



Webjet Limited

# 2023 Sustainability Report.

[www.webjetlimited.com](http://www.webjetlimited.com)

# Contents.

03	Welcome	38	Data Summary
04	Webjet Limited – Snapshot	40	GRI Disclosures
06	Our Culture, Our People, Our Values	41	SASB Index
07	FY23 Sustainability Highlights	42	Glossary
08	Our Approach to Sustainability		
12	Engaging our People		
18	Servicing our Customers		
20	Reducing our Impact		
28	Responsible Governance		

This report reflects Webjet Limited's (**Webjet** or **Company**) management and performance on key environmental, social and governance (**ESG**) topics identified as material to the business and our stakeholders for the FY23 reporting period (1 April 2022 to 31 March 2023).

For a more complete understanding of the business context, we recommend this report be read in tandem with the Webjet Limited Annual Report, Corporate Governance Statement, Modern Slavery Statement and the various Board Charters and corporate policies all of which are available on our investor website ([www.webjetlimited.com](http://www.webjetlimited.com)).

This Report has been prepared in reference to Global Reporting Initiative (**GRI**) reporting Standards and the Sustainability Accounting Standards Board (**SASB**). All disclosures in this Report have been reviewed and approved by the Executive Leadership Team and the Board as appropriate. Carbon emissions data has been verified by external provider Toitu Envirocare (**Toitu**).

For further information or feedback on any aspect of this report, please contact Carolyn Mole, Investor Relations.

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## Message from our Managing Director.

# Welcome.

Welcome to Webjet's third Sustainability Report. The last few years have been incredibly difficult as we dealt with the impact of the pandemic on the global travel industry. Our FY23 results show that we are coming through the other side with a return to profitability, and we are now able to refocus our sustainability efforts.

Our FY23 Annual Report discusses the operating and strategic performance of the Company and our business units – WebBeds, Webjet OTA and GoSee. This Sustainability Report aims to expand on the key drivers of our business from an ESG perspective. This year we refreshed and deepened our understanding of our material topics to identify the key sustainability topics impacting our business. We see this as the first step in developing a materiality matrix that will allow us to better prioritise initiatives.

We recognise the global move to a low carbon economy. Last year we began the process to measure our baseline carbon emissions – in particular scope 1 and 2 emissions – and committed to creating an emissions reduction pathway to

deliver a net zero carbon emissions target. We are delighted to confirm that Webjet is now a Toitū 'net carbonzero' certified organisation. We are also starting work on our roadmap toward adopting Task Force for Climate-related Financial Disclosures recommendations.

We are still in the early stages of our sustainability journey and as we emerge from the challenges of navigating through the pandemic, we look forward to continuing to evolve our approach and reporting.



A handwritten signature in black ink, appearing to read 'John Guscic'.

**John Guscic**  
Managing Director,  
Webjet Limited

# Snapshot.

**Webjet Limited** is a global travel organisation that enables travel the world over through market leading travel brands supported by innovative technology.

## Our travel brands.

Our digital travel businesses, spanning both wholesale and retail markets, sell travel all over the world.

### WebBeds

A **global B2B travel marketplace** serving the world's travel trade.

visit: [www.webbeds.com](http://www.webbeds.com)

[webjet.com.au](http://webjet.com.au)

The **#1 online travel agent (OTA)** in Australia & New Zealand.

visit: [www.webjet.com.au](http://www.webjet.com.au)

### GoSee

A leading **online global motorhome & car rental** website

visit: [www.goseetravel.com](http://www.goseetravel.com)

## Supported by innovative technology.

### tripninja

Provides complex travel itinerary automation to digital travel businesses.

visit: [www.tripninja.io](http://www.tripninja.io)

### ROOMDEX

Simplifies & super-charges online travel upselling.

**49% share**, with option to acquire the remaining 51%.

### LOCKTrip

Blockchain based B2C travel marketplace.

**25% share**

## Our business in FY23.

In FY23 we had...



**2,150+**  
People

across



**50+**  
Countries

servicing



**1.1m+**  
Customers

who made



**7.4m**  
Bookings

## WebBeds

WebBeds FY23 TTV

**\$2.8bn**

and ahead of  
pre-pandemic levels  
on all key metrics.



OTA Flights Marketshare

**↑ 59%**

significant market share  
gains since the  
pandemic began.

WebBeds Europe

## GoSee

GoSee FY23 Bookings

**↑ 34%**

over FY22 and now  
sitting at **55%** of  
pre-pandemic levels.

## Webjet Limited

Group Cash Position

**\$514m**

Cash and Cash Equivalents  
as at March 2023.

WebBeds MEA

WebBeds APAC

webjet.com.au

Webjet Limited

GoSee

TOITŪ



ISO 14064-1  
ORGANISATION

## Net Carbonzero

In FY23, Webjet Limited became  
a **Carbonzero Certified Organisation.**

and are now part of a collective of organisations leading the way  
to a low carbon future.

**Webjet Limited underlying group performance.**

generating

**\$4.35bn**

TTV

**\$364.4m**

Revenue

**\$134.8m**

EBITDA

# Our Culture, Our People, Our Values.

In 1998, **Webjet** began as a small start-up seeking to disrupt traditional norms in the highly competitive online travel industry. In just over 10 years, Webjet became the #1 OTA in the Australian and New Zealand market. Our success was fuelled by a culture founded on customer focus, innovation, and creativity. We took this culture overseas in 2013 when we established **WebBeds** in Dubai, and again sought to disrupt the industry, although this time in B2B distribution. In just over six years, WebBeds had become the #2 global B2B provider. Then in 2016, we acquired **GoSee** (then Online Republic) as we saw a company with great potential, with a culture that was extremely similar to ours and with established leadership positions in its B2C travel verticals.

All of these successes and growth have been made possible by our culture, embodied by each of our team, which is underpinned by these **five key values**:

## Respect.

Our people are our greatest asset. They bring passion, commitment, dedication, and pride in what they do. We respect each other, we value collaboration, we are prepared to have robust debate and we have fun in what we do.



## Integrity.

We are focused on delivering superior outcomes. We always seek to do the right thing and value integrity, accountability and delivering quality in everything we do.

## Delivering value.

We are focused on delivering high quality products, excellence in customer service, maintaining strong relationships with our supply partners, providing an engaging and supportive work environment for our employees, and delivering value for our shareholders and the broader community.



## Agility.

Unafraid to disrupt traditional norms, we constantly challenge ourselves to look for new ways to win and deliver value. Our people are agile and nimble and we empower them to effect change.

## Hunger to win.

As we grow, we remember our humble roots and always strive to retain the spirit that comes with being the challenger brand. We constantly seek to challenge ourselves to find new growth opportunities, innovations and creative ways to deliver value across all aspects of our business. We value curiosity, being brave and having confidence to try new things.



# FY23 Sustainability Highlights.



## Engaging our People.

- Increased engagement of employees who consider Webjet a great place to work
- 43% women on the board
- 31% women in senior management
- 49% women managers
- Launched the Women in Webjet mentoring program
- More than 55 nationalities across our global workforce
- Wide range of initiatives supporting the physical and mental wellbeing of our employees
- Zero lost time injuries or work cover claims



## Servicing our Customers.

- Webjet OTA awarded World's *leading OTA* and *Leading OTA in Oceania, Australia and New Zealand* at the 2022 World Travel Awards
- Increased Customer Engagement Scores and Net Promoter Scores for Webjet OTA
- Temporarily increased customer service staffing levels for Webjet OTA by 100%
- Webjet OTA average speed to answer rates dramatically improved in 2H23
- GoSee winner of Online Support Services from CRM NZ Consulting Awards



## Reducing our Impact.

- Completed initial emissions baseline audit
- The total net emissions generated in the audit period were 794 tonnes of CO<sub>2</sub> offset through the purchase of Gold Standard Offset credits
- Certified as a Toitū 'net carbonzero' organisation
- 40,400 tonnes of carbon emissions offset by customers through Webjet OTA's Sustainable Traveller Program
- Webjet OTA Sustainable Traveller Program expanded to include carbon offsetting for accommodation bookings



## Responsible Governance.

- Zero reportable cybersecurity incidents
- Zero reportable data privacy breaches
- ISO 27001 certified
- All whistleblowing allegations were reviewed and resolved
- 86% of employees completed modern slavery training





# Our Approach to Sustainability.



## Our Approach to Sustainability.

# We continue to refresh and evolve our sustainability framework.

**This year our primary focus was on recalibrating the environmental, social and governance topics we believe are most material to our business and our stakeholders.**

### Engaging with our stakeholders

In thinking through our material topics, we took account of the expectations of our stakeholders – employees, customers, suppliers, shareholders and the broader community. During the year, we engaged with our stakeholders in a range of ways:

