

# GENDER PAY GAP

2024



Skyscanner

# 2024 GENDER PAY GAP

Our focus over many years at Skyscanner has been in building greater gender balance across our company to help close the gender pay gap. This emphasis continues to deliver positive results.

We're thrilled with this progress, though never complacent. Increasing female representation in tech and leadership remains a core objective in our business, and this report details some of the work undertaken to address this.

In highlighting this work, we wish also to acknowledge that gender is not binary, and we're aware that our initiatives may impact individuals differently. Furthermore, we understand that while gender pay gap reporting is vital in creating accountability and driving progress across the UK, it doesn't account for the complexities of intersectionality. At Skyscanner, we are committed to addressing these complexities and fostering a truly inclusive environment for everyone. We will continue to publish our detailed progress annually, maintaining transparency and accountability.



**John Mangelaars**  
CEO, Skyscanner

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AS OF DECEMBER 2024

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TECH ROLES  
HELD BY WOMEN

26.5%

LEADERSHIP POSITIONS  
HELD BY WOMEN

37%

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MEAN GENDER  
PAY GAP

8.9%

MEDIAN GENDER  
PAY GAP

16.6%

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both reflecting a roughly 10% reduction since we began reporting.

# 2024 OVERVIEW

The gender pay gap measures the difference in average pay between men and women, regardless of role, seniority or location. This differs from equal pay, which ensures individuals performing equal work receive the same compensation. At Skyscanner, we always strive to maintain equal pay through a robust salary banding system, reviewed bi-annually to address any potential discrepancies and biases.

While the regulations require us to categorise employees as men or women, and so those not identifying as either are excluded from the regulatory calculations, we recognise that gender is not binary. Our own internal HR systems and engagement surveys allow our employees to self-identify, and this feeds into the data we have analysed below. Our 2024 gender pay gap analysis is based on UK employee data from April 6th, 2023 to April 5th 2024.

Our improvements in both our mean and median hourly pay gaps are down to our continuous focus on increasing the representation of women at Skyscanner, particularly in senior and tech roles.

Our mean gender pay gap for 2024 is 8.9%, down from 9.2% last year and 18.7% in 2017. Our median gender pay gap is 16.6%, down from 16.8% last year and 26.4% in 2017.

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## OUR 2024 UK HOURLY PAY GAP

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### MEAN GENDER PAY GAP

**8.9%**

vs 18.7% in 2017

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### MEDIAN GENDER PAY GAP

**16.6%**

vs 26.4% in 2017

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# 2024 PAY QUARTILES



Pay quartiles reflect the distribution of men and women across salary ranges.

The representational split between women and men at Skyscanner is roughly 38% and 62%, which has been consistent since the snapshot date (April 2024) to end of year.

Our focus on leadership development has maintained the proportion of women in our top quartile. A programme of work across 2024 and 2025 will support us moving the needle on this further. More widely, the data reflects the success of our internal development programmes, which are aimed at supporting the growth of women across levels of seniority.

## 2024 PAY QUARTILES ● WOMEN ● MEN

### UPPER

31%

69%

31% in 2023, and 17% in 2017

### UPPER MIDDLE

29%

71%

27% in 2023, and 23% in 2017

### LOWER MIDDLE

40%

60%

38% in 2023, and 29% in 2017

### LOWER

55%

45%

58% in 2023, and 47% in 2017

# 2024 UK BONUS GAP FIGURES

All permanent staff are eligible for bonuses, with 98% of men and 97% of women receiving bonuses in the reporting period. To receive a bonus, employees must have been with the company at least two months prior to the bonus cut-off date.

The difference in the bonus receipt figure reflects the 12 women and 11 men who were not yet eligible for a bonus on the snapshot date.

The year-on-year reduction in the mean bonus pay gap figure (down to 16.7%) is due to an increase in the average bonus payment for women. Largely this is reflective of more women in senior positions, with seniority typically resulting in higher bonuses.

