

Booking.com Ltd.

Gender Pay Gap Report 2022-2023*

* Published 2024 for reporting period 2022-2023

Booking.com



Part 1: Introduction

Diversity, Equity and Inclusion at Booking.com

Our mission at Booking.com is to **make it easier for everyone to experience the world.**

And everyone means everyone. Our customers represent all genders¹, races, ethnicities, abilities, sexual orientations and backgrounds. **So our teams should too.**

In order to serve everyone and meet the wide-reaching needs of our customers, **putting diversity, equity and inclusion at the heart of everything that we do will help us to meet the wide-ranging needs of our customers.**

While we are **proud of the progress** that we have made, we also recognise that we have a long way to go—particularly when it comes to ensuring a more **gender diverse representation across tech roles and within leadership.** And, while this work is

incremental and often takes time before results can be seen, we also recognise that the investments that we make in DEI today are what will allow us to create a more diverse and inclusive workplace in the future.

¹ We recognise that there are many different gender identities and we use the following definition: 'How a person identifies themselves or their innate sense of their gender. It is a person's sense of being a woman, a man, both, neither or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex.'

Key highlights of the reporting period 2022-2023

We have continued to work on a number of **programmes and initiatives that help us to promote gender diversity across the business.**

The **number of women we have in tech roles in our UK entities (23%) is ahead of the UK average (15%).**

We are **ahead of other big technology companies² in terms of the number of women in leadership positions.**

² As self-reported through their annual publicly available Diversity Benchmarking reports.

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 all 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.

During this reporting period we have independently assessed and verified that there are no statistically significant differences by gender in pay for employees carrying out the same or similar role.

This is the first year that we have submitted the gender pay gap report for our Booking.com Ltd. entity in the UK, as we have only recently reached the requisite headcount threshold for reporting purposes.

Part 2: UK Gender Pay Gap Reporting

Booking.com Ltd.

When looking at the UK gender pay gap rather than equal pay, we see the following results within Booking.com Ltd:

Pay

During the reporting period, the average and median figures show us that across Booking.com Ltd, men were paid more than

women (16% and 22% respectively).

Bonuses

During the reporting period, the average and median figures show us that across Booking.com Ltd, men received more in bonus pay than women (40% and 28% respectively) and that slightly more women than men received bonuses (94% versus 93% for men).

**Mean
Pay Gap**

16%

On average, men at Booking.com Ltd. were paid 16.44% more than women.

**Median
Pay Gap**

22%

When using the median, men at Booking.com Ltd. were paid 21.61% more than women.

**Mean
Bonus Pay Gap**

40%

On average, men at Booking.com Ltd. were paid 40.31% more in bonus pay than women.

**% Men
receiving bonuses**

93%

92.86% of relevant employees who are men received a bonus.

**Median
Bonus Pay Gap**

28%

When using the median, men at Booking.com Ltd. received 27.65% more bonus pay than women.

**% Women
receiving bonuses**

94%

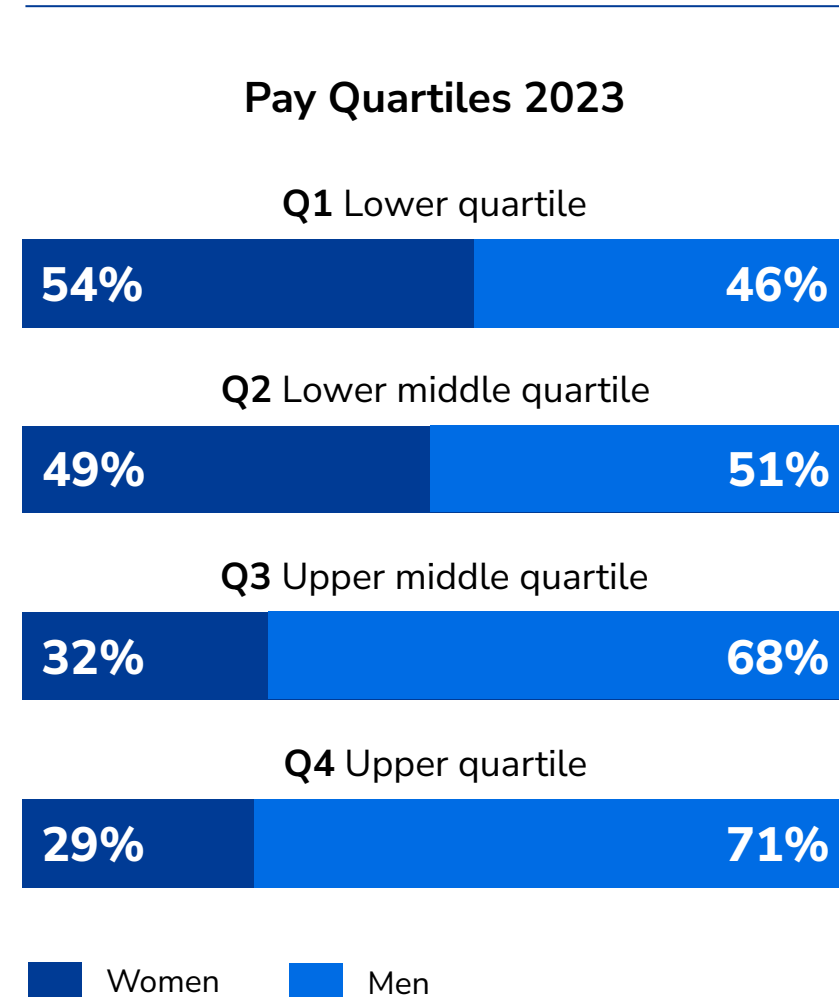
94.31% of relevant employees who are women received a bonus.

