

Booking.com

# Gender Pay Gap Report



**This report outlines Booking.com Transport Limited's gender pay gap results for 2021/2022.**

At Booking.com, our diversity gives us strength. We know that the more diverse we are, the more perspectives, skills and experiences we have, the closer we get to making it easier for everyone to experience the world. But diversity alone is not enough. We know that to benefit from our diversity, we need to create an inclusive workplace where everyone can do their best work and succeed in their careers.

**Our ambition is to achieve balanced gender representation.** We know we are not there yet. Like many organisations, we know that women are often under-represented in tech roles and senior management and leadership positions. The reasons for these gaps are varied and complex. However, this does not stop us from taking steps every day to address them.

We are committed to ensuring fair and equal treatment of all our employees. As such, we review compensation regularly to ensure that people carrying out the same or similar type of role are compensated equitably. **An independent third party analysis has confirmed and verified that in 2021/2022, we didn't have any gender-related statistically significant differences in pay for employees carrying out the same or similar roles.**

Data in this report is based on payroll data as at 5th April 2022. Our "bonus" results are based on payroll data for the 12-month period from 4th April 2021 to 5th April 2022.

## ***What's the difference between the gender pay gap and equal pay?***

*Gender pay gap is a measure of the percentage difference in average pay of men and women across an entire company. This is different from **equal pay for equal work**, which focuses on whether men and women are compensated equally for performing the same or similar work.*

# Pay

Our gender pay gap is largely caused by an unequal gender representation across different role types and levels within Booking.com Transport Limited.

We have more men than women working in software engineering roles, which made up 27% of our workforce in April 2022. The market compensation for software engineering roles is higher than other less technical roles. The talent pool for these types of roles also continues to be predominantly male, a challenge to diversity that most companies in the technology sector currently face, both in the UK and worldwide. We're fully committed to addressing this challenge and have a number of initiatives already underway. These include our Tech Returners, Tech Apprenticeship and Graduate programmes, which have proven to be effective routes for women to enter into or return to engineering roles. Additionally, we have a number of initiatives aimed at ensuring equal access to senior leadership career opportunities.

## Mean Gender Pay Gap

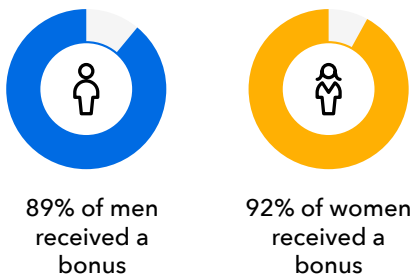


## Median Gender Pay Gap



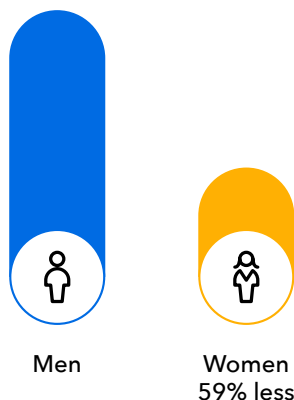
# Bonuses

For the purpose of this report, the definition of bonus includes any reward relating to productivity performance, profit sharing, incentives or commission, and includes stock awards.

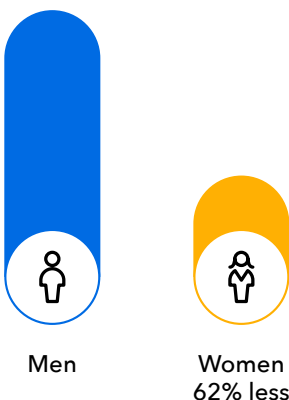


These two figures are closer than they were in the past; the percentage of men receiving a bonus decreased from 96% in the previous year and the percentage of women receiving a bonus decreased from 99% in the previous year. \*

