



 Skyscanner

# Gender Pay Gap Report 2020

# Introduction

Welcome to our 2020 Gender Pay Gap Report, highlighting some of our key UK gender pay data here at Skyscanner.

Whilst our gender pay data is similar to other technology business, we're passionate about driving change and doing more. That's why we've made actionable commitments to increasing the number of women in both our technology teams and at leadership level.

We recognise that our gender pay data is impacted by the fact we have more men in leadership positions, and more men in technology roles, which are typically higher remunerated. There were also some unique factors this year influencing our pay gap. This included voluntary changes in working patterns to manage the impact of the pandemic, as well as a liquidity window for employees to sell shares, the first opportunity since our acquisition in late 2016.

We've always said this is a journey, and we're committed to getting it right. Despite the unique factors mentioned above, we know we can still do better. Going forward, we want to see 25% of all engineering and technology roles being held by women by the end of 2025, rising to 30% by 2030. Across our business, we'll aim to ensure that 40% of Director and above roles are held by women.

We recognise that these commitments will not solve our gender pay gap differences immediately. However, we see real power in setting these aspirations to support the increased representation of women at Skyscanner. We're making progress in the right direction too: in 2020 56% of our Director-level and above hires were women, while in the same year we increased women in leadership positions by 30%.

2020 brought both challenges and reflections. Many of us feel a greater responsibility towards

each other, and society, than ever before. People across the world have had to adapt to a new and frequently changing reality. Our teams have done this admirably: it is clear that when we channel our collective support and vision, we can strive towards a new way forward.

It is my belief that the same attitudes, perseverance and passion are key on our road to a more diverse and equitable workplace. We're not there yet. However, I'm proud of the progress made to date on this journey, of our new commitments and of our future plans – a flavour of which can be found in this report.



**John Mangelaars** (he/him)  
CEO



## Overview

The gender pay gap measures the difference in pay between men and women, irrespective of the type of work they do, their seniority, or their location. Gender pay is different to the subject of equal pay, which compares people carrying out the same, similar, or equivalent work.

To work out the gender pay gap at Skyscanner, we analysed the pay of UK based employees across all types of roles and rates of pay and used these figures to calculate our mean and median gender pay gaps, as per the UK Government's Gender Pay Gap Reporting Regulations.

While the regulations require us to categorise employees as men or women, at Skyscanner we recognise that gender is not binary, and our own internal HR systems and engagement surveys allow our employees to self-identify.



# Our 2020 gender pay gap and bonus gap

Our 2020 UK gender pay gap is 17.9% (mean) and 21.9% (median).

This represents a small (2.6%) increase in mean and a decrease in median (3%) versus 2019. Among other things, voluntary changes in working patterns as a way of managing the impact of the pandemic, affected these figures. Additionally, the reporting period coincided with an opportunity for staff to sell vested shares for the first time since our acquisition by Trip.com over four years ago. More men than women chose to sell shares.

Removing this impact, our data for base salary alone shows our mean gap to be 11% and median gap at 14%. These show real improvement since our 2019 report: a 7% and 9% reduction respectively.

## Gender pay gap (including impact of unique factors)

Mean pay gap



2019 results

2020 results

Median pay gap



## Gender pay gap (removing impact of unique factors)

Mean base salary gap (UK)



2019 results

2020 results

Median base salary gap (UK)



Our bonus gap has also increased, with a mean of 29% and a median of 21%. This reflects an 8.7% increase and 11.4% increase respectively. Like last year, the proportion of men and women in receipt of a bonus is similar: 86% and 83% respectively.

