



Booking.com Ltd.

UK Gender Pay Gap Report *2026

*For reporting period 2024/2025

Booking.com



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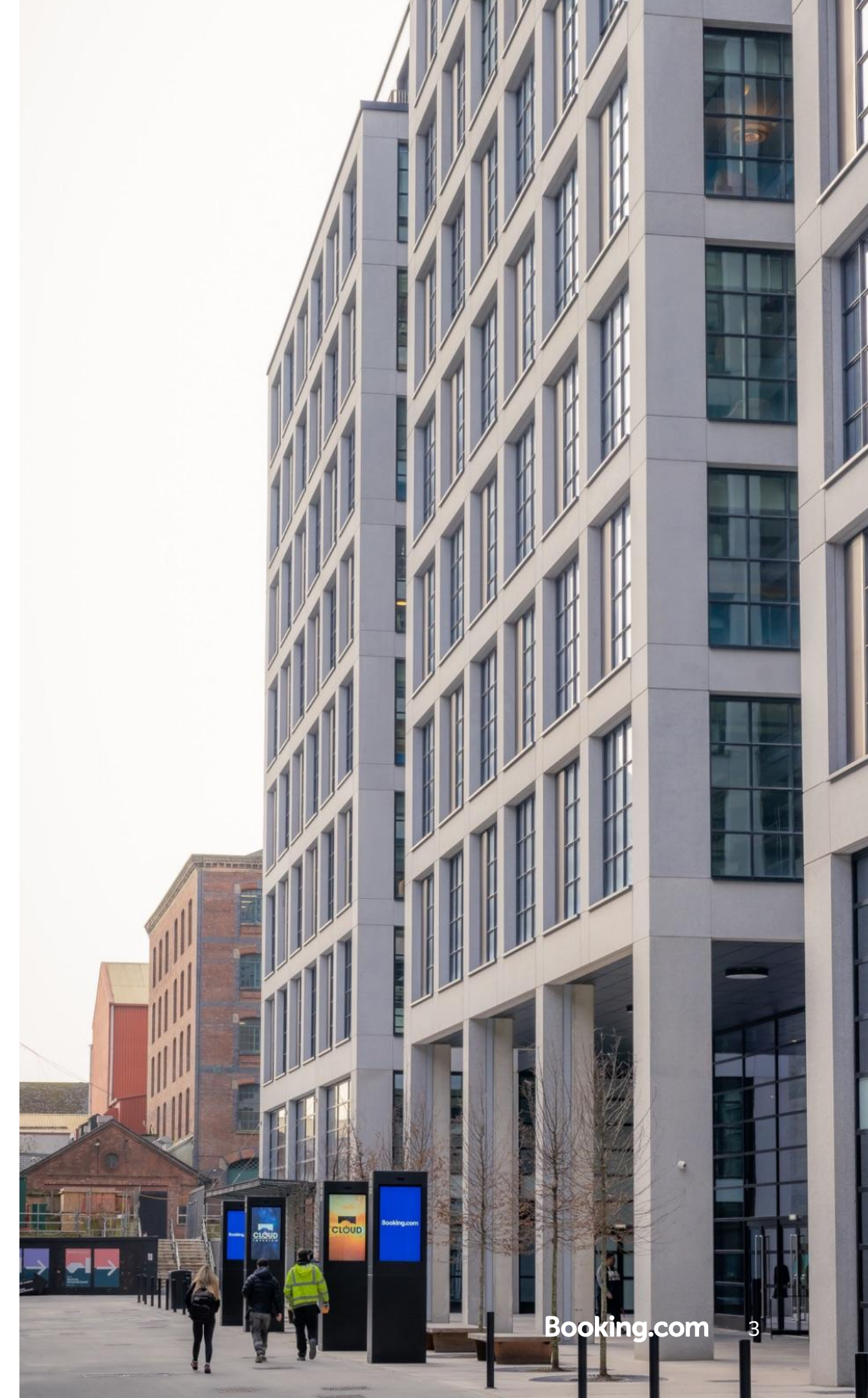
Introduction: Equal Pay Analysis at Booking.com

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

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

As part of this commitment, we **collaborate with external experts** to conduct pay analyses. These analyses account for factors that can influence compensation such as 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 2024-2025



In the UK and indeed globally, there are **no statistically significant pay differences** between employees of different genders performing the same or similar roles.



In the UK, the **representation of women in leadership positions (Director level and above)** has increased from 28% in 2024 to 32% in 2025¹.



In the UK, the **representation of women in technology roles** has increased from 24% in 2024 to 26% in 2025².



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

¹ Year-over-Year (YoY) analysis of UK figures is based on the population used for the Gender pay gap reporting as of 5 April 2024 and 5 April 2025, according to statutory guidance.

