

Booking.com Ltd.

# UK Gender Pay Gap Report \*2025

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Booking.com



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# Introduction: Pay equity at Booking.com

We're happy to report that there are no statistically significant pay differences between employees of different genders performing the same or similar roles across our global organisation.

At Booking.com, we are **committed to ensuring fair and equitable pay for everyone**. We regularly assess our compensation practices to identify and address any disparities, including those related to gender.

As part of this commitment, we **collaborate with external experts** to conduct pay analyses. These audits account for factors that can influence compensation—such as time in position, performance, and location. Based on our latest review, we can confirm that there are **no statistically significant differences in pay between employees performing the same or similar roles that are connected to gender**.

We recognise that **pay equity is an ongoing effort**, and remain dedicated to monitoring and refining our processes to ensure everyone at Booking.com is compensated fairly for their work.





## Key highlights of the reporting period 2023-2024



Globally, there are no statistically significant pay differences between employees of different genders performing the same or similar roles.



In the UK, the number of women in leadership positions (Director level and above) has increased from 21% in 2023 to 28% in 2024<sup>2</sup>.



Globally, the number of women in leadership positions (Director level and above) has risen from 33% in 2023 to 35% by the end of 2024<sup>1</sup>.



We believe that we offer a rich culture where employees feel empowered to do their best work with **opportunities to grow as well as offer competitive compensation and benefits.**

<sup>1</sup>Year-over-Year (YoY) analysis of global figures is based on data from Workday as of 31 December 2023 and 31 December 2024.

<sup>2</sup>Year-over-Year (YoY) analysis of UK figures is based on the population used for the Gender pay gap reporting as of 5 April 2023 and 5 April 2024, according to statutory guidance.

# UK Gender Pay Gap Reporting

## Key figures

When looking at the **UK gender pay gap**<sup>3</sup> rather than equal pay, we see the following data for Booking.com Limited in the UK. It is useful to note that the gender pay gap is a measure that shows the difference in **average earnings** between women and men. The gender pay gap does not show differences in pay for comparable jobs and is therefore not the same as 'equal pay'.

<sup>3</sup>The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs and is therefore not the same as 'equal pay'.

### Headcount

**255**

Employees

### Pay

**Mean**  
Pay Gap

**14%**

On average, men at Booking.com Transport Ltd. were paid 14% more than women.

**Median**  
Pay Gap

**17%**

When using the median, men at Booking.com Transport Ltd. were paid 17% more than women.

### Bonus Pay

**Mean**  
Bonus Pay Gap

**54%**

On average, men at Booking.com Transport Ltd. were paid 54% more in bonus pay than women.

**Median**  
Bonus Pay Gap

**59%**

When using the median, men at Booking.com Ltd. received 59% more bonus pay than women.

**% Men**  
receiving bonuses

**94%**

94% of relevant employees who are men received a bonus.