Stakeholder	How we engaged during the year	Topics engaged on
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Monthly Town Hall updates and newsletters</li> <li>• Annual performance reviews</li> <li>• Participation in engagement surveys</li> <li>• Health and wellness programs</li> <li>• Training on compliance, security, modern slavery and other key issues</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace flexibility</li> <li>• Business performance</li> <li>• Remuneration</li> <li>• Engagement survey results</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Direct engagement through a range of platforms – website, the webjet.com.au App, surveys, social media, customer service centres, and online chat</li> <li>• Direct face to face engagement with key wholesale customers</li> <li>• Participation at business conferences, events and trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Support wait times</li> <li>• Pre and post travel enquiries</li> <li>• Performance</li> <li>• Opportunities to strengthen partnership</li> </ul>
<b>Supply partners</b>	<ul style="list-style-type: none"> <li>• Direct engagement through a range of platforms – website, social media, customer service centres, and online chat</li> <li>• Direct face to face engagement with key partners</li> <li>• Participation in business conferences, events and trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Performance</li> <li>• Opportunities to strengthen partnership</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Half yearly and annual financial result webcasts and investor roadshows</li> <li>• Releases through the ASX platform</li> <li>• Annual General Meeting</li> <li>• Direct engagement with key institutional shareholders and research analysts</li> <li>• Participation in investor conferences and media interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Strategy</li> <li>• Competitive environment</li> <li>• Remuneration</li> <li>• Sustainability Reporting</li> </ul>
<b>Industry bodies</b>	<ul style="list-style-type: none"> <li>• Membership and participation in key industry bodies – IATA, AFTA (Board member)</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism environment</li> <li>• Sustainable tourism</li> </ul>





## Our Approach to Sustainability.

# Identifying our material sustainability topics.

This year we undertook a detailed desktop review with assistance from an external advisor. This involved:

- reviewing global and industry ESG risks and trends, as well as reporting frameworks
- undertaking a review of peer ESG sustainability reporting
- reviewing investor, proxy advisor and ESG rating agency perspectives
- considering a range of other stakeholder influences including government, regulators and customers

We also engaged with key shareholders and employees to understand their perspectives on areas of focus. We narrowed down to the following key material topics, which we have grouped into four main categories – **People, Customers, Climate** and **Governance**.

Material Topic	Why this is important to Webjet	
<b>Employee engagement and development</b>	Webjet’s performance is highly dependent on our ability to attract and retain talent, particularly key personnel. High turnover and loss of key staff could impact our operating and financial performance.	
<b>Diversity and inclusion</b>	We believe embracing diversity enhances work culture and drives business success.	
<b>Employee wellbeing</b>	Having a motivated and engaged workforce is important to delivering on our strategies. Looking after our employees’ health and wellbeing is an important element of that.	
<b>Customer engagement and satisfaction</b>	As customer service businesses, Webjet’s businesses are in part dependent on customer satisfaction and loyalty. As well as being able to attract new customers, having strong repeat business is important to the ongoing performance of the Company.	
<b>Climate change risk</b>	We recognise the increasing risks associated with a changing climate, including to the travel industry, and believe all organisations have a role to play in helping reduce carbon emissions and minimising their environmental footprint.	
<b>Sustainable and responsible travel</b>	We believe we have a role to play in promoting environmentally responsible and sustainable travel. Being able to offer products that help address changing consumer sentiment and/or preferences for more sustainable and responsible travel products can also help improve our financial performance.	
<b>Business ethics and corporate governance</b>	Webjet is committed to maintaining ethical standards in the conduct of its business activities and strongly believes that its reputation as an ethical business organisation is important to its ongoing success.	
<b>Data privacy and security</b>	As a digital travel company, Webjet relies on the security of its website, payment and data management systems, and protection of the personal information of our customers. Maintaining best practice governance when it comes to data privacy and security is key to preventing security or privacy breaches (through cyber-attack or otherwise) which have the potential to impact customer satisfaction and confidence, as well as the operational and financial performance of the company.	
<b>Responsible supply chain management (modern slavery)</b>	We recognise modern slavery is a growing global issue and are committed to ensuring high standards of governance to minimise modern slavery risks and improve ethical standards within our business and across our supply chains.	

**We have taken these categories and updated our sustainability framework to focus on four key areas:**









**Over the next year, we plan to further review our material sustainability topics and develop a materiality matrix to help prioritise initiatives in key areas.**

To help further develop and build our sustainability governance, we plan to establish a Sustainability Committee comprising representatives from key areas across the Company.

### **Aligning with the Sustainable Development Goals**

Webjet acknowledges the importance of the Sustainable Development Goals (SDGs) and understands the pivotal role they play in mobilising global efforts around a common set of goals and targets. We believe the SDGs most relevant to our business include:

SDG	How Webjet contributes	SDG	How Webjet contributes
	<p><b>Gender equality</b></p> <p>We believe embracing diversity enhances work culture and drives business success. Our key diversity aims are to progressively increase the diversity profile (including the percentage of women) at both Board and Senior Executive levels, and ensure equal access (based primarily on merit and regardless of diversity factors) to employment opportunities at work.</p>		<p><b>Responsible consumption and production</b></p> <p>We are serious in our efforts to become energy efficient and reduce waste and look to minimise our environmental footprint in our offices around the world.</p>
	<p><b>Decent work and economic growth</b></p> <p>Our employees are our Company's greatest asset, crucial to delivering our business strategy and outcomes. Investing in employee engagement and development, as well as ensuring their health, safety and wellbeing are core sustainability focus areas.</p>		<p><b>Climate action</b></p> <p>We recognise the increasing risks associated with a changing climate and believe all organisations have a role to play in helping to reduce carbon emissions.</p>
	<p><b>Reduced inequalities</b></p> <p>We believe an organisation's culture is critically important and are committed to creating a workplace where employees at all levels are valued and have an opportunity to actively participate in the business. The creation of a culture where everyone is welcome and treated with respect is key to our business success.</p>		<p><b>Partnership for the goals</b></p> <p>We are committed to moving together with the industry and supporting key initiatives such as climate and modern slavery reporting.</p>

## Engaging our People.



# Employee Engagement and Development.

Our people are our greatest asset. They are crucial to ensuring we are able to deliver on our strategies and their resilience, commitment, dedication and embodiment of our corporate values help ensure the ongoing sustainability of the Company. Webjet is committed to maintaining a highly engaged, diverse and inclusive workforce. We look to provide a great place to work, pay attractive remuneration and other benefits, and invest in our people for the longer term.

Each business is responsible for managing and developing its people. WebBeds, Webjet OTA and GoSee each have a People function reporting into the relevant CEO. All significant people-related matters are also reported directly to the Group Chief Operating Officer, who is also the Group Whistleblowing Officer.

### Employee engagement

Webjet is focused on ensuring a motivated, engaged workforce and carries out regular employee satisfaction surveys across all its businesses. Surveys are run using a third party technology platform and results are shared with staff and changes made to work environments as required.

Each business tailors its engagement survey as required, however important common indicators are used to understand engagement across the Company. A key engagement measure is the percentage of employees who agree or strongly agree with the statement "I would recommend Webjet as a great place to work". As engagement is a reflection not only of company specific matters but also broader economic and social factors, we believe it is useful to understand employee engagement on a stand-alone basis, as well as relative to our peers.

### Remuneration and benefits

Webjet is committed to paying attractive remuneration and other benefits with senior executive remuneration linked to shareholder outcomes. As a digital travel company, we acknowledge the increasingly competitive market for talent and are focused on global employee engagement and retention in order to support our growth initiatives.

The majority of Webjet employees are highly skilled and engaged under individual contracts aimed at attracting and retaining high performing talent. We undertake regular reviews of staff performance, pay

and benefits, and benchmark remuneration in order to attract, motivate and retain employees across all geographies. In addition to paying competitive salaries, all employees are paid relevant statutory entitlements such as superannuation, pension and leave entitlements. Webjet complies with all local labour practices in the countries in which it operates. Each business is responsible for setting its parental and other leave benefits within Company guidelines.

Each business uses a range of bonus incentives to reward their employees. Employees also receive a range of other benefits. Additional benefits depend on location but can include free travel insurance, discounted transport and travel benefits, and the ability to purchase additional annual leave. These benefits are available to all employees whether they work full- or part-time. A long-term incentive (LTI) plan is available for key personnel. Further information regarding our approach to remuneration for the Board and executive key management personnel is set out in **Webjet's FY23 Remuneration Report**.

With staff in over 50 countries, flexibility is critical to implementing the Company's strategy. We believe it is important in attracting and retaining talented employees, as well as facilitating productivity across the business. Depending on the role, Webjet offers a range of flexible work options including work location, working hours, job sharing, ad hoc arrangements, part time work, flexible start and finish times and different types of personal leave. Since the pandemic, the Company continues to operate a hybrid workforce globally and various technology advancements have been introduced to enable greater flexibility.

### Investing in our staff

Webjet believes in investing in its people for the long term. Regular performance reviews are undertaken to provide feedback, as well as to understand employee career goals and opportunities for training and career progression. The Company offers employees a range of formal and informal ways in which to learn, develop and grow, and employees are supported and encouraged to undertake personal and professional development. Depending on the business, this support includes financial assistance to pursue further education, study leave and paid access to online training programs.