² Technology roles include Data, Product, and Technology job families.

UK Gender Pay Gap Reporting

Key Figures

From this section onwards, we report on the UK gender pay gap as required by law, rather than equal pay. 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'. Our gender pay gap is influenced by the distribution of employees across different departments that may be made up of different career levels and pay structures.

Pay

Mean Pay Gap

16%

On average, men at Booking.com Ltd. were paid 16% more than women.

Median Pay Gap

21%

When using the median, men at Booking.com Ltd. were paid 21% more than women.

Bonus Pay

Mean Bonus Pay Gap

65%

On average, men at Booking.com Ltd. were paid 65% more in bonus pay than women.

Median Bonus Pay Gap

68%

When using the median, men at Booking.com Ltd. received 68% more bonus pay than women.

% Men receiving bonuses

97%

97% of relevant³ employees who are men received a bonus.

% Women receiving bonuses

98%

98% of relevant⁴ employees who are women received a bonus.

^{3 4} Per UK Government Description: Relevant employees are all employees employed on your snapshot date, who either: have a contract of employment – including employees who are part-time, job-sharing, and on leave; are self-employed, where they must perform the work themselves – that is, they are not permitted to subcontract any part of the work or employ their own staff to do it.

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 (regardless of levels). The distribution across quartiles provides insight into the representation of men and women at different job and pay levels within an organisation.

Pay Quartiles 2025

Q1 Lower quartile



Q2 Lower middle quartile



Q3 Upper middle quartile



Q4 Upper quartile



Women Men



Our Observations

The Demographics of our UK Workforce

In 2025, our headcount remained flat, as new hires balanced our departures. Despite this consistency in total numbers, we observed an **increase of women in Technology roles from 24% to 26%**, with the **representation of women in leadership increasing from 28% in 2024 to 32% in 2025**.

Gender Pay Gap & Departmental Structure

The gender pay gap is influenced by the distribution of roles across departments. The majority of our Customer Service (CS) team are women, while our Technology teams are predominantly men. These departments have different career levels and pay structures and not all roles (including those in CS) are eligible for bonuses⁵, 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. In the UK, the **representation of women in leadership has increased from 28% in 2024 to 32% in 2025**. We continue to work to ensure fairness in compensation practices.

Improving Representation in Tech Starts at Entry Level

We recognise 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 2025, women made up **62% of our graduate programme in comparison to 47% in 2024** and

60% of our apprenticeship programme in comparison to 50% in 2024. We are focused on developing and retaining this talent.

⁵ Per UK Government Description - Bonus pay includes any rewards related to: profit sharing; productivity; performance incentive; commission; long service awards with a monetary value (cash, vouchers or securities); include non-consolidated (one-off, non-pensionable) bonuses; bonus pay includes rewards paid as: cash; vouchers; securities; securities options; interests in securities.



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 2025, we launched a Returners Program for parents and caregivers returning to work, to help ease their transition back into the workplace. The program is open to all returning parents and caregivers to support them and their managers during their reintegration.

Programmes and Learning Initiatives

We run targeted programmes to improve access to leadership roles:

- **B.Champion** is our structured mentoring and sponsorship program that is open to our Technology organisation. It is a program designed to help employees build leadership connections and help us unlock talent.

- **Director Development Program** is our flagship leadership offering designed to elevate inclusive leadership capabilities for Directors and strengthen a diverse, inclusive leadership and succession pipeline.
- **Booking Holdings Leadership Development Program** is our enterprise-wide global development programme open to high-potential leaders who show both capacity and aspiration for leadership growth and impact.

Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups that serve as a resource for employees, the business, and by extension our customers by fostering an inclusive workplace. Our ERGs are open to all employees and provide community and support for all employees at Booking.com while

educating employees and leaders through events, resources and collaboration on shared business initiatives. We have a very active Employee Resource Group for women and allies, B equal.

Processes

We integrate Inclusion principles across our Talent Management processes by:

- Ensuring consistent 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 equal pay analysis and addressing any identified disparities.

Recruitment

We prioritise inclusive hiring through:

- **Textio:** Our tool used to promote inclusive language that ensures the use of gender-

neutral language across all our job listings.

- **Inclusion Recruitment 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 workplace representation in tech by:

- 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 travellers and partners.

We believe that we cultivate an environment where people feel they belong, offering a rich culture where employees feel empowered to do their best work. It's important to us that we provide them with opportunities to grow and competitive compensation and benefits. We are focused on our employees' engagement and 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.

Who we are as a company has always been powerfully inclusive. It is at the core of our mission: to make it easier for everyone to experience the world, and we believe that ***Everyone means Everyone.***

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