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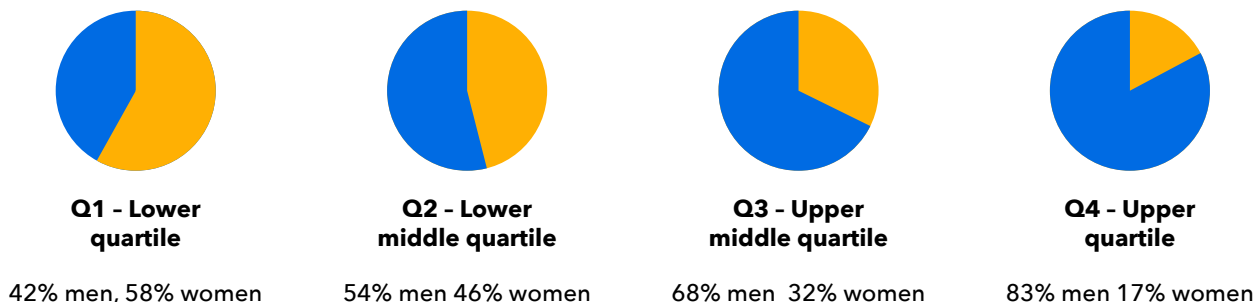
## Median Gender Pay Gap



The bonus pay gap is primarily a result of the under-representation of women in the upper middle (32%) and upper (17%) quartiles, where bonuses account for a significant part of overall earnings. In addition, bonuses for people in senior management and leadership roles are largely paid in the form of stock, which had a considerable impact on the final figures due to vests occurring in March 2022.

## Pay Quartiles

This table shows the proportion of men and women in each pay quartile



The differences here are largely due to the uneven distribution of men and women across job families – and the fact that salaries in job families such as software engineering (90% male and 10% female) and product management (69% male and 31% female) are significantly higher than those in customer-facing job families. Overall, tech and product roles represent 38% of all roles in the organisation. Together, these figures highlight the need to drive gender balance across tech, product and senior leadership roles.

*\* Note that the percentage of eligible men and women who received a bonus was incorrectly reported in last year's report. The interpretation of the above data is reflective of the change based on the corrected data. Last year, we incorrectly reported that the mean bonus pay gap meant women received 55% less than men and the median pay gap meant that women received 5.9% less. The correct data should have been that the mean bonus gap meant women received 64% less and the median pay gap meant that women received 58% less. The correct data reflects the small yearly decrease in mean bonus pay gap that we have seen over the last few years.*

## Working towards gender balance at Booking.com

Our ambition is to bring more women into Booking.com, to support more women aspiring to careers in technology, and to enable women's career progression while addressing barriers and inequality in our processes and systems.

## **Enabling women's transition into tech**

We know that women have low representation in tech roles. Historically, women have always entered tech roles at a lower rate than men and as a result, there is a shortage of women in tech. At Booking.com, we have a number of initiatives aimed at supporting women's careers in tech, both within Booking.com and in society.

### **Tech Returners**

We are a proud partner of Tech Returners, an organisation dedicated to sponsoring the development of people who are looking to make their journey back into tech, with a strong focus on women. We fund the training and development of a cohort of people who have taken a break from a career in tech, with a focus both on tech skills and on building confidence to return to the workplace in a tech role. We've continued to develop women colleagues who joined us through the Your Return to Tech programme, and sponsored a further cohort of people with the expectation that they would join our business later in 2023.

### **Apprenticeship programmes**

Our software engineering apprenticeship programme is an important entry option for people who are passionate and talented but don't yet have the right experience to land a tech role. 50% of tech apprentices are women and we use this programme as part of the sourcing plan for our graduate scheme, increasing the number of women entering tech-related roles with us. Typical apprentice salaries can be a barrier for people wanting to switch careers, so we have reviewed how we are compensating our tech apprenticeship roles to attract more talent. We also work with organisations such as Code First Girls with the expectation that a higher proportion of career switchers (particularly women) will join our workforce in the future.

## **Recruiting diverse talent**

In addition to helping grow the talent pool of women in tech, we also know we need to find and hire the talent that is already out there. We're working hard to make sure that we're connecting with diverse talent and are ensuring a fair and unbiased recruitment process.