## FY23 in Review Employee Engagement and Development.

### Engagement survey results

A key engagement measure is percentage of employees who agree or strongly agree with the statement “I would recommend Webjet as a great place to work”:

	FY23	FY22	FY23 relative to peer average
WebBeds	81%	71%	Above
Webjet OTA	92%	87%	Above
GoSee	77%	na	Below

- **WebBeds** – Scores increased 10% over FY22 reflecting changes introduced in light of FY22 results including a new mental health program, new survey tool and increased team activities.
- **Webjet OTA** – Engagement scores up 5% reflecting the continued strength of engagement programs, education and communication. *Great Place to Work* certified in May 2022.
- **GoSee** – First year using the standardised company survey. Engagement scores reflect cost of living challenges and the significant change restructuring the business has delivered.
- We are rolling out a new survey tool globally that will enable a consistent reporting format for all businesses and provide deeper information on engagement going forward.
- Our aim is for employee engagement to be at or above peer average and to address any areas of concern coming out of the survey results.

### Employee engagement

As well as town halls, intranet communications, and team functions, each business used a range of activities to engage with staff:

- **WebBeds** – team building activities, regional and divisional conferences, rolled out CultureAmp (tool enabling managers to survey staff and deliver on improved engagement)
- **Webjet OTA** – hosted monthly in-office lunches for staff, in person Hackathon (innovation competition with this year’s theme of “mobile engagement”), launched Employee Value Proposition toolkit
- **GoSee** – values recognition, monthly team and peer recognition

### Remuneration and benefits

- All businesses reviewed staff performance and the majority of staff employed for more than 3 months as at July 2022 received a pay rise during the year.
- Each business is responsible for implementing its own range of benefits designed to attract and retain staff. Benefits introduced during the year include new bonus schemes, webjet.com.au vouchers for length of service, and subsidised public transport and parking.
- In light of a tight labour markets and global inflationary pressures, each business is focused on retaining those staff who are critical to the delivery of our strategic objectives. During FY23 the businesses rewarded efforts with bonus payments, performance incentives and a range of other benefits.

### Investing in staff

- Each business invests in their staff through a range of programs and team interactions. Approximately 50% of employees undertook some form of training or development during the year. Training programs included:
  - **WebBeds** – Rolled out a range of coaching and mentoring programs including Academies (to improve targeted skills), Udemy (providing access to individualised personal learning paths) as well as a range of on-demand technical and other skill workshops
  - **Webjet OTA** – *Women Rising Program*, leadership training for all People leaders, secure coding training and project management training for key staff
  - **GoSee** – introduced a range of training programs across customer operations, business analytics accreditation and agile product management training
- We are moving to a standardised HR system which will provide consistency around pay grades, job titles and improve global reporting for the WebBeds business, which currently operates a number of different payroll systems.

## Engaging our People.

# Diversity and Inclusion.



Webjet believes embracing diversity enhances work culture and drives business success. It is the diversity of experiences and perspectives that creates a culture of empowerment and fosters innovation, economic growth and new ideas.

Webjet's commitment and approach to diversity and inclusion is set out in its **Diversity Policy** and **Code of Conduct**. The Board is accountable for ensuring that the Webjet workforce is diverse in every sense. This includes attracting and retaining talent that is different in gender, ethnicity, disability, age, thought, education and experience. The key diversity aims of the Board are to:

- Progressively increase the diversity profile (including the percentage of women) at both Board and Senior Executive levels; and
- Ensure equal access (based primarily on merit and regardless of diversity factors) to employment opportunities at work.

Webjet believes an organisation's culture is critically important and we are committed to creating a workplace where employees at all levels are valued, have an opportunity to actively participate in the business and take on leadership roles. The creation of a culture where everyone is welcome and treated with respect is key to business success. Webjet's Board and senior management team are conscious of setting the tone within the Company and monitoring the drivers that shape the culture and values within the Webjet workplace.

Webjet has a number of policies to promote and ensure equal opportunities for diverse cultures, ages, race, sex and religions. We are proud that Webjet has a diverse workforce as a result of being a global online travel business. The Company employs more than 55 different nationalities and people come from a wide range of ages, experience and qualifications.

The value that gender diversity – and diversity in all aspects – brings to a company, its shareholders, its culture and its employees, has long been recognised by Webjet. Webjet is a member of the 30% Club Australia Chapter, signifying its commitment to achieve gender diversity on the Board and has signed up to the 40:40 Vision initiative announcing a commitment to having women comprise at least 40% of senior management by 2030. Webjet is focused on bringing more women through the management talent pipeline in order to become future leaders within the business and is rolling out a range of global initiatives in support of the 40:40 Vision.



## FY23 in Review Diversity and Inclusion.

### Workforce metrics

#### Gender diversity (all employees)

	FY23	FY22	FY21	FY20
Total	2,186	1,766	1,522	1,753
Male	45%	46%	45%	47%
Female	55%	54%	55%	53%

#### Gender diversity (Board and Management)

	FY23	FY22	FY21	FY20
Female Board members	43%	33%	33%	33%
Female Senior Management (direct reports to the Managing Director as well as their direct reports)	31%	25%	n/a	n/a
Female Managers (all employees with managerial responsibility)	49%	51%	n/a	n/a

- Increased representation of women at senior levels reflecting a combination of internal promotions and external hires:
  - Board – 43% women (FY22: 33%)
  - Senior management – 31% women (FY22: 25%)
  - Management – 49% women (FY22: 51%)
  - Workforce – 55% women ((FY22: 54%)
- Employee base comprises more than 55 nationalities

### Diversity initiatives

- Global initiatives in support of the 40:40 Vision being rolled out:
  - Women in Webjet mentoring program, a company-wide mentoring program for women employees
- WebBeds – introduced selection and assessment scorecard to ensure unbiased decision making in recruitment
- Webjet OTA – *Women Rising Program*
- GoSee – attained 40% women for its senior management team
- Undertook gender pay gap analysis for Webjet OTA and GoSee. Any inconsistencies will be addressed in FY24. WebBeds analysis planned for FY24.

### Inclusion initiatives

- All our teams around the world took time to celebrate cultural and other festivals with colleagues including amongst others – International Women’s Day, Harmony Day, Diwali, and Pride.

## Engaging our People.

# Employee Wellbeing.



We believe looking after our employees is an important part of ensuring a motivated and engaged workforce. Not only does this mean ensuring a safe place of work, but also supporting the overall wellbeing of our staff.

### Health and safety

Webjet is committed to ensuring the health and safety of its employees at work and conducting its business in accordance with all workplace health and safety laws, standards and codes of practice. The Company has a range of strategies, policies and practices in place to support a safe work environment. Webjet continued to maintain its strong safety record in FY23 with no reported lost time from injuries or work cover claims in any business.

### Wellbeing

Webjet is also committed to supporting the wellbeing of its staff. Regular wellbeing seminars and fitness classes are held across the Company and all employees have access to an Employee Assistance Program (EAP) which provide employees with paid access to confidential counselling. Each business actively participates in initiatives to support both the physical and mental health of their staff.

### Community involvement

As a global company, we recognise keeping communities front of mind is important to allowing our employees to feel part of, and add value to, their local communities. All our businesses are actively involved in a wide range of community initiatives.



## Engaging our People.



### FY23 in Review Employee Health and Wellbeing.

#### Health and Safety

	FY23	FY22	FY21	FY20
Lost time from injuries	0	0	0	0
Work cover claims	0	0	0	0

- No lost time from injuries
- No work cover claims
- Refresh of health and safety equipment, protocols and training

#### Wellbeing

- **Physical health support initiatives** – men's and women's health awareness initiatives; healthy diet guides, chair yoga, exercise challenges; flu vaccine support; annual wellbeing programs; in-office massages
- **Mental health support initiatives** – paid access to confidential counselling sessions for all staff; mental health seminars; RUOK speakers; manager training on mental health in the workplace; mindfulness programs

#### Community involvement

Each business undertook a range of initiatives to support local communities:

- **WebBeds** – participation in charity and CSR campaigns; fundraising for people affected by Syria and Turkey earthquakes
- **Webjet OTA** – Steptember (fund raising for cerebral palsy), Build a Bike (Variety Club fundraising)
- **GoSee** – volunteer program to give back to the community; charity fundraising for ANZAC Day, breast cancer, SPCA, food and toy collection for the Women's Refuge



## **Customer Service and Satisfaction.**

Webjet was built around the ethos of providing the greatest convenience and choice, and we have always taken pride in delivering exceptional customer service. WebBeds, Webjet OTA and GoSee all offer 24/7 customer service support through phone, online chat and email options. We actively seek and encourage feedback about our business and services, particularly from our customers. We regularly survey customers to ascertain if we are delivering on their expectations and if not, how we can improve our service.

The impact of the pandemic on global travel has seen a significant increase in the number of customer interactions for all our businesses, but in particular Webjet OTA. Global airline and airport staffing issues mean many flights are being cancelled, while the use of flight credits is complex and requires customer service support. As a result, during the last financial year Webjet OTA customer service contacts per booking were still nearly three times higher than historical levels.

