

A high-angle, top-down photograph of a diverse group of approximately ten people of various ages and ethnicities. They are arranged in a circle on a wooden floor, with their hands raised in the center, palms facing up, in a gesture of unity or teamwork. The lighting is warm and natural, creating a positive and collaborative atmosphere. The people are dressed in casual to business-casual attire.

**FLIGHT CENTRE**  
TRAVEL GROUP™

**DIVERSITY,  
EQUITY &  
INCLUSION**  
2022 REPORT

# TABLE OF CONTENTS

Introduction .....	1
Our Team .....	2
DEI Measurements .....	3
- Setting the Benchmark.....	4
- Employee Inclusion Survey .....	5
- Supplier Diversity.....	9
Inclusive Recruitment.....	10
DEI Education.....	11
Employee Resource Groups.....	12
Additional DEI Initiatives.....	18
Looking Ahead.....	19
Contact.....	20





# INTRODUCTION

**Flight Centre Travel Group is committed to improving diversity and inclusion within our workplace as we forge our path forward to create real, lasting change within our company. As a global travel industry leader, we also have a responsibility to help effect change to the sector and we are committed to doing just that.**

We acknowledge that social injustice exists in the travel industry, and within the communities that our industry impacts. We place equality and equity at the top of our agenda. We will strive to do our part to eradicate the systemic discrimination of marginalized communities within the travel industry.

Equal rights are central to the way we operate. We stand with the communities who are discriminated against because of race, disability, gender identity, sexuality, religion, neurotype, body shape, age, parent status, and other marginalized identities.

In early 2022, Flight Centre Travel Group Americas chose three core DEI focuses for our 2022-2023 fiscal year:

1. Providing comprehensive DEI learning opportunities
2. Implementing more bias-interrupting recruitment practices
3. Establishing and supporting Employee Resource Groups

In the pages that follow, you will find a snapshot of the actions we have taken to date to measure and improve diversity, equity, and inclusion at FCTG. The scope of this report (and our DEI strategy in general) ranges from customer experiences to supplier relations to workplace learning and beyond. We recognize systemic issues require systemic responses.

We're proud to share the progress we made together in 2022 towards this fiscal year's three core focuses (plus others). Ongoing, transparent reporting is essential to our commitment to dismantle barriers to equity for our people, our customers, and our communities. I wish to personally thank you for reading this report. By doing so, you've become a part of our efforts.



EMESE GRAHAM  
DIVERSITY, EQUITY & INCLUSION MANAGER

# OUR DEI TEAM



**Emese Graham** *(She/Her)*  
Diversity, Equity & Inclusion Manager, Americas



**Teresa Rolack** *(She/Her)*  
Racial Equity ERG Coordinator



**Chelsea Eaton** *(She/Her)*  
Accessibility ERG Coordinator



**Kate Neufeld** *(She/Her)*  
Gender Equity ERG Coordinator



**Pamela Gonzalez** *(El/Ella/She/Her)*  
Diversity Ambassador, Mexico & LATAM



**Daniel Baker** *(He/Him)*  
LGBTQ2+ ERG Coordinator



**Chris Garrard** *(He/Him)*  
Environmental Justice ERG Coordinator



# DEI POLICIES & EMPLOYEE GUIDES

## AMERICAS DIVERSITY POLICY

Communicates our commitment to equal opportunity and providing guidance on available employee support.

## ANTI-HARASSMENT POLICY

Prohibits discrimination and harassment and communicates our clear procedure for reporting complaints.

## DRESS CODE POLICY

Provides guidance on professional appearance in a way that encourages employees to dress in a manner that reflects their identity and cultural background, while giving extra consideration for disabled employees who may need workplace accommodations related to their dress.

## DIVERSITY DAY POLICY

FCTG Americas employees are given an additional paid day off which can be used to observe any meaningful holiday or cultural celebration of their choice.

## COSTUMES, CULTURES & WORKPLACE EVENTS EMPLOYEE GUIDE

Provides education on cultural exchange, cultural appropriation, and closed cultural practices. Provides guidance for planning respectful workplace gatherings.