## Gender bonus gap

*Mean bonus pay gap*



*Median bonus pay gap*



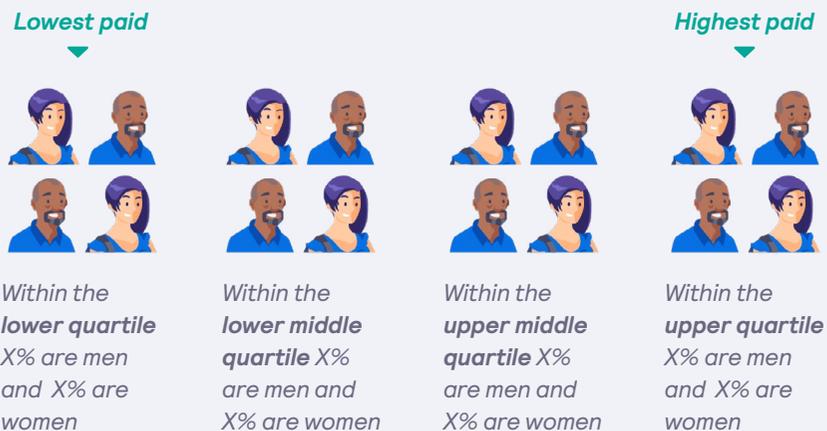
▨ 2019 results    ▣ 2020 results

In addition to the unusual events mentioned, our gender pay gap is also reflective of the fact we have more men in leadership positions and more men in technology roles. These roles typically command higher salaries. Like our gender pay gap, our bonus pay gap reflects greater numbers of men than women in technology roles.



# Pay quartiles

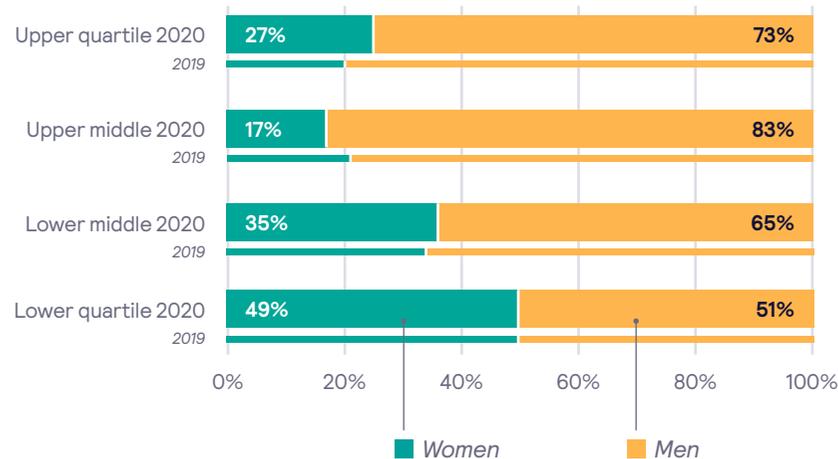
Quartiles are calculated by listing the rates of pay for each employee across Skyscanner from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of men and women in each.



The pay quartiles seen in the graph opposite reflect the fact that male employees make up larger proportions of our higher paid quartiles than female employees. However, in line with the improved representation of women in leadership, women account for 27% of those in the upper quartile, up from 20% in 2019 and 17% in 2017.

## 2020 pay quartiles figures

The proportion of men and women by quartile pay bands.



## Some concluding gender pay thoughts

It is worth reiterating that the gender pay gap is a different calculation than equal pay.

At Skyscanner, an individual's potential pay range is set and benchmarked according to the discipline, level and location of that role. We have always been confident that men and women in the same roles are paid fairly and consistently at Skyscanner.

Our performance cycles include a calibration step during which salaries of people in the same role, level and location are reviewed to ensure there is no difference in compensation related to gender. Similarly, ratings and promotions are reviewed to ensure fairness of opportunity and reward across

Skyscanner. In the past three performance cycles, we have seen a higher proportion of female employees being promoted.

Changing the figures we see in this report takes long-term work. However, we're delighted to say that by the end of 2020, women made up 34% of leadership positions. We also saw a small increase in the proportion of women in technology roles. More broadly, our gender balance has also improved very slightly in the UK, where the 2020 breakdown was 34% women and 66% men.

We are committed to improving these figures. We've a target of 25% of all engineering and

technology roles being held by women by the end of 2025, rising to 30% by 2030. Across our business, we'll aim to ensure that 40% of Director and above roles are held by women.

Alongside these targets, our final section of the report details further actions to help all of our people thrive.



# Actions

How we're building for a better, more diverse and inclusive Skyscanner across our communities.





# Hiring

## Advertising roles

We want to make Skyscanner an inclusive place to interview as well as work. The first step is to remove as much unconscious bias as we can from jobs being advertised. We do this through an AI based tool, testing our job adverts and candidate engagement messages for non-discriminatory language. We can now measure this impact on our candidate audience and make improvements. It has been such a success that we're due to roll this tool out further across other business channels.