Each business has a Customer Service team which reports directly to the relevant business CEO.

### **WebBeds**

WebBeds customer service teams are located across operating regions in order to provide localised support. We also provide local language support in some regions as we believe this is a key service differentiator for our WebBeds customers. Our larger customer service centres are located in the Philippines, Romania, and Egypt.

Customer service is tracked through a range of KPIs including ticket resolutions rates, call abandonment rates and agent productivity. Independent Quality Assurance call sampling is conducted monthly, with feedback used for coaching and development purposes. Key customer interactions are around booking confirmations, cancellations and special requests.

Customer satisfaction is currently tracked through formal surveys and direct engagement with key clients and customers.

### **Webjet OTA**

Webjet OTA customer service teams are located in the Philippines, India and Melbourne, Australia and provide customers booking through the webjet.com.au and webjet.co.nz sites support on post booking issues. Prior to the pandemic, Webjet OTA took pride in its consistent #1 ranking in industry wide customer service benchmarking studies. However, customer satisfaction has fallen since the pandemic due to issues associated with managing the enormous increase in customer interactions. Significant efforts were made during the year to increase customer service staffing levels and automate where possible to reduce waiting times.

Customer service is tracked through a range of KPIs including average speed to answer and abandonment rates. Independent Assurance call sampling is conducted monthly, with feedback used for coaching and development purposes.

Customer satisfaction is measured through Customer Engagement Scores (**CES**) and Net Promoter Scores (**NPS**).

### **GoSee**

GoSee customer service teams are located in the Phillipines and Auckland, New Zealand and provide customer service support on all post booking issues, as well as some sales functions.

Customer service is tracked using a range of responsiveness metrics including average speed to answer (Grade of Service), call abandon rates and speed.

Customer satisfaction is tracked using CSAT surveys measuring satisfaction post booking and Trust Pilot reviews.

## FY23 in Review

### Customer Service and Satisfaction.



#### Customer interactions

	FY23	FY22	Change
WebBeds	2.85 million	1.76 million	Up 62%
Webjet OTA	>926,000	>715,000	Up 30%
GoSee	>719,000	>670,000	Up 7%

#### Customer service

##### WebBeds

- Handled 62% more customer tickets than FY22. Average resolution rates were slightly below target levels, driven by higher than expected booking volumes combined with post pandemic staffing challenges. Agent productivity remained above target levels.
- Introduced improvements to enhance performance including organisational restructure, new hires, efficiency improvements, and coaching and training.

##### Webjet OTA

- Customer interactions increased 30% over FY22. While customer service contact per booking was down significantly compared to FY21 and FY22 (during the peak of the pandemic), contact per booking continues to be nearly three times higher than it was prior to the pandemic, reflecting the increased complexity of travelling.
- 1H23 performance was impacted by the Omicron outbreak and working through the enormous backlog of online change requests resulting from the pandemic. To improve performance, we temporarily increased customer service staffing by over 100% (temporary staff are all located in offshore locations) and continued to roll out automation for self-service flight changes.
- As a result, service levels improved significantly in 2H23:
  - Customer service teams cleared the entire backlog of more than 17,000 online change requests
  - Abandonment rates and average speed to answer improved significantly and are now close to target levels

##### GoSee

- Customer interactions increased 7% over FY22. Despite higher volumes, responsiveness increased while call wait times and abandonment rates fell. Improvements were driven by increased focus on frontline performance, reducing proportion of manual tasks, investing in key operational roles and better resource management.

#### Customer satisfaction

##### WebBeds

- Regular interactions with key clients and suppliers to understand performance and satisfaction.
- Worked closely with Commercial teams to capture feedback and insights from partners and clients.

##### Webjet OTA

- Both CES and NPS increased compared to FY22 driven by 100% resolution of complaints, enhancing feedback loop and continuous calibration with the outsourced service provider
  - CES up 31 (for calls) and 53 (for messaging)
  - NPS up 42 (for calls) and 56 (for messaging)

##### GoSee

- CSAT survey results fell 5-7% for cars and motorhomes respectively due to increased booking activity and supply issues. Focused on improving response speed, booking flow and proactive communication.
- Percentage of 5-star Trust Pilot reviews increased over FY22.

#### Awards

##### Webjet OTA

- Awarded World's Leading OTA and Leading OTA in Oceania, Australia and New Zealand at 2022 World Travel Awards.

##### GoSee

- Winner of Online Support Services from CRM NZ Consulting Awards. These annual awards rate and compare performance by contact centre, size, industry and channel method against best practice service metrics.

## Reducing Our Impact.

# Climate Change Risk.



Webjet recognises the increasing risks associated with a changing climate, including to the travel industry, and believe all organisations have a role to play in helping to transition to a low carbon economy. The Board is focused on this emerging area and discusses the impact a changing climate could have on our business and its implications to our strategy. Webjet is committed to creating an emissions reduction pathway to deliver a net zero carbon emissions target and the Board's Risk Committee has specific oversight of this target.

### Net zero carbon emissions target

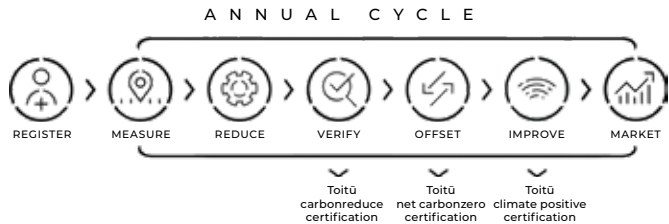
In FY22, we began a process to assess our carbon impact with a view to creating an emissions reduction pathway to deliver a net zero target. This involved measuring, auditing and subsequently offsetting our carbon emissions.

We engaged Toitu Envirocare, an organisation based in New Zealand, to assist us in this process. Toitu Envirocare actively participated in the development of the leading international standards in greenhouse gas measurement and reduction. Their certifications meet and exceed the requirements of ISO standards and ensure consistent and comprehensive reporting, benchmarking and management under international best practice.

Throughout FY23, we worked with Toitu Envirocare to measure, audit and subsequently offset our carbon emissions. Having completed a baseline audit for calendar year 2021 and offset our emissions through the purchase of carbon credits, Webjet is now a Toitū 'net carbonzero' certified organisation.

The Toitū net carbonzero program is accredited by the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) and was the world's first program to be accredited under ISO 14065. This allows Toitu to issue certification against ISO 14064-1, ISO 14067, and PAS 2050 and means the Toitū net carbonzero certification mark is recognised in over 60 countries through the International Accreditation Forum (IAF).

Our commitment to a net zero carbon emissions target will see Webjet measure, manage reduce and offset our carbon footprint on an annual basis.



### For FY24, we plan to make a number of changes to further improve our reporting:

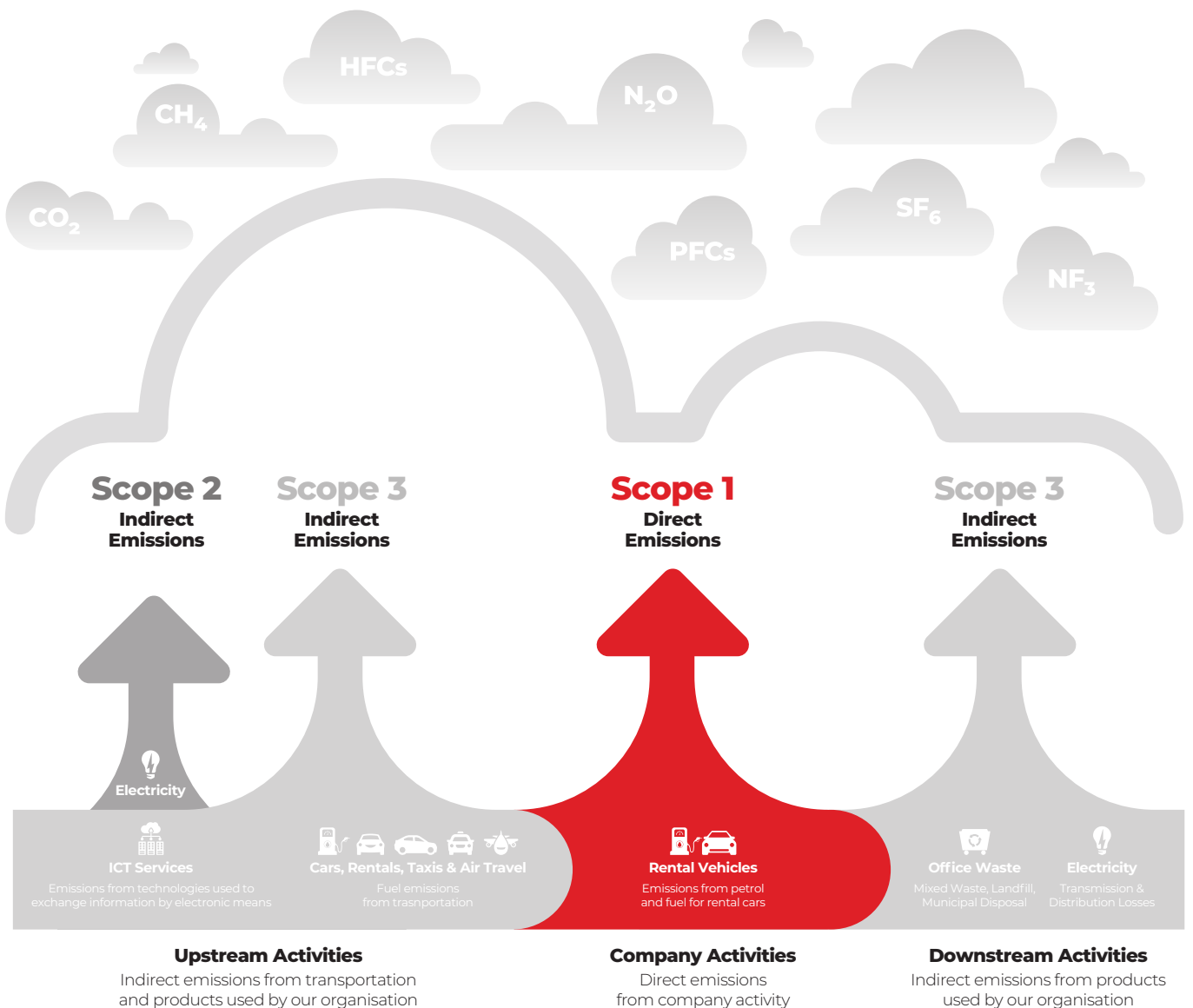
- **Baseline period** – We will change our baseline period from 1 January to 31 December 2021 to 1 October 2021 to 30 September 2022. The current December end date makes it difficult to achieve audited signoff before the March financial year end. Changing the baseline period will ensure that our internal teams have appropriate bandwidth to gather the required information, undertake an audit and become certified before the financial year end.
- **Screening for additional data** – We are undertaking a significance screening exercise to more fully understand what additional items should be included in our data capture and audit for the FY24 reporting period. Such data may include working from home impacts and cloud computing.
- **Setting targets** – We will be setting and publishing targets against our base period.