***“Cultivating a workplace culture where all of FCTG Americas’ people can thrive doesn’t happen by accident. With clear policies and helpful employee guides, our commitment to diversity, equity, and inclusion stands on a solid foundation.”***

CRYSTAL SANTOSUOSSO (SHE/HER)  
AMERICAS HR LEADER



# SETTING THE BENCHMARK

- **Global Diversity Equity and Inclusion Benchmark**, created by The Centre for Global Inclusion.
- **BenchmarkABILITY®**, developed by the Rehabilitation Research and Training Center on Employer Practices Related to Employment Outcomes Among Individuals with Disabilities, in partnership with Cornell University.
- **The Global Toolkit for Change: Assessing LGBTQI+ Inclusion in Your Workplace**, developed by Out&Equal
- **Tool for Organizational Self-Assessment Related to Racial Equity**, developed by the Coalition of Communities of Color.
- **The Global Inclusion Index**, created by Seramount.

***“It’s essential that our DEI strategy is informed by best practices in the discipline, especially those that are developed by equity-deserving groups. In spring of 2022, we conducted our first annual DEI benchmarking assessment using a series of tools created by third-party organizations. This exercise gives our executive leaders high visibility on our areas of strength and growth related to racial equity, LGBTQ2+ inclusion, gender equity, and accessibility. It also serves as one of our key measurement tools for our progress over time.”***

EMESE GRAHAM  
DEI MANAGER



# EMPLOYEE INCLUSION SURVEY: OVERVIEW

## SURVEY RESPONSE RATES

36%

Canada employees

37%

USA employees

## WHAT DID WE MEASURE?

### Demographics

- Age, Gender, LGBTQ2+ Identity, Race
- How do our workplace demographics change over time?
- How do our workplace demographics compare to Canada and USA workforce populations in general?

### Employee Sentiment

- Employee sense of inclusion, belonging, and opinion of DEI commitments
- How does sentiment about our organization with respect to DEI change over time?
- Are there any aspects of employee sentiment that are troubling?
- Employee sentiment disaggregated by demographics
- Employee sentiment by age, gender, LGBTQ2+ identity, and race
- Are there differences in sentiment between groups?
- Are there some aspects of DEI that are sticking points for certain groups?



# USA KEY INSIGHTS

## AREAS OF STRENGTH

**1.6X** LGBTQ2+ survey respondent representation compared to American population

**70%** of senior leader survey respondents self-identified as women

**24%** of survey respondents self-identified as a Person of Colour, compared to 23% of the American national workforce.

**92%** of survey respondents agreed with the statement "I feel comfortable asking for help at work if I need it."

**86%** of survey respondents agreed with the statement "I feel like I belong at Flight Centre Travel Group."



No significant difference in sentiment between survey respondents who self-identified as a Person of Color versus those who self-identified as White



No significant difference in sentiment between survey respondents who self-identified as LGBTQ2+ versus those who self-identified as cisgender and heterosexual



No significant difference in sentiment between survey respondents who self-identified as a Person of Color versus those who self-identified as White

## AREAS FOR GROWTH



Only 54% of survey respondents agreed with the statement "I believe promotion decisions are fair at Flight Centre Travel Group."



Only 67% of survey respondents who self-identified as LGBTQ2+ agreed with the statement "I believe that diversity is important to the leaders at Flight Centre Travel Group." compared to 79% of survey respondents who self-identified as cisgender and heterosexual.



# CANADA KEY INSIGHTS

## AREAS OF STRENGTH

- 3X** the LGBTQ2+ survey respondent representation compared to the Canadian population.
- 4X** the LGBTQ2+ survey respondent representation for Area Leader and Senior Leader positions compared to the Canadian population.
- 50%** of survey respondents who self-identified as a senior leader were women, and 50% were men.
- 18%** higher survey respondent representation of People of Colour compared to the Canadian population.
-  No significant difference in sentiment between survey respondents who self-identified as LGBTQ2+ versus those who self-identified as cisgender and heterosexual
- 91%** of survey respondents agreed with the statement "I feel comfortable with asking for help at work if I need it."
- 90%** of survey respondents agreed with the statement "I feel like I can be myself around colleagues and leaders."

