It's inspiring to see more women entering aviation and realizing that it's a career open to everyone, regardless of gender. While I'm proud to be a female pilot, I consider myself simply a pilot – just like any other.

Over the past 9 years with TUI Airways, currently as a 737 Captain, I have had the privilege of experiencing a diverse and rewarding career in aviation. From becoming a Captain over a year ago to being fortunate to work in a variety of roles in Training, Fleet Operations, Sustainability, Recruitment and Peer Support, my journey has been shaped by a passion for flying and a commitment to continuous learning. Each role has provided me with unique opportunities to focus on safety, efficiency, the customer experience and developing the next generation of pilots.

Having faced challenges and worked hard to become a pilot, I understand the importance of perseverance and resilience and am passionate about ensuring that other aspiring pilots, particularly women, feel empowered to pursue their dreams and make their mark in the skies.

As I continue to grow in my career, I remain committed to supporting new initiatives within aviation, supporting my peers, and being an inspiration for the next generation of pilots. It is about more than just flying—it's about creating opportunities for all, championing change, and proving that with hard work, passion, and dedication, anything is possible.

Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

Pay Metrics

TUI UK Ltd

Differences between male and female	MEAN		MEDIAN	
	2023/24	vs. 2022/23	2023/24	vs. 2022/23
Female hourly rate of pay	**24.90%** (lower)	▲**-0.9%**	**29.62%** (lower)	▼**1.5%**

TUI UK Retail Ltd

Differences between male and female	MEAN		MEDIAN	
	2023/24	vs. 2022/23	2023/24	vs. 2022/23
Female hourly rate of pay	**0.79%** (lower)	▲**-1.8%**	**-0.52%** (higher)	▲**-1.0%**

Movement YoY: ▲ = Better ▼ = Worse

Did you know...

...we have taken positive action in association to the real living wage over the past few years, this has positively impacted our retail hourly pay.

This report measures the difference between the individual earnings of all males and females, no matter what role they perform. This is not an illustration of equal pay for equal work. There has been legislation outlining equal pay obligations in the UK for many years and we ensure we pay our employees according to their role, regardless of their gender or ethnicity.

Snapshot date of 5 April 2024.

Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

Pay Metrics

TUI Airways Ltd

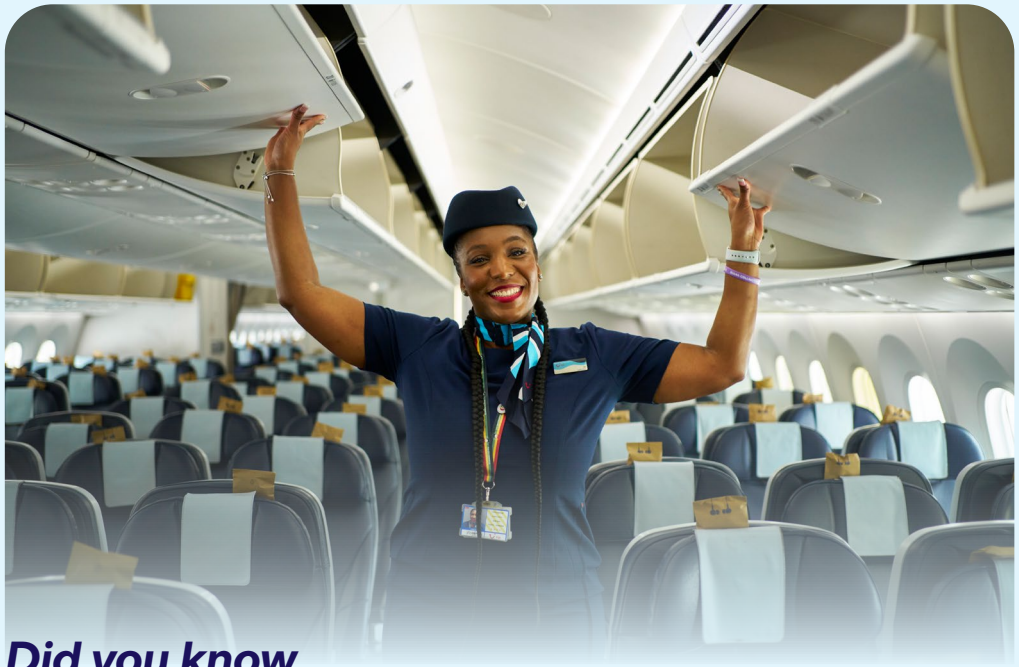
Differences between male and female	MEAN		MEDIAN	
	2023/24	vs. 2022/23	2023/24	vs. 2022/23
Female hourly rate of pay	**54.96%** (lower)	▼**0.5%**	**45.21%** (lower)	▼**0.4%**