**% Women**  
receiving bonuses

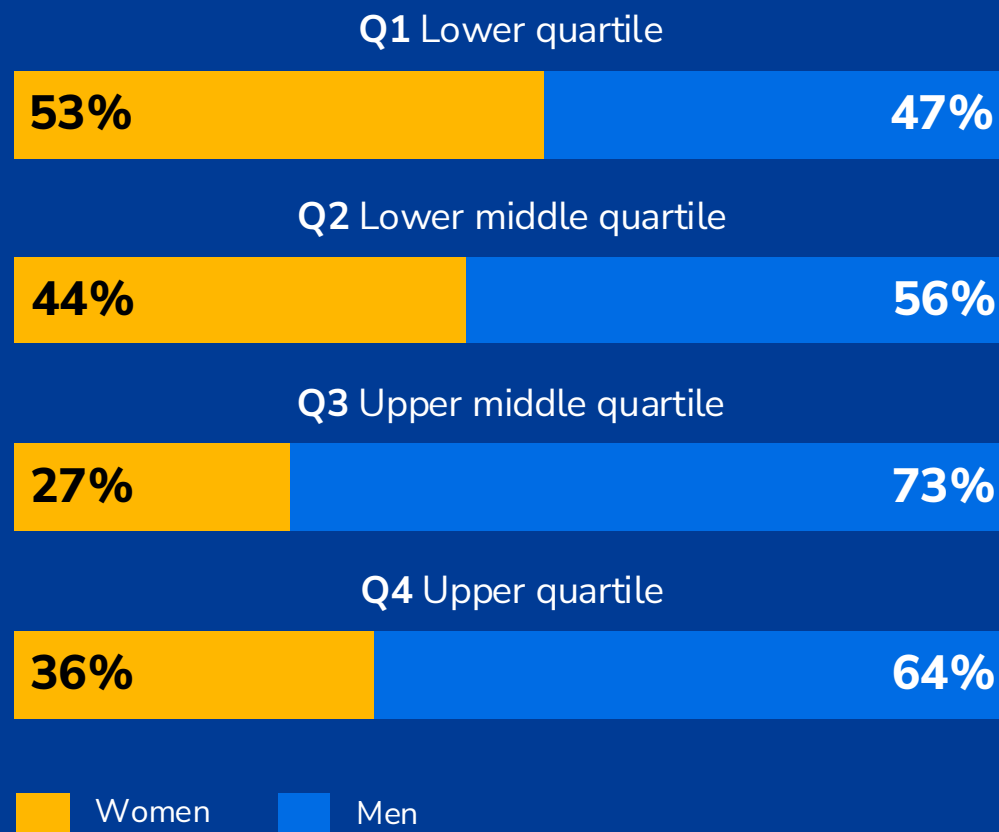
**98%**

98% of relevant employees who are women received a bonus.

## Pay Quartiles

Pay quartiles are created by dividing the total number of full-pay relevant employees into four equal parts, from the highest paid to the lowest paid. The distribution across quartiles provides insight into the representation of men and women at different job and pay levels within an organization.

### Pay Quartiles 2024

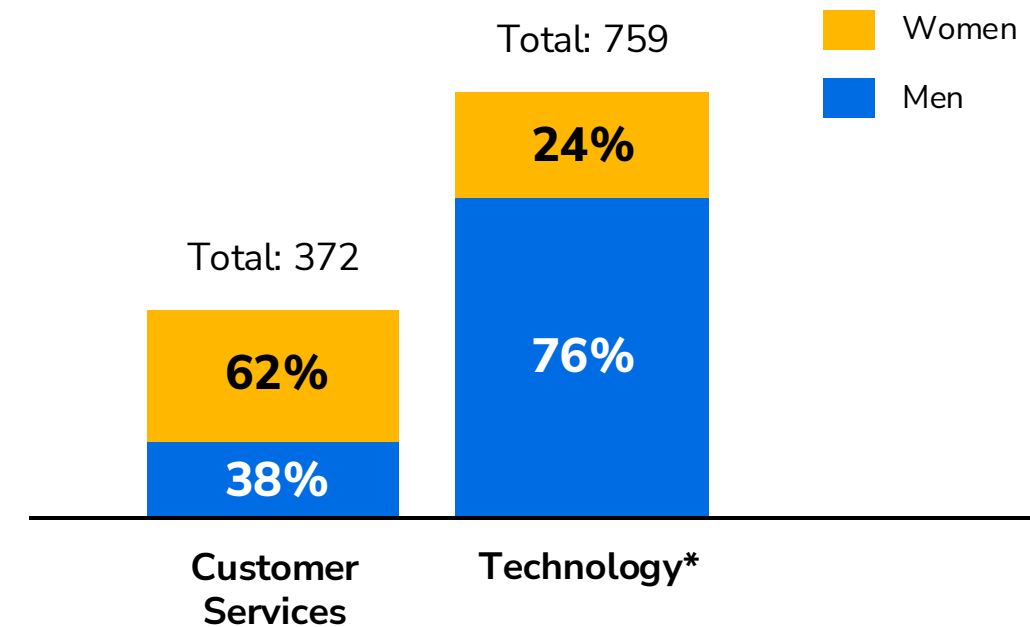


## Our observations

### The demographics of our UK presence

We continue to experience growth in our Technology Department. In 2024, our headcount grew by 8%, including an increase of women in the Technology Department from 22% to 24%.

### April 2024 Representation



\*Includes Data, Product and Technology Job Families. Excludes any undisclosed or additional gender categories. Rounded to the nearest percentage.

### Gender diversity across Tech

Women remain underrepresented in the UK tech industry, with only 20% of software engineers being women, according to the [Tech Talent Charter UK](#). At Booking.com, our demographics align with this figure, with women also representing 20% of our software engineering workforce.