The median gender bonus pay gap figure is 17.3%, a small increase since 2023. This increase is due to a share liquidity opportunity within the reporting period, which saw more men, with longer tenure, exercise their share options. As such, share options made up a higher proportion of our total bonus payments in the reporting period and explain why average bonus payments increased year-on-year. If we were to look at just our performance-based bonus schemes, the gap has reduced over the period to less than 10%.

## MEAN GENDER BONUS GAP

**16.7%**

down from 19.2% in 2023,  
but up from 14.6% in 2017

## MEDIAN GENDER BONUS GAP

**17.3%**

up from 15.9% in 2023, down  
from 18.2% in 2017

## % OF WOMEN RECEIVING BONUS PAY

**97%**

## % OF MEN RECEIVING BONUS PAY

**98%**



# TARGETS

# 2024 TARGETS

In 2022 we set targets around representation of women across Skyscanner, alongside a programme of work to achieve these. Those targets were: 25% of women in tech roles by 2025 (and 30% by 2030), 40% of women in leadership roles (director level and above) by 2025.

## Our progress is cause for celebration:

2024 saw an increase in both the retention of women in entry level tech roles (7% increased retention) and leadership positions (12.2% increased retention). We attribute this to new career support programmes tailored to these groups, and an engineering accountability group, which seeks to create an environment where all women engineers can thrive.

In our 2024 employee survey, women reported 83% engagement, 6% higher than men.