Pay Quartiles

In a distribution of pay levels across the company, the quartiles are the values which divide the distribution into four equal parts, from the lowest to the highest. The balance of men in upper pay quartiles is higher than for women, whilst we see a greater balance in the lower middle quartile.

A note on the data

The difference in average pay levels between men and women in the UK is in



part due to the **demographics of our organisation—and the demographics of the industry in general.**

Demographics of our organisation: Gender split across tech roles

In the UK specifically, Booking.com has a large Tech department (mainly Software Engineering), which is predominantly made up of men. These roles typically sit at higher career bands and have different reward structures.

Despite the 'Total Addressable Market' of women in tech still being so low in the UK ([LinkedIn Talent Insights](#) estimates it is 24%), we are committed to improving gender diversity in the roles across our Tech department.

Industry-wide: Attracting women to tech roles

According to the UK Organisation [Women in Science and Engineering](#), just 26% of people working in STEM roles across the UK are women. While more focus is being put on attracting women into tech roles across the industry, **the ratio of men to women and underrepresented genders in tech-based organisations like Booking.com remains skewed.** This in turn

means that the pool of talent is smaller, which has a subsequent effect on the number of women and underrepresented gender identities progressing to leadership roles within tech companies.

We are working **both internally and with external partners to try and redress this balance.** This work has a long-term focus, since it is also about shifting perceptions, preferences and historical biases—so we are aware that it might be years before we see the impact of some of our DEI investments and initiatives.

Leadership versus non-leadership roles
Globally, we have seen an increase in our women in leadership positions (defined as Director level and above) over the last few years from 24% in 2020 to 33% at the end of 2023. This puts us ahead of other big technology companies (as self-reported through their annual publicly available Diversity Benchmarking).

While we are making progress at a global level, **in the UK the gender split for leadership roles held by women is slightly below the market average** (UK: 24% compared to Booking.com in the UK: 22%).

Our area of focus

A key area of focus for us is to **increase the number of women in Senior Manager roles**, which will help us to ensure that there is a gender diverse 'pipeline' of candidates for future Director roles. We are making slow progress here - our Senior Manager roles represented by women is currently 23%, up from 22% in 2022 - so we are now **ramping up our efforts to ensure that this number substantially grows.**

Part 3: Our DEI Initiatives

Programmes and Initiatives

Research

We invest in both **internal and industry-level research on DEI** to help us uncover the perceptions, opportunities and challenges for women and other underrepresented communities within the tech industry. This research helps us to **determine our focus and inform our decision making**—all with the end goal of hoping to drive real and lasting change, within Booking.com, and beyond.

We also **proactively research and benchmark our progress in representation** compared to the total addressable market (TAM). This helps to inform all of our talent attraction strategies.

Gender Diversity Taskforce

Established in 2023, the **Gender Diversity Task Force is a cross functional group that helps us to identify opportunities, set ambitions and deliver on our specific diversity goals.** They are also accountable for the design and delivery of gender



At Booking.com we work to proactively address gender diversity and to promote and embed equity and inclusion across the business.

diversity initiatives. The group regularly reviews our progress and flags issues we need to address.

B.Champion

B.Champion is our **mentorship and sponsorship programme for women who want to prepare for the next step in their career.** The programme focuses on technical roles in which women are traditionally underrepresented and on roles at specific career levels where there is typically a drop-off of women.