### **Software developer graduate programme**

This programme recruits recent graduates for entry-level software development roles, giving them the opportunity to work within several different teams for the duration of the scheme and letting them experience different types of software development career paths. To increase accessibility, the entry requirements were adjusted from computer science qualifications to any STEM-related degree. The most recent cohort (in April 2021 - April 2022), was 20% women graduates, which is similar to past cohorts. In our September 2022 and September 2023 graduate cohorts, however, we expect to see a higher percentage of women as a result of our change in approach. This ambition is also supported by our targeted approach to attracting talent from schools, universities and female-focused partnerships. Early career salaries have been (and are constantly being) carefully reviewed to ensure that they actively address the gender pay gap.

## **Supporting women's career progression**

As well as attracting new talent, we're also focused on supporting the talent already at Booking.com.. We know that visible role models and active mentors are an important part of increasing women's representation and access to opportunities.

## **Mentoring and sponsorship**

We have an established mentoring programme, and actively encourage female leaders to participate. We have also organised events empowering women to have one-to-one or small roundtable sessions with our most senior leaders. Our Women in Tech working group is sponsored by senior leaders and enables females and allies to develop a network local to the UK, to develop, share and support ideas to continue to make the environment for our women in Tech a highly inclusive one.

## **Partnerships**

We work with organisations including Catalyst, everywoman and MyGwork, to address the diversity and skills gap in tech. These partnerships offer learning and networking opportunities for women looking to grow their careers. Additionally, they give senior leaders access to up-to-date research, along with advice on how to bridge the gender gap.

## **Women in Leadership Program**

Women in Leadership is our global development programme for women in upper management and leadership positions. Participants benefit from a series of workshops and other resources to support their professional development. The programme also connects our women leaders across Booking Holdings brands, expanding their network.

## **Ensuring fairness in our policies and processes**

We are committed to providing a fair and equitable working experience for every one of our colleagues. We also know that (unconscious) bias and assumptions exist in society, which may have influenced our processes and policies, and we need to be intentional in addressing them.

### **Promotions**

At Booking.com, we run the promotion cycle twice a year. Every time, we analyse eligibility, nominations and success rates by gender and by business unit, and we provide this analysis to business unit leaders.

### **Annual compensation evaluation**

We are committed to paying equitably, regardless of gender, ethnicity, or any other factor. With the help of an independent compensation consultancy, we conduct pay equity studies across the global organisation every other year. In the off years, we work on remediation plans to address outliers, implementing the findings of those studies, while continuing our internal monitoring and assessment activities.

### **Review of family policies**

We know that a company's family policies can be an obstacle for women trying to pursue their career while raising children. Policies that also consider men who want to play a strong role in child rearing benefit everyone, enabling men to spend time with their children, and women to provide for them financially. With this in mind, we look forward to sharing more about our updated family policies in next year's report, and we remain focused on attracting and retaining women talent, and driving equal career development opportunities.

## Partnering with our communities

Our own colleagues have much to teach us about improving the experience of under-represented groups in our workplace. Employee Resource Groups (ERGs) are voluntary groups of colleagues representing diverse groups at Booking.com.

In 2022, six ERGs connected 10,000+ employees across the globe, helping to ensure all employees across the organisation feel empowered, supported, valued and welcomed – so they can thrive and do their best work. Women are represented in each of these communities.

- **B.equal** represents our women colleagues, ensuring all women have equal access to opportunities.
- **B.able** represents our colleagues with diverse physical and neurological needs, empowering them to be understood and to thrive.
- **B.bold** represents our Black colleagues, supporting them and helping them grow into tomorrow's leaders.
- **B.gente** represents the diversity and richness of our Latin American and Hispanic communities.
- **B.harmony** represents our Asian colleagues, celebrating the diversity of all Asian colleagues and allies.
- **B.proud** represents our LGBTQ+ colleagues, building an inclusive workplace for LGBTQ+ employees.

*I confirm that the information contained within this Gender Pay Gap Report is accurate.*



**Matthias Schmid**,  
Senior Vice President, Booking.com Transport Limited