## AREAS FOR GROWTH

-  Only 23% of survey respondents who self-identified as a Person of Colour reported an overall positive sentiment score compared to the 78% of survey respondents who self-identified as White.
-  Only 63% of survey respondents agreed with the statement "I believe promotion decisions are fair at Flight Centre Travel Group."
-  Only 60% of survey respondents who self-identified as women agreed with the statement "I believe promotion decisions are fair at Flight Centre Travel Group."





# OUR LEARNINGS

“We’re working toward creating an organization in which everyone has a strong sense of belonging and a clear pathway for Brightness of Future. It is our hope that gender, race, age, disability, and sexuality will not be reliable predictors of a person’s success anywhere in the world, including within our company. In fact, one of our key philosophies at Flight Centre Travel Group is egalitarianism and unity.

Collecting both quantitative and qualitative data about our workforce allows us to build specific, informed strategies for closing possible gaps in equity and inclusion. The data from our 2022 employee inclusion survey has shown us our current strengths, and where we can prioritize resources for improvement. As part of our next steps, we will conduct an audit of middle and upper management roles to identify any possible sources of structured or unconscious bias. Additionally, we will leverage our Employee Resource Groups to help strengthen a sense of community and career support for equity-deserving demographic groups in our workforce.”



EMESE GRAHAM (SHE/HER)  
DIVERSITY EQUITY INCLUSION MANAGER

“We have a responsibility to put a credible focus on fostering a diverse environment and inclusive culture for our people because by doing so, we are creating better outcomes for all of us.

Data-informed DEI strategies are key to the success and sustainable growth of our businesses and our teams. We will only perform better, innovate more and have greater opportunities when we accept, support and celebrate our differences while holding space for acceptance and understanding.”



LISA BAKER (SHE/HER)  
AMERICAS PEOPLE AND CULTURE LEADER



# SUPPLIER DIVERSITY

Our vision for diversity, equity, and inclusion extends to the business relationships we develop in our industry. By tracking and expanding our partnerships with equity-deserving groups, we hope to help cultivate:

- Outstanding travel experiences for a wider range of customers
- A post-COVID travel industry that rebuilds itself equitably
- Supplier networks that our people feel proud of

## CORPORATE TRAVEL

We have launched a corporate travel supplier scorecard to monitor our partners' diversity efforts. This will allow us to better review their Diversity & Inclusion policies, measure key metrics, and manage customer initiatives as well as our own. Our corporate brands have also established a rating system whereby diverse suppliers would receive a higher score in our own procurement process.

Additionally, we provide an opportunity for our US-based corporate travel suppliers to voluntarily disclose their status as a certified 51% diverse/minority-owned business enterprise.

## LEISURE TRAVEL



"Our BIPOC-owned product range has been an important and successful addition to what we're able to offer our customers. As the portfolio continues to grow, we're able to give our customers the option and knowledge that the property they're booking supports local communities and ownership."

BRIAN MCLAREN (HE/HIM), EVP, FLIGHT CENTRE CANADA

At Flight Centre Travel Group, we believe travel can and should make the world a better place, and we want to do our part to support communities who have been negatively affected by tourism. By connecting more of our travellers with BIPOC-owned businesses around the world, we hope to contribute to a more fair and sustainable travel industry.

**During our 2022 financial year, we tracked a spend of US \$32.2M with 3,485 suppliers who self-disclosed as diverse/minority-owned business enterprises. This represents a 152% increase from our 2021 spend.**

**In 2022, our BIPOC collection of travel experiences included 183 properties across Canada, Mexico, USA, and the Caribbean.**

**We helped 926 travellers book their trip with a BIPOC-owned business.**

Driven by the power of **connection**, we work with the best people on the planet to open up the world for those who want to see.

We **thrive** through development, collaboration, and our spirit of egalitarianism.

We challenge ourselves, adapt, and make bold **moves** into the unknown.

We **give** back to the communities where we work, live, and travel.

We celebrate, **reward**, and recognize our people.

We **support** you on your journey both personally and professionally.

We believe in a world where everyone is respected, valued, and heard.

We believe in people. We believe in you.

We will change the world one trip at a time. We are Flighties.

Whoever you are, wherever you're from welcome.

**#proudtobefctg**

# INCLUSIVE RECRUITMENT

Our people are our number one philosophy at Flight Centre Travel Group, and during the course of this fiscal year we have considered how we can create a strong sense of belonging for all our employees from the moment they consider joining our team. Our equitable recruitment initiatives cover the following three pillars: inclusive job postings, expansive job advertising, and standardized candidate evaluations.