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## Interview process

At the next stage in the recruitment journey, we aim to have diverse shortlists as part of our search process. Then, when it comes to interviewing candidates, we look to have a similarly diverse pool of people conducting assessments, to reduce the likelihood of unconscious bias. In 2020, 71% of candidates experienced a mixed gender interview pod, while 56% of our hires at Director level and above were women. Our target for 2021 is to ensure our female interviewer numbers reach 34% of the overall pool, in line with our overall population.

When analysing the hiring funnel, we continue to see a high proportion (28%) of candidates who do not self-identify with a gender. While we have a smaller overall percentage of female versus male applicants, once in the hiring funnel, female candidates are slightly more likely than their male counterparts to progress through interview stages: 59% of female candidates will go from first stage interview to face-to-face interview, compared to 47% of male candidates. Subsequently, 25% of female candidates are hired, versus around 22% of male candidates. We'll always hire based on merit.

In 2021 we're looking at how different candidate cohorts perform and convert through the hiring funnel. We hope this data will help inform further changes to ensure our hiring process is as inclusive as possible.



## Supporting our employees and our community

We're nothing without our people. Supporting our employees has always been key, and in 2020, a time of significant changes and challenges, this has never been more important.

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### Education and events

We recognise that the strongest version of Skyscanner is a diverse and inclusive Skyscanner. In 2020 we worked hard to ensure our inclusion efforts were intersectional, amplifying voices and experiences of women and those from marginalised and minority backgrounds. Our Inclusion Week focussed on diving into under-discussed topics related to religion, body image and acceptance, introversion, being childless not by choice, menopause, class, education, and accent biases. We amplified many female voices throughout this week and empowered our staff to share their stories, experiences and knowledge.

We celebrated International Women's Day in 2021 in several ways. A panel of female leaders shared insights around tackling feedback, celebrating wins, and coping with imposter syndrome. We

shared stories of empowering female solo travel internally, while also celebrating trailblazing female tour guides on our external channels.

In 2020, like most public gatherings, Pride marches around the world were cancelled. Instead, we celebrated internally with engaging activities and awareness-raising events. We also hosted an external-facing Pride webinar, which reached 300+ people in around 30 countries. In recognition that gender is not binary, in 2021 we hosted a Trans and Non-Binary Travel panel, sharing experiences from notable travel experts from the trans and non-binary community.

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### Training

In 2020 we launched several new training programmes and courses, such as Inclusive Culture, Equal Opportunities and Dignity at Work. These are important to help everyone understand not just our policies and expectations, but also how to spot or call out non-inclusive behaviours. Our leadership teams also received further tailored training on a variety of inclusion topics.