**Baseline audit**

Our baseline audit measured Scope 1, 2 and some Scope 3 emissions made by the Company during the period from 1 January to 31 December 2021. Webjet's key source of emissions are shown below. Given the nature of our business, the majority of our emissions relate to our office operation and employee travel.

**Webjet Limited  
GHG Scopes of Emissions.**





# Climate Change Risk.

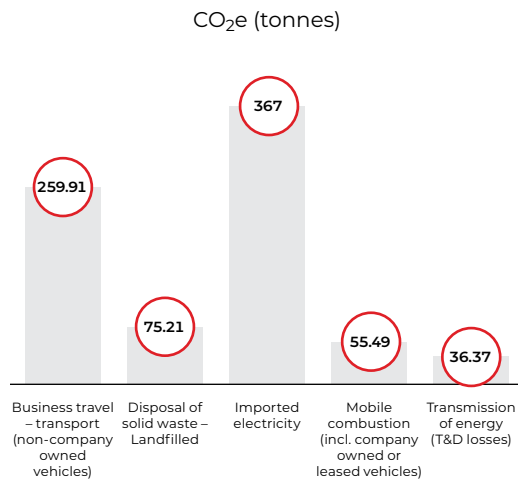
## Baseline audit

Category (ISO 14064-1:2018)	Scopes (ISO 14064-1:2006)	2021
Category 1: Direct emissions	Scope 1	55.49
Category 2: Indirect emissions from imported energy (location-based method)	Scope 2	367.00
Category 3: Indirect emissions from transportation	Scope 3	259.91
Category 4: Indirect emissions from products used by organisation	Scope 3	111.58
Category 5: Indirect emissions associated with the use of products from the organisation	Scope 3	0.00
Category 6: Indirect emissions from other sources	Scope 3	0.00
<b>Total direct emissions</b>		<b>55.49</b>
<b>Total indirect emissions</b>		<b>738.50</b>
<b>Total gross emissions</b>		<b>793.99</b>
Category 1: Direct removals		0.00
Purchased emission reductions		0.00
<b>Total net emissions</b>		<b>793.99</b>

The baseline audit show Webjet Group had total net emissions of 794 tonnes of CO<sub>2</sub>e:

The highest category of emissions in our baseline audit was office electricity, followed by business travel. Given the audit was undertaken during the peak of the pandemic, both of these categories are expected to increase as the pandemic recedes and employees return to the office and resume business travel.

### Emission Category – baseline audit





### Offsetting our emissions

Webjet is committed to pursuing a decarbonisation pathway. This pathway is centred around mitigating our impact through avoiding, reducing and then offsetting our emissions. Webjet offset the full 794 tonnes of CO<sub>2</sub>e generated in the audit period through the purchase of Gold Standard Offset credits.

#### Supported project: Gyapa Cook Stoves, Ghana

Nearly 3 billion people in the developing world cook food and heat their homes with traditional cook stoves or open fires. The Global Burden of Disease Study 2010 estimates that 4 million premature deaths occur every year due to smoke exposure from these methods. In fact, this is the fifth worst risk factor for disease in developing countries and women and children are the most affected.

ClimateCare and Relief International have partnered to introduce the Gyapa, an insulated and efficient cook stove, to families in Ghana. The Gyapa stove cooks food more quickly, requires 50-60% less fuel, reducing carbon emissions.

Co-benefits: Improves health by reducing exposure to toxic fumes as it is less smoky (typically for mothers and children), reduces household energy costs, improves the local economy by supporting businesses and providing employment opportunities (the stoves are locally manufactured and specialists skills are developed), protects Ghana's dwindling forests (Ghana has one of the highest deforestation rates in Africa).

Sustainable Development Goals addressed:



### Reducing our environmental footprint (energy, waste and water)

We are serious in our efforts to become energy efficient and reduce waste and have taken various steps to minimise our footprint across all our offices around the world.

**Energy** efficiency projects include:

- Installation of energy efficient lighting and use of sensor lighting
- Minimising after hours air-conditioning use
- Installation of blinds to minimise cooling and heating costs
- Automatic switch off devices on appliances and equipment when not in use

**For Water**, we have undertaken the following projects:

- Installation of low flow water fixtures
- Use of water efficient appliances

**For Waste**, we have undertaken the following projects:

- Reducing paper usage and encouraging recycling
- Moving towards being paper lite
- Responsible disposal of old computers and cell phones

## Reducing Our Impact.



# Climate Change Risk.

### Taskforce for Climate Related Financial Disclosures (TCFD)

Webjet recognises the growing importance of climate reporting and is beginning the process to align with the TCFD recommendations to demonstrate how climate related risks and their controls are embedded throughout the business.

#### Roadmap to TCFD adoption

	Discovery Phase	Scenario analysis	Check and adjust
<b>Governance</b>	Increase climate related awareness across the Company	Incorporate climate related issues into relevant governance and management bodies	Ongoing review and approval of climate related issues
<b>Strategy</b>	Identify exposure, strategies and high level financial impact of material climate related risks and opportunities	Explore qualitative and quantitative scenarios to update issues, strategies and financial impact	Integrate climate related scenario analysis into strategic and financial planning
<b>Risk Management</b>	Incorporate climate related risks into Risk Management Framework	Embed climate related risks into our Risk Management Framework	Ongoing monitoring and risk management of climate relate issues
<b>Metric and targets</b>	Determine metrics associated with climate related risks and opportunities	Analyse metric trends to develop targets, assess strategic and financial impact	Ongoing analysis of metrics to assess strategic position and financial impact





## **FY23 in Review** **Climate Change Risk.**

### **Measuring carbon emissions**

**Baseline audit** – Completed for calendar year 2021. Total net emissions 794 tonnes of CO<sub>2</sub>e.

The highest category of emissions in our baseline audit was office electricity, followed by business travel. Given the audit was undertaken during the peak of the pandemic, both of these categories are expected to increase as the pandemic recedes and employees return to the office and resume business travel.

**Carbon offsets** – 794 tonnes of CO<sub>2</sub>e generated in the audit period were offset through the purchase of Gold Standard Offset credits supporting the Gyapa Cook Stoves Project in Ghana.

**Net carbon zero certified** – During the year, Webjet became a Toitū 'net carbonzero' certified organisation.

**Annual process** – Our commitment to a net zero carbon emissions target will see Webjet measure, manage, reduce and offset our carbon footprint on an annual basis.

### **Reducing our environmental footprint**

Efficiency projects across the Company include:

- **Energy**
  - Installation of energy efficient lighting and use of sensor lighting
  - Minimising after hours air-conditioning use
  - Installation of blinds to minimise cooling and heating costs
  - Automatic switch off devices on appliances and equipment when not in use
- **Water:**
  - Installation of low flow water fixtures
  - Use of water efficient appliances
- **Waste:**
  - Reducing paper usage and encouraging recycling
  - Moving towards being paper lite
  - Responsible disposal of old computers and cell phones

### **TCFD reporting**

We are beginning on our roadmap to aligning with the TCFD recommendations and have started our Discovery Phase.