## INCLUSIVE JOB POSTINGS

- We conducted comprehensive bias audits of our job postings across our brands in Canada, Mexico, and the USA to identify key areas for improvement.
- We created a handbook for hiring managers providing practical guidance for recognizing and interrupting bias in their job postings.
- We provided this training in live and self-paced workshops to reinforce bias-interrupting practices and provide opportunities for hiring managers to ask questions and practice their knowledge.

## EXPANSIVE JOB ADVERTISING

- We have begun to increase visibility of our current opportunities by advertising with professional networks including Black Travel Alliance and PinkJobs: LGBT+ Friendly, Equal Opportunity Jobs and Candidates.

## STANDARDIZED EVALUATION

We are continuing to adjust our talent acquisition process to limit opportunities for unconscious bias and possible barriers to equity. Our recruitment teams employ the following methods for maintaining objectivity and accessibility:

- Allowing candidates to self-schedule their interviews
- Using structured interviews with consistent scoring criteria
- Using a panel of reviewers to score applications and interview responses
- Retiring the reference check to reduce the influence of possible bias from previous employers
- Removing interview scoring criteria that may be a barrier to English language learners, neurodivergent candidates, and candidates whose cultural background has a high emphasis on humility
- Presentation-style interview scoring criteria

***“We want people of all backgrounds to see themselves represented at FCTG, so we actively seek to diversify by building inclusive hiring practices. We believe that diversity drives innovation and helps us build a culture where everyone feels welcome and included.”***

NEALY KERNOGHAN (SHE/HER)  
AMERICAS TALENT ACQUISITION BUSINESS LEADER





# BUILDING EQUITY LITERACY

500+

Workshop & Learning Module Participants

5

All-Welcome Workshops

6

Self-Paced Learning Modules

47

#TikTokTuesdays Learning Bites

14

Team Drop-In Learning Sessions

1567

Engagements on DEI internal communications

36,023

Views on DEI internal communications

Building equity literacy is one of the foundational elements of our DEI strategy. By providing ongoing opportunities for education, we are equipping our teams to competently apply a DEI lens to their work.

In 2022, our comprehensive workplace curriculum covered topics such as privilege, fostering psychological safety for challenging conversations, creating access for autistic employees, what systems of oppression are and how they work, cultivating transgender-inclusive teams, interrupting bias in the hiring process, challenging fatphobia, and communicating effectively across cultures.

Our ongoing curriculum of live and self-paced learning opportunities is supported by weekly internal communications designed to raise awareness about marginalized experiences through bite-sized video content.

## WHAT OUR LEARNERS ARE SAYING

*“I love these trainings, good conversations, great details and facts we can use! love that they are easy to work into my day.”*

*“I think it’s valuable to self-reflect, as well as hear from others and receive expert advice. These are important conversations to have and normalize in society and within our business.”*

*“Eye opening and well done. It really makes you think and to see beyond”*

*“I feel proud to work here, encouraged to develop myself as a travel professional (we deal with so many cultures and profiles touched by these matters discussed in the course”*



# EMPLOYEE RESOURCE GROUPS

**Employee Resource Groups (ERGs) provide equity seeking groups with a formal structure within the organization to support their unique needs, serve as a focus group for the business, create networking opportunities, and build community within the organization.**

**This year, FCTG Americas appointed five coordinators to lead our ERGs under the direction of our DEI manager and with the support of executive sponsors.**

# RACIAL EQUITY

**Mission:** To help improve racial equity and inclusion across FCTG Americas' people, customers, and communities.

**Membership:** Open to racialized and Indigenous people as well as allies to communities of colour.



TERESA ROLACK (SHE/HER)  
ERG COORDINATOR,  
SENIOR ACCOUNT MANAGER, FCM

"I am very excited for the opportunity to lead the Racial Equity ERG for FTG Americas! I am very passionate about diversity and travel; having a deep love for both only strengthens my desire to add more ethnic diversity to the world of travel. As a woman of color, it is my hope to shed light on all the wonderful career opportunities that are available in the travel space and attract more ethnically diverse populations."