### Gender pay gap & departmental structure

The gender pay gap is also influenced by the distribution of roles across departments. The majority of our Customer Service (CS) team are women, while our Technology Department is predominantly men. These departments have different career levels and pay structures—and not all roles (including those in CS) are eligible for bonuses, with our reward structure based on market standards and external benchmarks.

## Bonus pay and leadership

Leadership roles at Booking.com tend to receive a larger portion of their compensation in variable pay, such as bonuses and equity, which contributes to bonus pay gaps. We continue to address this gap while ensuring fairness in compensation practices.

## Gender diversity in leadership

Globally, women in leadership positions (director level and above) have risen from 33% in 2023 to 35% in 2024. In the UK, the representation of women in leadership has increased from 21% in 2023 to 28% in 2024, aligning with the overall UK leadership gender diversity (LinkedIn Talent Insights, Jan 2025).

## Improving representation in tech starts at entry level

We understand that attracting and retaining talent in tech requires long-term commitment, often beginning before people enter the workforce. To support this, we've introduced

several initiatives to improve access to careers in Software Engineering.

In 2024, women made up 47% of our graduate programme and 50% of our apprenticeship programme—and we remain focused on developing and retaining this talent.

We also collaborate with organisations like [Code First Girls](#) and [Digital Her](#) to reach and support women considering careers in tech, including those still in school.





## Key Initiatives

### Inclusive benefits

We offer fully paid Parental Leave for all parents—birthing and non-birthing—to support their career journey regardless of gender or personal circumstances. In 2023, we also piloted private coaching for colleagues returning from Parent Leave to help ease their transition back into the workplace. The pilot was successful, and we have continued offering this support.

### Programmes and learning initiatives

We run targeted programmes to improve access to leadership roles for underrepresented genders:

- **B.Champion** supports women in technical roles and career levels where we see the greatest drop-off into management positions.
- **Women in Leadership** is our global

development programme for women in upper management. In 2024, 37 women participated.

- **The Gender Diversity Taskforce** brings together stakeholders across the business to review and improve policies, processes, and systems for greater gender inclusion.

### Employee Resource Groups

**Employee Resource Groups (ERGs)** ensure everyone is represented across the organisation:

Our six ERGs provide community, advocacy, and allyship for underrepresented groups. *B.equal*, our largest ERG with over 3,000 global members, including allies, actively supports women at Booking.com.

### Processes

We embed Diversity, Equity and Inclusion principles across our Talent Management

## processes by:

- Ensuring equitable talent consideration in reviews and succession planning.
- Using inclusive language in guidelines.
- Providing ongoing training and guidance focused on inclusivity, including for promotion processes.
- Conducting regular pay equity studies with independent consultants and addressing any potentially identified disparities.

## Recruitment

### We prioritise inclusive hiring through:

- **Textio:** Textio is a scaling tool used to promote inclusive language; we have improved our job description inclusivity through enhancing our gender-neutral language.
- **Diversity, Equity and Inclusion Hiring Manager Toolkit:** Our tailored toolkit provides resources to managers to support inclusive hiring practices.

- **Market Benchmarking:** We research and compare our representation against the total addressable market (TAM) to guide our talent strategies.

## Community Investment

### We contribute to improving women's representation in tech through partnerships and outreach by:

- Partnering with [Manchester Digital/Digital Her](#) and [Everywoman in Tech](#) in the UK.
- Sponsoring key events like the [EU Women in Tech conference](#) and hosting Diversity, Equity and Inclusion discussions at [The Next Web Conference](#).
- Offering career-switch opportunities through our apprenticeship programme, using the apprenticeship levy to provide competitive salaries for those transitioning into Software Engineering.
- Investing in internal and industry research to better understand and address diversity challenges in the tech ecosystem.





## Conclusion: Helping all employees reach their full potential

Our employees are fundamental to delivering on our mission to make it easier for everyone to experience the world. Indeed, it is critical for our business that we attract and retain the top talent in our industry. By cultivating a diverse leadership and workforce that reflects the broad spectrum of people we work with throughout the world, we gain valuable insights from a wide range of backgrounds and experiences that help us understand the needs of our global consumers and partners.

We believe that we offer a rich culture where employees feel empowered to do their best work with opportunities to grow as well as offer competitive compensation and benefits. We are focused on our employees' engagement and mental well-being, career satisfaction, development, and succession planning. We offer tailored learning opportunities to enable

employees to upskill while at work and drive career conversations between employees and their managers, as well as succession planning.

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