Women in Leadership

- **Women in Leadership Programme:** A global development programme for women in upper management and leadership positions. Participants benefit from a **series of workshops and other resources to help support their professional development and expand their network.** Feedback on this programme has been incredibly positive, with 100% of participants saying they would recommend it.
- **Foundations of Inclusive Leadership:** Our leadership community has taken part in our

'Foundations of Inclusive Leadership' workshop, which helps **participants to deepen their understanding of the role leadership plays in fostering a more inclusive culture.**

Inclusive benefits for parents

Company family policies can present a challenge for women who want to pursue their career while also raising a family. Enabling men and women to play an equal part in childcare while giving both the opportunity to pursue their careers is key. That's why we have gone beyond the UK statutory maternity rights and in 2022 introduced an enhanced, **fully paid equal leave for birthing and non-birthing parents to help families share caregiving responsibilities.** In 2023 we also completed a pilot to offer coaching for colleagues returning from parental leave to reintegrate into their roles and teams.

Entry-level programmes with a focus on women in tech

We are **increasing the number of internships for women in tech roles,** which will help us to build a pool of talent in the long-term, but in the short term are expected to exacerbate our gender pay gaps further. It will take time for the effects





of these initiatives to be seen but we are confident that these will make a difference to gender representation in the longer-term.

- **Apprenticeship Programme:** We run **six different apprenticeship programmes across a range of roles, ranging from Data Science to Software Testers**. These are for passionate and talented individuals who don't yet have enough experience to secure a tech role. 50% of our tech apprentices are now women.
- **Graduate Programme:** We run graduate programmes, and have successfully adjusted our entry requirements and assessment methods to **widen accessibility to a more diverse talent pool**, resulting in a significant increase in women joining these programmes.

Employee Resource Groups

Our **Employee Resource Groups (ERGs)** advocate for the interests of **underrepresented communities while**

providing a sense of community and support - and we encourage all colleagues across the business to be active allies to these communities. **B.Equal, for women and underrepresented gender groups**, is one of our largest communities with over 2800 members³. We also have a range of other ERGs:

- **B.Able** for people with disabilities and neurodivergence
- **B.Bold** for our Black colleagues
- **B.Gente** for the Latin American community
- **B.Harmony** for Asian cultures
- **B.Proud** for our LGBTQ+ colleagues

These groups work in collaboration with our Diversity, Equity and Inclusion (DEI) team, and **are a central part of our DEI strategy**.

³ As of February 2024

Internal policies and processes

Equal Pay

We are committed to **pay equity**, regardless of gender, race or ethnicity — and recognise how important it is that **we address gender pay disparities when they occur**. With the help of an independent compensation consultant, we carry out annual audits to ensure that women and men are paid equally in the same type of role (while taking into account other factors such as individual performance).

Talent Management

We have included diversity as a key component of our **Talent Management Process**. We ensure that the diversity of talent is considered in talent reviews and succession planning, and regularly hold **‘Conscious Inclusion’ training sessions** for our talent recruitment teams.

Promotions

We run a **promotion cycle** twice a year, through which we analyse **eligibility, nominations and success rates by both department and by gender**, with a view to fair representation of employees who are

being promoted.

Job descriptions

We apply [Textio](#) to job descriptions to **remove biased language and reach a broader and more diverse candidate pool**.