CHARLENE LEISS (SHE/HER)  
EXECUTIVE SPONSOR, PRESIDENT,  
FLIGHT CENTRE TRAVEL GROUP AMERICAS

"There has been such an outstanding response from within FCTG Americas to deepening our commitment to racial equity, inclusion and diversity. We are so proud of the involvement our teams have shown, especially during the past few years even amidst such a challenging time for our industry. I look forward to the sustained collaboration that this employee resource group will help to support."



DAVID RICHARDSON (HE/HIM)  
EXECUTIVE SPONSOR, EXECUTIVE VICE PRESIDENT,  
GENERAL MANAGER OF SUPPLY, AMERICAS

"I am excited to be a part of the ERG initiative as I feel strongly about taking proactive and positive steps to ensure Flight Centre Travel Group Americas cultivates and develops talent across all demographics and this being seen across all levels of our company."





# ACCESSIBILITY

**Purpose:** To help improve accessibility and disability inclusion across FCTG Americas' people, customers, and communities.

**Membership:** Open to people living with visible or invisible disabilities, chronic illnesses, mental illnesses, marginalized neurotypes (such as autism or ADHD), and allies of the disability and neurodivergent communities.



CHELSEA EATON (SHE/HER)  
ERG COORDINATOR,  
CONTENT MANAGER, FCM

"A welcoming world is an accessible one, and since many people spend a large portion of their lives working, making offices, events, and shared workspaces accessible is a critical starting point. Disabled and neurodivergent people bring so much talent and tenacity to the workforce, and it's a privilege of mine to support Flight Centre Travel Group, Americas with designing a workplace that uplifts these identities."



LISA BAKER (SHE/HER)  
EXECUTIVE SPONSOR, AMERICAS  
PEOPLE & CULTURE LEADER

"Accessibility will mean something different to all of us but throughout our lives and our professional careers we can be sure that we will each have to navigate our way through an accessibility issue either for ourselves directly, our friends or our family. We know that not all accessibility concerns are immediately visible so what we hope to achieve by making this area a focus, is to raise the profile of all disabilities and to have a clear goal to counteract barriers to accessibility wherever we can. Ensuring that we have an accessible and inclusive workplace is the best foundation we can offer our people to be successful in their careers."

# GENDER EQUITY

**Purpose:** To help improve gender equity across FCTG Americas' people, customers, and communities.

**Membership:** Open to all advocates for gender equality including women, gender-expansive people, and men.



KATE NEUFELD (SHE/HER)  
ERG COORDINATOR, ASSISTANT  
LOCATION MANAGER, FLIGHT CENTRE

"As the ERG coordinator for gender I'm excited to learn from our teams about how FCTG Americas can support us and all of our beautiful gender identities and expressions. My aim is to help make FCTG Americas as supportive and welcoming as possible for everyone. I look forward to a collaborative effort in bringing Diversity, Equity and Inclusion to as many spaces as possible."



CHRIS LYNES (HE/HIM)  
EXECUTIVE SPONSOR, MANAGING  
DIRECTOR CANADA, CORPORATE  
TRAVELLER AMERICAS LEADER

"Wherever gender inequality exists, we all suffer the impact. Working together towards real gender equity for our people, our clients, and our communities has long been a priority at FCTG, and this employee resource group is a vital part of how we'll achieve that vision."





## LGBTQ2+ ERG

**Purpose:** To help improve LGBTQ2SIA+ equity and inclusion across FCTG Americas' people, customers, and communities.

**Membership:** Open to LGBTQ2SIA+ Flighties and allies.



DANIEL BAKER (HE/HIM)  
ERG COORDINATOR,  
CUSTOMER SUCCESS MANAGER, FCM

"Being part of the LGBTQ2IA+ community, I can understand how to relate to and help those wanting to propel themselves within the business community. This employee resource group is a vital group to help bring a voice to Flight Centre Travel Group and help our teammates know that they have support. I want to help make sure that the future of the travel industry is all-inclusive for everyone stepping through our front door and that our company be a forerunner in being all-inclusive for everyone."