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AS OF DECEMBER 2024

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**26.5%**

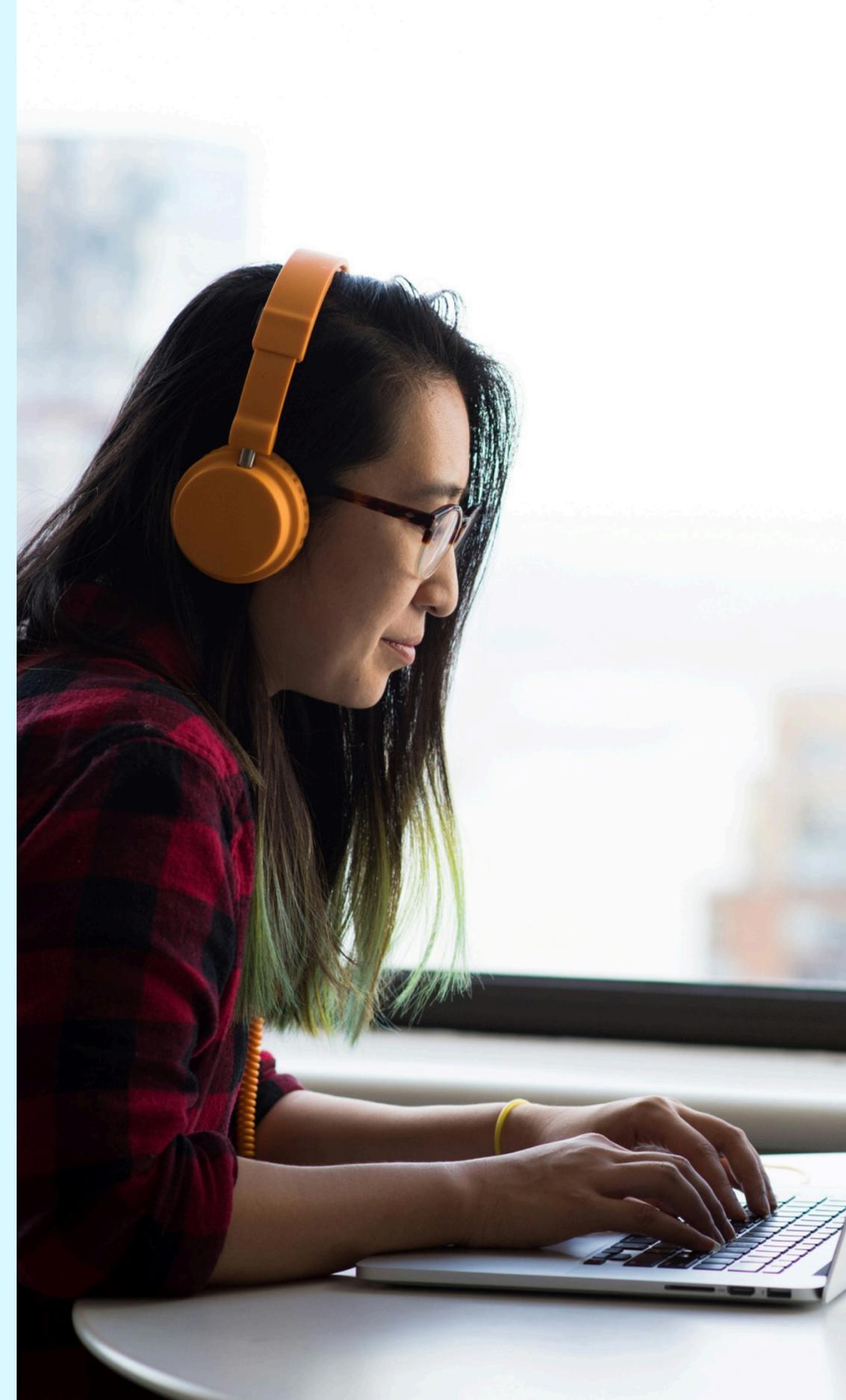
of our tech roles were held by women

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**37%**

of our leadership positions were held by women

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# 2024 ACTIONS



While we've made progress in our gender representation, there's always more to be done. Diversity, Equity, and Inclusion (DEI) are not just buzzwords. They are fundamental to our identity, and we are committed to ensuring every individual has the opportunity to thrive. This involves critically examining our current practices, listening to feedback and striving to provide an equitable and empowering workplace for all.

**Thanks in many parts to the passion and engagement of our RISE Equal employee network, actions taken in 2024 to support women at Skyscanner include:**

- Expansion of reverse mentoring and learning programmes.
- Running gender bias, microaggression and inclusive manager training programmes.
- Establishing new peer support groups and growing existing schemes like Build Your Net Worth (an all-women group focused on financial literacy).
- Adding demographic data into our employee surveys and a 'Count Me In' campaign, allowing us to better understand where there is opportunity to do more.
- Increasing representation through both recruitment and development programmes.

# 2024 ACTIONS

- Running partnerships with university groups such as Edinburgh University Hoppers and Women in Computer Science St Andrews.
- Hosting meetups, speed networking and other events aimed at building female communities.
- Establishing charitable support and partnerships aimed at increasing diversity in technology through the training of women migrants, women career switchers and young people.
- Continuing to provide meaningful benefits including competitive maternity pay, mental health and fertility support.
- Updated performance and promotion processes, internal engineering support and leadership coaching.





2025

# LOOKING FORWARD

Looking across 2025 and beyond, we have created a Women at Skyscanner Action Plan. Within this, we commit to actively soliciting feedback from all women at Skyscanner, as well as benchmarking our activity against others.

## As part of that plan, we plan to:

- Maintain a rigorous salary review process and conduct regular reviews of these to ensure equitable compensation for the same and equivalent roles.
- Form a dedicated women leadership support group as well as continuing to grow our existing women-focussed support groups.
- Continue to support charities who aim to increase the representation of women in the technology sector.
- Expand our tech and reverse mentorship programmes.
- Continue to track and analyse gender diversity in tech and engineering roles.
- Continue to invest in, and develop, diverse partnerships with universities to support representation in our early careers programme.
- Review our parental leave offering and update our 'return to work' programmes for returning parents.





“There are a lot of glass ceilings in the industry, and I'm very privileged to work in Skyscanner – a very inclusive organisation, where we openly talk about diversity and inclusion, ensuring that we create the right environment for people.”

**Myra Fulton**

“The reason I wanted to join Skyscanner is because I saw they were actively involved in tech in Women in Tech initiatives, most notably Code First Girls. I wanted to work for a company that's actually serious about gender diversity, especially within the tech field.”

**Amber Shand**