DEI Hiring Manager Toolkit and training

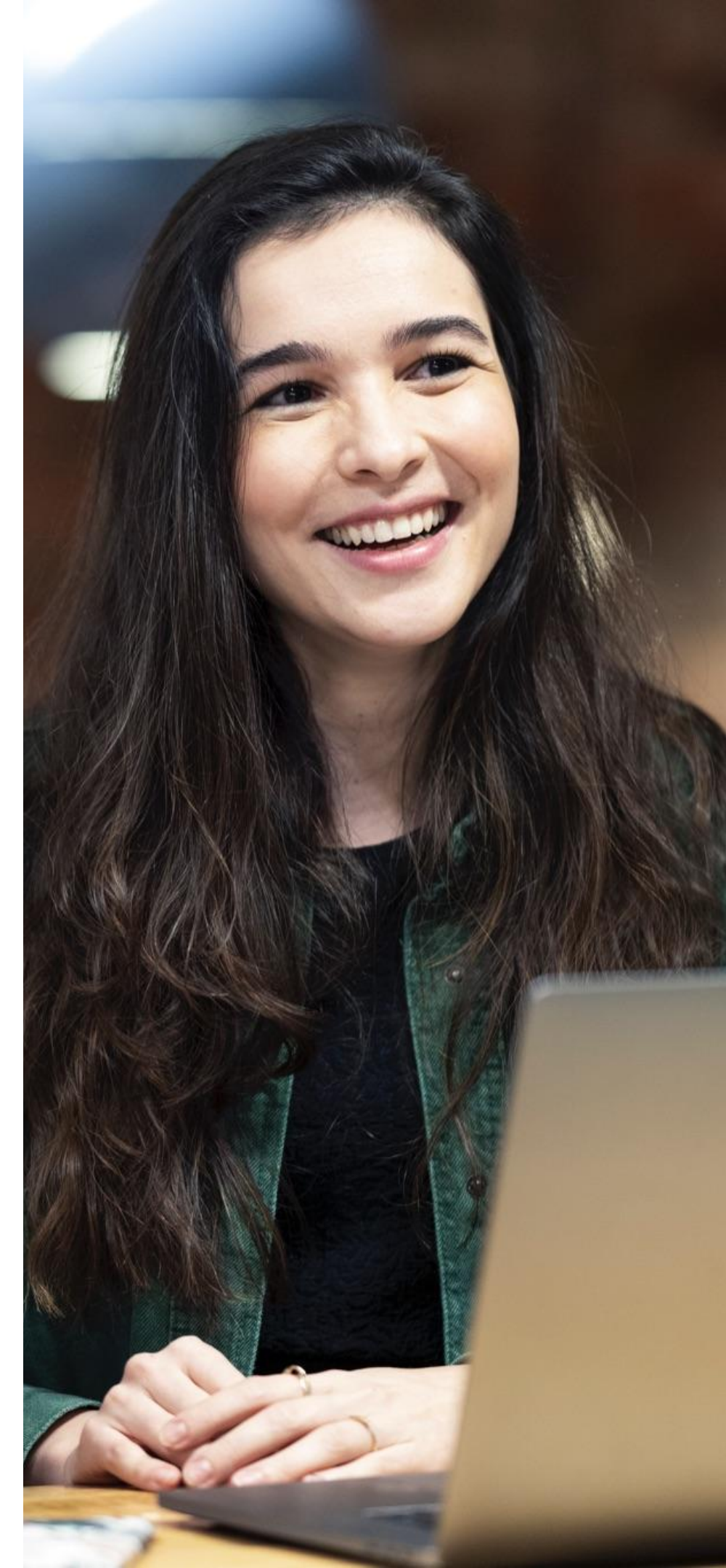
We have a **DEI Hiring Manager Toolkit** to equip managers with the resources and knowledge needed to promote an inclusive hiring process. We also run DEI sourcing training to help us in seeking out diverse talent for both technical and non-technical roles.

External partnerships and sponsorships

We are committed to doing all we can to help encourage, support and champion women in tech.

- Together with Techleap and the Dutch Ministry for Economic & Social Affairs, **we’re founding partners of [Diversity Hero](#)**, an organisation dedicated to helping improve diversity in Tech companies.

- We **partner with organisations like [Catalyst](#) and [Everywoman](#)** and ensure that we are represented at events that support women in the tech industry such as Reframe Women in Tech, MyGwork and Anita Borg.
- We **partner with [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.
- In the UK specifically we partnered with [Manchester Digital/Digital Her](#), [Reframe Women In Tech](#), [Everywoman in Tech](#), and [HackManchester Junior](#).
- We **actively promote diversity through key sponsorships and events**. For example, we were the headline sponsor of last year’s [EU Women in Tech conference](#), the [Diverse Leaders in Tech](#), and [DEI in Tech Summit](#). We hosted a DEI coalition at [The Next Web Conference](#).





Part 4: Conclusion

We know that it is the work that we do today that will help us to create a more diverse workplace tomorrow—and acknowledge our role in **attracting, retaining and championing women and underrepresented gender identities in tech**, both within our organisation and at the industry level.

Our **Diversity, Equity and Inclusion (DEI) team at Booking.com continues to design and develop programmes and initiatives to help build a workplace where everyone can contribute and achieve their full potential.**

And while we are proud of the progress we have made and the initiatives and programmes we have in place, we are also

aware that there is still work to do in creating a better gender balance across our organisation, and that this needs to be an organisation-wide effort.

Because the work that we do to promote diversity cannot and should not be limited to the work of the DEI team. Real change will only happen when all of us - as individuals, as managers, as leaders, as organisations, and as an industry - step up and **proactively drive and create a diverse, equitable and inclusive workplace - for everyone to thrive in.**

And everyone means everyone.

Carlo Olejniczak

VP & Managing Director EMEA at Booking.com

Promoting and enabling diversity, equity and inclusion is a task for us all.

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