## Mentoring

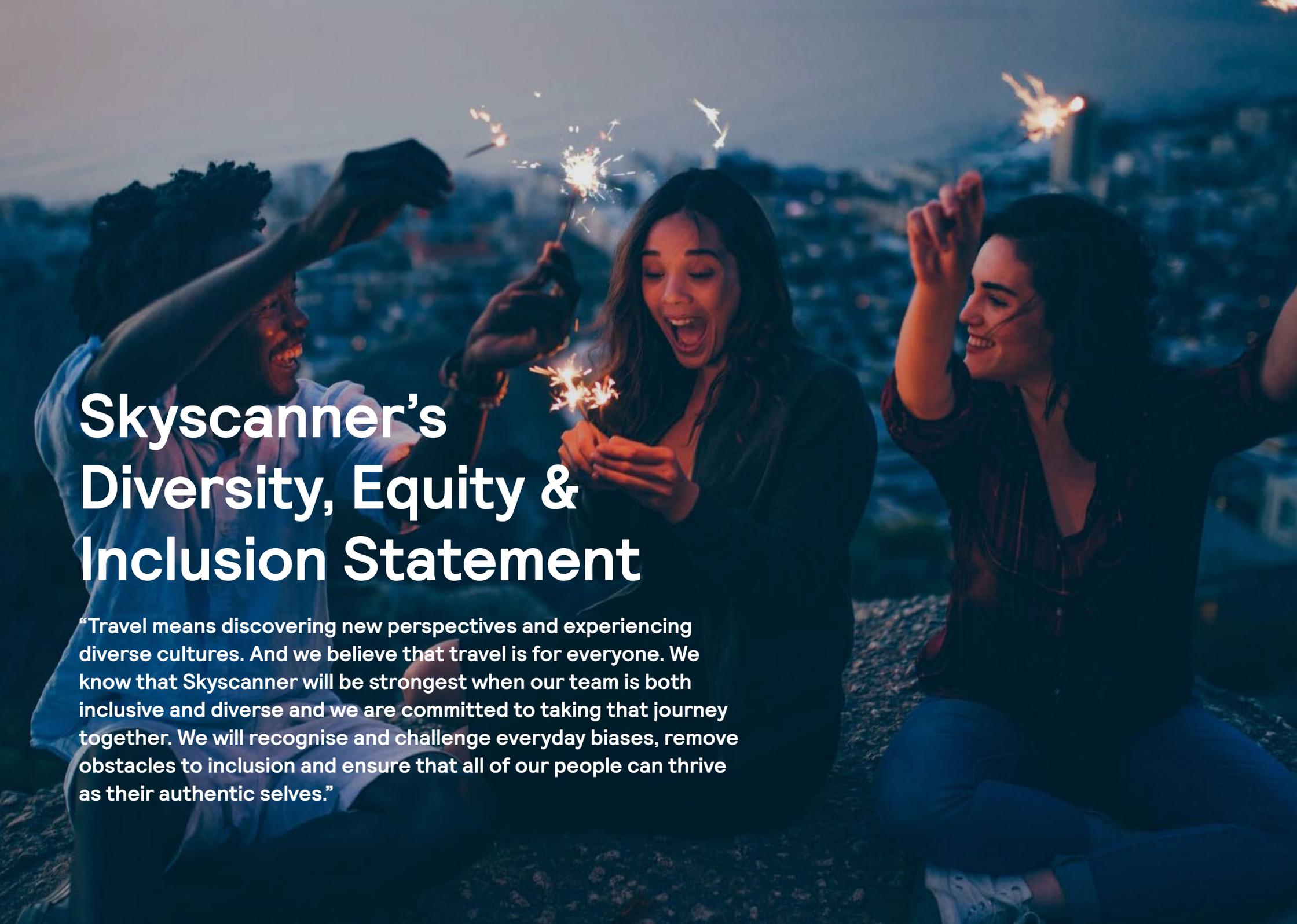
In 2020 we ran an enhanced programme to increase awareness and accessibility of mentoring for all. The mentoring programme supported 84 female mentees across 2019 and 2020. Topics covered include management and leadership, technical development, stakeholder management, succeeding in the tech/travel industry, building influence and career planning.

While the majority of our Lean In circles were paused in 2020 as we adapted to the pandemic, in 2021 we revamped our Lean In approach, with several new circles being formed to provide peer-to-peer support. A Parenting Buddies network has also been launched, with the aim of providing one-on-one support to prospective parents as well as parents returning to work after a period of family leave.

## Community support

Finally, making the technology sector more inclusive and diverse outside of Skyscanner is a key tenant of our charitable giving programme – whether that is working with a charity to create a bursary fund to support young jobseekers, or donating kit to under-represented groups in tech, young people and those facing digital exclusion.

In 2021 we will continue to support our community through the donation of kit and our time/expertise. We aim to resume our charitable giving programme more fully in 2022, as the travel sector recovers from the impact of the pandemic.

A photograph of three diverse individuals (two women and one man) sitting on a rooftop at night, celebrating with lit sparklers. The scene is illuminated by the warm glow of the sparklers against a dark, blue-toned background of a city skyline.

# Skyscanner's Diversity, Equity & Inclusion Statement

“Travel means discovering new perspectives and experiencing diverse cultures. And we believe that travel is for everyone. We know that Skyscanner will be strongest when our team is both inclusive and diverse and we are committed to taking that journey together. We will recognise and challenge everyday biases, remove obstacles to inclusion and ensure that all of our people can thrive as their authentic selves.”