## Reducing Our Impact.



# Sustainable and Responsible Travel.

Recognising the increasing risks of a changing climate, we believe we have a role to play in promoting environmentally responsible and sustainable travel.

### **Webjet OTA's Sustainable Traveller program – the first OTA in Australia to introduce its own carbon offset program**

In 2020, Webjet OTA launched its Sustainable Traveller initiative in direct response to customers' heightened demand for eco-conscious travel with a business committed to championing sustainable practices. Webjet OTA was the first OTA in Australia to introduce its own carbon offset program.

Our Sustainable Traveller Program empowers customers to reduce the environmental impact of their travel through carbon offsetting. 100% of the offset cost is used to support verified carbon offset projects that mitigate climate change, protect wildlife and nourish communities. These premium projects are provided in partnership with Tasman Environmental Markets (TEM) and are accredited under Gold Standard, Verra (Verified Carbon Standard) and the Clear Energy Regulator (dependent on project).

**Offsetting flight emissions** – As planes fly, they burn fuel that releases greenhouse gas emissions into the atmosphere. Webjet calculates the greenhouse gas emissions associated with a flight based on aircraft type, distance travelled and litres of fuel used using TEM's BlueHalo technology. Offsets are calculated on a per-seat basis, with customers offsetting the amount of emissions attributable to their seat on the flight.

**Offsetting hotel emissions** – In March 2023 Webjet OTA expanded the Sustainable Traveller Program to offer customers the opportunity to offset emissions associated with hotel and package bookings. Water and energy consumption are the major contributing factors to hotel emissions. Emissions associated with each room night spent in the accommodation is calculated taking into account the hotel location, star rating and room size.

Further information on our Sustainable Traveller program can be found at [www.webjet.com.au/about/sustainable-traveller/](http://www.webjet.com.au/about/sustainable-traveller/)



## **FY23 in Review** **Sustainable and Responsible Travel.**

### **Flight offsets**

In FY23 Webjet OTA's Sustainable Traveller Program:

- Offset 40,400 tonnes of carbon emissions (tCO<sub>2</sub>e), a 127% increase over FY22
- Saw 64% increase over FY22 in the number of transactions offsetting carbon emissions
- Flight kilometres flown that were offset were up 107% over FY22

Webjet OTA launched a range of initiatives to promote the Sustainable Traveller Program including:

- **Double Your Impact:** In October 2022, Webjet matched the offset contribution of customers for 48 hours to celebrate the 2nd anniversary of Sustainable Traveller
  - Increase of 58% in offset bookings and 0.5% in attachment rate during the campaign period.

In December 2022, Webjet OTA made the decision to update emissions calculation to account for Radiative Forcing (RF). Within the DEFRA standard, we now calculate emissions from Tank-to-Wheel (from the point fuel is in a tanker to the aircraft usage) including Radiative Forcing.

### **Hotel offsets**

In March 2023, Webjet OTA launched carbon offsetting for accommodation, powered by TEM using BlueHalo technology, becoming the first online travel agency in Australia to use this innovative solution.

- Soft-launched in March 2023, the initiative saw 733 room nights offset in March alone.

### **TEM partnership**

As of February 2023, Webjet OTA is now using TEM's Bluehalo's Carbon Management Platform – a newly developed data and insights tool which showcases our impact to date, projects and reports.

This platform allows clearer understanding of our actual offset amounts.

## Responsible Governance.

# Business Ethics and Corporate Governance.



Webjet is committed to maintaining ethical standards in the conduct of its business activities and strongly believes its reputation as a responsible and ethical business organisation is important to its ongoing success.

The Board has overall responsibility for the corporate governance of Webjet and has established three standing committees (Audit, Risk, and Remuneration & Nomination) to assist in exercising its responsibilities. The Risk Committee is responsible for overseeing the development and reviewing the effectiveness of the Group's ESG strategy to ensure it is consistent with the Group's business strategy and objectives, supports the Group's values, and addresses material sustainability risks facing the Group.

Further details of the Board's corporate governance framework and practices are set out in the **FY23 Corporate Governance Statement**.



## Sustainability Governance

Webjet has a wide range of internal and external standards, regulations, strategies and policies that help guide our ESG approach, manage ESG risks and drive ESG performance.

	Guiding our approach	Managing risks	Driving action
<b>Internal</b>	<ul style="list-style-type: none"> <li>• Corporate Governance Statement</li> <li>• Customer effort surveys</li> <li>• Employee Code of Conduct (including Anti-fraud and Corruption Policy and Occupational Health and Safety Policy)</li> <li>• Equal Employment Opportunity, Bullying and Harassment Policy</li> <li>• Diversity Policy</li> <li>• Market Disclosure and Communications Policy</li> <li>• People survey/ engagement check-in</li> <li>• Webjet values (Respect, Agility, Integrity, Delivering value, Hunger to win)</li> </ul>	<ul style="list-style-type: none"> <li>• Data privacy and cybersecurity policies</li> <li>• Global Whistleblowing Policy</li> <li>• Whispli (anonymous whistleblower reporting tool)</li> <li>• Independent audit and assurance (financial and security e.g. Sekuro)</li> <li>• Risk management framework</li> <li>• Employee Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Framework</li> <li>• Gender diversity target (40% women in senior management by 2030)</li> <li>• Employee value propositions (GoSee, OTA and WebBeds)</li> <li>• Hybrid working enabled globally</li> <li>• Parental leave policies</li> <li>• RUOK days (mental health leave)</li> <li>• Sustainable Traveller Program (customer carbon offsets)</li> <li>• 2023: Emissions baseline and climate targets including carbon neutrality commitment</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>• ASX Corporate Governance Principles and Recommendations (7.4)</li> <li>• Global Reporting Initiative (GRI)</li> <li>• International Air Transport Association (IATA)</li> <li>• Sustainability Standards Accounting Board (SASB)</li> <li>• PCI Security Standards Council (PCI SSC)</li> <li>• UN Sustainable Development Goals (SDGs)</li> <li>• Workplace Gender Equality Agency (WGEA)</li> </ul>	<ul style="list-style-type: none"> <li>• ISO 27001 (information security) certification</li> <li>• Modern Slavery Act</li> <li>• Task Force for Climate-related Financial Disclosures (TCFD)</li> </ul>	<ul style="list-style-type: none"> <li>• 30% Club Australia Chapter</li> <li>• 40:40 Vision</li> <li>• Black Dog Institute (mental health support)</li> <li>• Modern Slavery Statement</li> <li>• Women Rising</li> <li>• Workplace Gender Equality Agency (WGEA) reporting</li> </ul>

Strategy and performance reporting through annual reporting suite



### Business Ethics

We believe an organisation's culture is critically important and are committed to creating a workplace where employees at all levels are valued, have an opportunity to actively participate in the business and take on leadership roles. The creation of a culture where everyone is welcome and treated with respect is key to business success. Webjet's

Board and senior management team are conscious of setting the tone within the Company and monitoring the drivers that shape the culture and values within the Webjet workplace.

Webjet has established various policies and procedures that set out its values and expectations as to how the Company and its employees will work and behave towards each other.

#### Key policies include:

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##### Code of Conduct

- Reinforces Webjet's values and is required to be read and acknowledged by all employees prior to commencing work.
- Key principles include honest and ethical behaviour, respect for people and property, and legal compliance.
- Also covers topics such as safety and wellbeing, human rights and modern slavery, conflicts of interest, trading in Webjet securities, anti-bribery, fraud and corruption, gifts, entertainment and hospitality, competition and consumer law, confidentiality and privacy, continuous disclosure, internet, email and social media, working with external parties, political engagement, record keeping and speaking up.

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##### Supporting policies

- The Company has adopted policies which commit it to meeting its responsibilities in areas where ethical or legal issues arise, including policies covering:
  - Anti-Fraud and Corruption
  - Internet, Email and Social Media
  - Equal Employment Opportunity
  - Bullying and Harassment
  - Occupational Health and Safety

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##### Whistleblowing Policy

- Reflects Webjet's commitment to the highest standards of ethical conduct on all its activities by promoting a culture of honesty, ethical behaviour and corporate compliance and encouraging the reporting of any instances of suspected misconduct without fear or threat of victimization or detriment.
  - Webjet encourages all employees, directors, contractors and others working at Webjet to report any allegations of misconduct by any team member and/or failures by Webjet to honour its obligations, both legal and ethical, or to comply with its values.
  - Webjet team members are able to use a separate third-party website to ensure anonymity and confidentiality of reporting.
  - All allegations of misconduct are taken seriously by the Board and senior management.
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## **FY23 in Review**

### **Business Ethics and Corporate Governance.**

#### **Governance**

- Updated the Risk Committee Charter to formally recognise the Committee's responsibility for overseeing and reviewing the effectiveness of the Company's ESG strategy.
- Board and Board Committee reviews were undertaken during the year.
- All Board and Committee Charters were reviewed and updated, and Sanctions Policy updated. Code of Conduct and Whistleblowing Policy were updated in May 2022.