TUI Travel Group Solutions Ltd

Differences between male and female	MEAN		MEDIAN	
	2023/24	vs. 2022/23	2023/24	vs. 2022/23
Female hourly rate of pay	**13.08%** (lower)	▲**-0.2%**	**-12.60%** (lower)	▼**1.0%**

Movement YoY: ▲ = Better ▼ = Worse

Please note: *this is a measure of the difference between the individual earnings of **all** colleagues within the TUI entities included, no matter what role they perform.*



Did you know...

...our salaries for our pilots, cabin crew and engineers are collectively agreed and we operate a transparent pay framework that is applied equally irrespective of gender

Snapshot date of 5 April 2024.

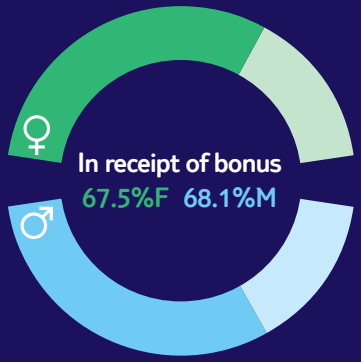
Back to Start

Back | Next

TUI UK Gender Pay Gap
Report 2023/24

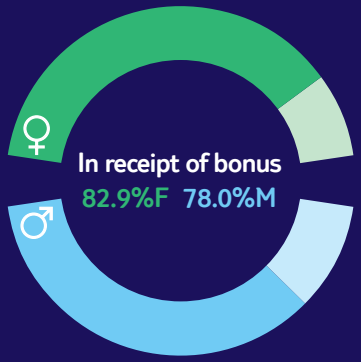
Bonus Metrics

TUI UK Ltd



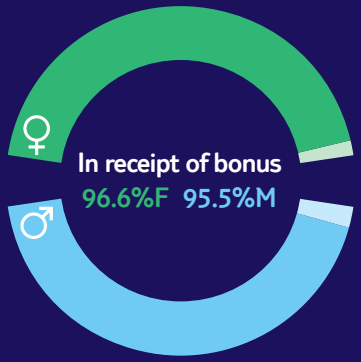
Differences between male and female	MEAN	MEDIAN
Bonus payment	▲54% (lower)	▲35% (lower)

TUI Airways Ltd



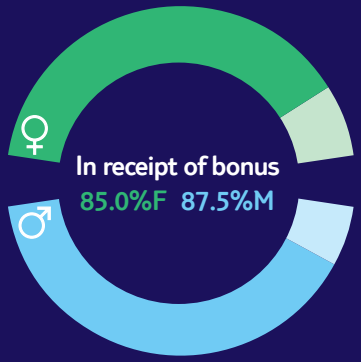
Differences between male and female	MEAN	MEDIAN
Bonus payment	▲-9% (higher)	▲-17% (higher)

TUI Retail Ltd



Differences between male and female	MEAN	MEDIAN
Bonus payment	▲13% (lower)	▲16% (lower)

TUI Travel Group Solutions Ltd



Differences between male and female	MEAN	MEDIAN
Bonus payment	▼15% (lower)	▼39% (lower)

Movement YoY: ▲ = Better ▼ = Worse

In 2023 we enhanced our Colleague Bonus Scheme to expand eligibility to all role levels. Therefore, this year, you will see a large increase in the number of colleagues in receipt of a bonus. Whilst we have an equal proportion of males and females in receipt of a bonus payment overall, you will see a gap in bonus value because we have a higher proportion of males in the upper pay quartile roles than females.

Snapshot date of 5 April 2024.

Back to Start

Back