CHRISTINA PEDRONI (SHE/HER)  
EXECUTIVE SPONSOR, SENIOR VICE PRESIDENT  
AND GENERAL MANAGER OF PREMIUM,  
INDEPENDENT, AND LIBERTY TRAVEL

"I am honored to be an executive sponsor of the LGBTQ2+ resource group for FCTG, Americas. I chose to sponsor this group because over the course of my 17-year career with Flight Centre I have always felt valued and validated as a member of the LGBTQ2+ community. I am looking forward to our group enhancing the culture and community of LGBTQ2+ employees within FCTG and ensuring our LGBTQ2+ customers are represented and welcomed within our brands and guided to our supply partners that share our vision of inclusiveness."



BILLY MCDONOUGH  
EXECUTIVE SPONSOR

"As a proud member of FCTG Leadership and the LGBT+ community, I believe it's important to have open dialogue about issues and opportunities involving the community and taking action to ensure a truly inclusive work environment."

# ENVIRONMENTAL JUSTICE ERG

**Purpose:** To help improve sustainability and environmental justice across FCTG Americas' people, customers, and communities.

**Membership:** Open to all advocates for environmental justice, animal rights, and sustainability.



CHRIS GARRARD (HE/HIM)  
ERG COORDINATOR, SENIOR CUSTOMER  
SUCCESS MANAGER, CORPORATE TRAVELLER

"As someone who is passionate about the climate and environmental justice, I recognize that travel as a whole faces some of the most significant challenges of any industry to achieving sustainability. I'm excited to bring together an employee resource group that will allow us to collaborate across business pillars on internal sustainability opportunities and education on environmental justice issues. Our individual decisions always matter, but together we can help FCTG become a true agent of change in the travel space!"



MARC CASTO (HE/HIM)  
EXECUTIVE SPONSOR, EVP OF GOVERNMENT  
AFFAIRS AND COMMUNICATIONS

"Solving the question of environmental sustainability will be the most significant and existential challenge we will face post-Covid. Placing ourselves as a leader in this space will align our business success with our social interests. And it is the right thing to do."





# OTHER DEI INITIATIVES

## INCLUSIVE REPRESENTATION IN BRANDED CONTENT

We conducted thorough audits of all FCTG Americas brand social media accounts to identify any gaps in representation based on ethnicity, gender, visible disabilities, and body diversity.

## INTERNAL TRANSPARENCY WITH DEI MANAGER

- Monthly updates with all Flight Centre Travel Group Americas employees on DEI initiatives. Updates include objectives, key results, and upcoming opportunities for involvement.
- Monthly communications with key business leaders
- Monthly DEI newsletter with reporting on DEI initiatives, information about upcoming holidays, and calls to action for leading teams with an equity lens.

## GENDER-AFFIRMING TRAVEL SERVICES

Flight Centre Travel Group's priority is to offer a seamless travel booking experience supported by the best in service and technology.

We recognize the importance of a travel program that is inclusive and gender-affirming, and we are committed to supporting transgender, nonbinary, and genderqueer travellers.

In 2022, we identified three key priorities for improving LGBTQ2IA+ inclusion in our travel solutions.

FCM and Corporate Traveller have achieved our first goal of ensuring corporate travel clients are able to book their trips using the X, U, F, or M gender markers from their travel documents.

Our next two goals are to expand options for traveller prefixes to include more gender-neutral titles, and to explore solutions for integrating preferred pronouns into traveller profiles.

# LOOKING AHEAD

**The work we have outlined in this report is something we are incredibly proud to share, but we recognize that there is more to be done. A number of initiatives will continue to receive our focus over the coming months including:**

- Conducting the Employee Inclusion Survey for our teams in Mexico
- Establishing specific goals for growth in supplier diversity
- Continuing our work on ensuring an inclusive recruitment process
- Ongoing comprehensive DEI educationRunning a variety of Employee Resource Group programming
- Identifying wise practices for American and Caribbean plantation tourism experiences
- Creating additional employee guides and workplace policies that support an inclusive, equitable culture

We fully expect to encounter challenging moments over the course of our journey, and we are committed to our core philosophies and to our vision of working together to dismantle barriers to equity for our people, our customers, and our communities.



CHARLENE LEISS (SHE/HER)  
PRESIDENT, FLIGHT CENTRE TRAVEL  
GROUP AMERICAS





# CONTACT US

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