#### **Misconduct allegations**

- During the year, the Company had 3 allegations of misconduct which were reviewed and resolved. The resulting actions included staff training and written feedback.

#### **Mandatory training**

- External training provided to all relevant staff on the updated Whistleblowing and Sanctions policies.

## Responsible Governance.

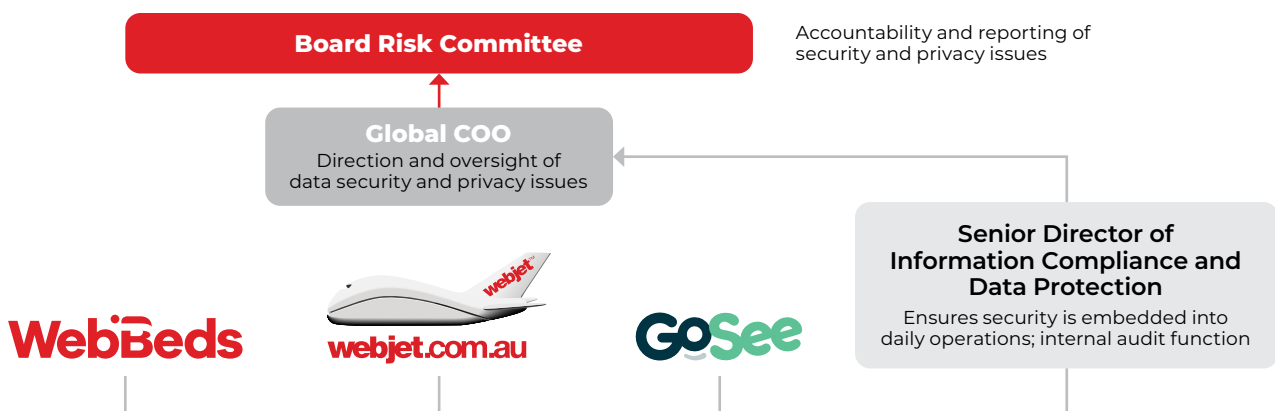


## Data Privacy and Security.

As a digital travel company, Webjet relies on the security of its website, payment and data management systems, and protection of the personal information of our customers. Maintaining best practice governance when it comes to data privacy and security is key to preventing security or privacy breaches (through cyber-attack or otherwise) which have the potential to impact customer satisfaction and confidence, as well as the operational and financial performance of the company.

The Board's Risk Committee has oversight of data privacy and security and both are standing agenda items for Risk Committee meetings. Security is overseen on a day-to-day basis by the Company's

Senior Director of Information Compliance and Data Protection. This role acts as an internal audit function, sitting outside the businesses and reporting directly into the Global Chief Operating Officer. The Senior Director of Information Compliance and Data Protection is focused on ensuring security is a consistent and measured priority across all businesses. Security and privacy have been embedded into business processes through implementing a security by design and privacy by design approach. The Senior Director of Information Compliance and Data Protection is also responsible for managing our privacy program and ensuring we comply with privacy regulations in each jurisdiction we manage data in.



Webjet is committed to ensuring we have a robust security program which supports the protection of our people, our business assets and our data. The Board and executive management team provide strong support for our data security program which allows us to swiftly implement any policies, processes, or technology necessary to support the program.

Webjet is ISO 27001 certified and our Card holder data environments Webjet OTA and GoSee are PCI-DSS certified.

We are in the process of becoming PCI-DSS certified for the WebBeds business.





## Data Privacy

Webjet takes great care to protect all customer personal information from unauthorised access, modification and disclosure. We use a range of methods to protect the privacy and security of customer information, including provisions governing the storage, security, access, transmission and use of customer personal information.

We are committed to protecting the data we collect, transmit and store and reducing any associated risks by:

- complying with the OECD privacy principles to mitigate any associated risks;
- executing robust organisational and technical measures to ensure the security of our data;
- using a privacy by design approach – all vendors, projects, enhancements are reviewed to ensure data is protected adequately and the right provisions are in place in all third-party agreements;
- ensuring our staff are appropriately trained on protecting data; and
- implementing policies and procedures to ensure the business supports the protection of data.

### Policies

The Company's **Privacy policies** are available for customers on our business websites. Customers can access and control their personal information (including the ability to rectify information) by following the steps set out in our privacy policies. These policies also establish how the Company shares personal information with third parties to help the Company operate, provide, improve, integrate, customise, support and market its services. Webjet does not sell or rent any customer personal information to a third party.

We also have a range of other policies in place reflecting our role as a data controller including Data Protection Agreement (Controller to Processor), Data Protection Agreement+SCCs (C2C), Technical and Organisational Measures, Privacy Policy (direct guests), Privacy Notice (employees), Privacy Policy (POS), Privacy Policy under the PIPL, data classification policy, data retention and disposal policy.

### Managing supplier risk

We have measures in place to ensure organisations and persons who may receive the information understand its confidentiality and maintain required protection and security while handling data. We follow

a privacy by design approach. All new service providers, vendors, clients and supplier contracts are reviewed to ensure their data protection provisions are adequate. Where relevant, we request third-parties we enter into an agreement with to sign our Data Protection Agreement. We also vet suppliers' security posture through our security questionnaire, which allows us to understand the associated vendor risk. Privacy impact assessments are carried by a third party as and when required.

### Data requests

Data requests are managed by the Senior Director of Information Compliance and Data Protection. All requests are validated to ensure they are legitimate and legally required processes are followed prior to responding. We conduct regular legitimate interest assessments that consider interferences with rights and freedoms of individuals. Personal data mailbox details and supporting processes are communicated to data subjects who wish to exercise their data subject rights.

### Training

All employees receive general cyber awareness training as part of the onboarding process, which includes data protection. All employees that fall within the scope of General Data Protection Regulation (GDPR) compliance also receive GDPR related training.

### Privacy breaches

While protection of the privacy and confidentiality of sensitive personal data is vital, security breaches and/or loss of confidential or sensitive personal information can occur. If any event such as a security breach or loss of confidential or sensitive information does occur, Webjet will comply fully with its obligations under applicable privacy legislation including, as appropriate, the notification of all people affected by the breach. It is also committed to taking such action as appropriate to limit the impact on any customer of a security breach or unauthorised access to that customer's personal non-public information. The Company has in place a robust incident response plan in the event of a suspected privacy breach, which is tested annually by independent external auditors. During the year there were no reportable privacy breaches.

## Responsible Governance.



### Data Security

Webjet is committed to ensuring we run a robust security program, which supports the protection of our people, our business assets and our data. Our data security program encompasses all aspects of the business to ensure associated risks are identified and mitigated effectively. Our security program is supported by culture as we strive to embed our security processes into our daily operations.

#### Policies

We have a range of policies in place, most of which are reviewed annually. Policies include access control policy, risk management framework, vendor management framework, information security policy, incident response plan, data classification policy, acceptable use policy, back up policy, change management policy, and a Disaster Recovery plan.

#### Managing risk

Webjet follows a security by design approach. All new service providers and vendors are vetted using our security questionnaire, which gives us an understanding of their security posture and level of risk associated with the engagement. All security provisions are reviewed in third-party agreements by our security team.

We work closely with threat intel groups to understand emerging risks and threats that may impact our business and regular third-party testing is undertaken. External security controls review, pen testing and cyber event simulations are conducted annually or bi-annually.

Our Card holder data environment is PCI-DSS certified and assessed by certified QSA on an annual basis. We run monthly vulnerability scans across all external endpoint and conduct penetration tests by qualified independent consultants on all our commercial platforms on an annual basis.

#### Training

All staff receive general cyber awareness training as part of the onboarding process, which includes data protection. Cyber awareness training (in-house where possible) is conducted on annual basis for all staff. Training is also provided for anyone who falls a phishing simulation test.

#### Security breaches

During the year there were no reportable security breaches. Any cyber events would be managed using our incident response plan, which we test periodically. We would engage a third-party incident response team to manage any large-scale incidents.



## **FY23 in Review**

### **Data Privacy and Data Security.**

#### **Certifications**

- The Company became ISO 27001 certified during the year.
- ISO-27001 audited annually by LRQA.
- Our Webjet OTA and GoSee Card holder data environments are PCI-DSS certified and assessed by a certified QSA on an annual basis. We are in the process of getting PCI-DSS certified for the WebBeds business.
- PCI-DSS audited annually by Sekuro.

#### **Privacy breaches**

- No reportable customer privacy breaches under any relevant legislation during the reporting period.
- Privacy impact assessment for WebBeds carried out by a third party.

#### **Security breaches**

- No reportable data security breaches under any relevant legislation during the reporting period.
- External security controls review, pen testing and cyber event simulations conducted by third party.

#### **Training**

- All new employees received general cyber awareness training (which includes data protection) as part of their onboarding process.
- All employees falling within the scope of General Data Protection Regulation (GDPR) compliance received GDPR related training.
- In house cyber awareness training provided to all staff.



## **Responsible Supply Chain Management** (Modern Slavery).

Webjet recognises modern slavery is a growing global issue and is committed to ensuring high standards of governance to minimise modern slavery risks and improve ethical standards within our business and across our supply chains.

Wherever we operate, we respect the human rights of our employees, customers and those of our suppliers and business partners. We reject all forms of slavery, and we have implemented and enforce systems and controls to ensure it does not occur in our business. Our modern slavery mitigation program has been in place for three years and we have continued to improve and mature our processes, policies and practices to identify and mitigate modern slavery and human rights risks across our own business and through our supply chain relationships.

The Board's Risk Committee has oversight of modern slavery risks, while final accountability sits with the Board. During the year we updated our Risk Committee Charter to formally recognise the Risk Committee's responsibility for overseeing the Group's ESG strategy, including the development and review of policies, frameworks and initiatives relating to human rights, modern slavery and ethical sourcing, amongst other things.

Our annual **Modern Slavery Statements** are available on our investor website (in addition to the online Modern Slavery Register). Our Global Code of Conduct, Global Whistleblowing Policy and Global Sanctions Policy also support our modern slavery mitigation program.

During the year we followed up on the modern slavery risk assessment undertaken in FY22 by conducting further due diligence assessments with our high-risk suppliers. While this work remains ongoing, to date we have not identified any issues requiring remediation. We also continued to progress a number of modern slavery mitigation initiatives. Our next Modern Slavery Statement which will provide more information on these initiatives is due to be released in September 2023.



## **FY23 in Review**

### **Responsible Supply Chain Management.**

#### **Governance**

- Updated our Risk Committee Charter to formally recognise the Committee's responsibility for the oversight, development and review of human rights, modern slavery and ethical sourcing policies and initiatives.

#### **Modern Slavery initiatives**

- Prepared a modern slavery action plan.
- Regular Modern Slavery Working Group meetings to coordinate and track progress of modern slavery initiatives.
- Redesigned our supplier self-assessment questionnaire to yield more meaningful responses.
- Conducting follow-up due diligence assessments of our suppliers identified as 'high-risk' in our FY22 modern slavery risk assessment. While this work remains ongoing, to date we have not identified any issues requiring remediation.
- Incorporated modern slavery compliance provisions into additional supplier contracts where relevant and applicable.

#### **Training**

- Delivered modern slavery awareness training to our global workforce and our Board of Directors.
- A total of 1,886 staff (representing 86% of our global workforce) completed the training, along with all our Board members.

#### **2023 Modern Slavery Statement**

- Due to be published in September 2023.

# Data Summary.

## Operations

Data point	Unit	FY23	FY22
Countries in operation	Number	<b>52</b>	52
Number of Bookings			
Webjet OTA	Number ('000)	<b>1,273</b>	662
GoSee	Number ('000)	<b>278</b>	208
WebBeds	Number ('000)	<b>5,806</b>	2,551
Revenue	AUD	<b>364.4m</b>	138.0m

## Environmental

Data point	Unit	FY23	FY22
Scope 1 emissions	Tonnes CO <sub>2</sub> e	<b>55.49</b>	–
Scope 2 emissions	Tonnes CO <sub>2</sub> e	<b>367</b>	–
Total Scope 1 and 2 emissions	Tonnes CO <sub>2</sub> e	<b>422.49</b>	–
Scope 3 emissions	Tonnes CO <sub>2</sub> e	<b>371.49</b>	–
Total emissions	Tonnes CO <sub>2</sub> e	<b>793.99</b>	–
Webjet OTA's Sustainable Traveller Program offset amount	Tonnes CO <sub>2</sub> e	<b>40,400</b>	17,900

## Social

Data point	Unit	FY23	FY22
<b>Employee profile</b>			
Total employees	Number	2,186	1,766
Total FTE	Number	2,163	1,665
Total headcount growth rate	Percent	30%	–
Total female employees	Number	1,193	–
Total male employees	Number	993	–
<b>Breakdown by business arm</b>			
Total female employees in Webjet OTA	Number	53	–
Total male employees in Webjet OTA	Number	72	–
Total female employees in GoSee	Number	92	–
Total male employees in GoSee	Number	70	–
Total female employees in WebBeds	Number	1,029	–
Total male employees in WebBeds	Number	788	–
<b>Women in management</b>			
Proportion of women on the board	Percent	43%	33%
Proportion of women in senior management positions	Percent	31%	25%
Proportion of women managers	Percent	49%	51%
<b>Employee engagement</b>			
Engagement survey participation	Percent (of total employees)	87%	–
Employees said the relevant business arm is a great place to work:			
Webjet OTA	Percent	92%	87%
GoSee	Percent	77%	n/a
WebBeds	Percent	81%	71%
<b>Health and safety</b>			
Lost time injuries (LTI)	Number	0	0
Work Cover claims	Number	0	0

## Governance

Data point	Unit	FY23	FY22
<b>Economic performance</b>			
Subsidies received from government	AUD	0	2.4m
<b>Customer privacy</b>			
Reportable breaches of customer privacy	Number	0	0
<b>Marketing and labelling</b>			
Marketing communication non-compliance incidents	Number	0	0
Service information and labelling non-compliance incidents	Number	0	0
<b>Whistleblowing</b>			
Whistleblowing allegations reviewed and closed	Number	3	3

# GRI Disclosures.

## GRI General Disclosures (2021)

Disclosure	Disclosure title (General Disclosures)	FY23 Response	Page
2-1	Organisational details	Webjet Limited snapshot	4-5
2-2	Entities included in the organisation's sustainability reporting	Webjet Limited snapshot	4-5
2-3	Reporting period, frequency and contact point	Inside front cover	2
2-4	Restatements of information	No restatements in FY23	-
2-5	External assurance	Inside front cover (emissions information externally assured in FY23)	2
2-6	Activities, value chain and other business relationships	Webjet Limited snapshot	4-5
2-7	Employees	Engaging our people, Data summary	From page 12 and page 38
2-8	Workers who are not employees	Not applicable	-
2-9	Governance structure and composition	Refer to Webjet Corporate Governance Statement	-
2-10	Nomination and selection of the highest governance body	Refer to Webjet Corporate Governance Statement	-
2-11	Chair of the highest governance body	Refer to Webjet Corporate Governance Statement	-
2-12	Role of the highest governance body in overseeing management of impacts	Sustainability governance	28-29
2-13	Delegation of responsibility for managing impacts	Sustainability governance	28-29
2-14	Role of the highest governance body in sustainability reporting	Inside front cover	2
2-15	Conflicts of interest	Refer to Webjet Corporate Governance Statement	-
2-16	Communication of critical concerns	Refer to Webjet Corporate Governance Statement	-
2-17	Collective knowledge of the highest governance body	Refer to Webjet Corporate Governance Statement	-
2-18	Evaluation of the performance of the highest governance body	Refer to Webjet Corporate Governance Statement	-
2-19	Remuneration policies	Refer to Remuneration report (within Annual Report)	-
2-20	Process to determine remuneration	Refer to Remuneration report (within Annual Report)	-
2-21	Annual total compensation ratio	Not reported	-
2-22	Statement on sustainable development strategy	Our approach to sustainability	10-11
2-23	Policy commitments	Sustainability governance	28-29
2-24	Embedding policy commitments	Sustainability governance	28-29
2-25	Processes to remediate negative impacts	Refer to Webjet Corporate Governance Statement	-
2-26	Mechanisms for seeking advice and raising concerns	Business ethics (including whistleblowing)	From page 30
2-27	Compliance with laws and regulations	Responsible governance	From page 28
2-28	Membership associations	Engaging with our stakeholders	9
2-29	Approach to stakeholder engagement	Engaging with our stakeholders	9
2-30	Collective bargaining agreements	Not applicable	-



## SASB Index: Internet Media and Services Standard (2018)

SASB Topics	Accounting Metrics	FY23 Response	Page
Environmental footprint of hardware infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Partial. See emissions baseline.	22
Data privacy, advertising standards and freedom of expression	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Zero	-
2-3	Reporting period, frequency and contact point	Inside front cover	2
Data Privacy, advertising standards and freedom of expression	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Partial. Zero reportable breaches of customer privacy.	38
Data security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Partial. Zero reportable breaches of customer privacy.	38
Data security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Data privacy and security	32-53
Employee recruitment, inclusion and performance	Employee engagement as a percentage	Employee engagement and development	12-13

# Glossary.

• AFTA	Australian Federation of Travel Agents
• B2B	Business to Business
• B2C	Business to Consumer
• CES	Customer Engagement Scores
• Company	Webjet Limited
• EBITDA	Earnings before interest tax depreciation and amortisation
• ESG	Environmental, Social and Governance
• GDPR	General Data protection Regulation
• GRI	Global Reporting Initiative
• IATA	International Air Transport Association
• NPS	Net Promoter Scores
• OTA	Online Travel Agent
• Webjet	Webjet Limited
• SASB	Sustainability Accounting Standards Board
• SDG	Sustainable Development Goals
• TCFD	Taskforce for Climate Related Financial Disclosure
• TEM	Tasman Environmental Markets
• Toitu	Toitu Envirocare
• TTV	Total Transaction Value