

2025

Gender Pay Gap *Report*

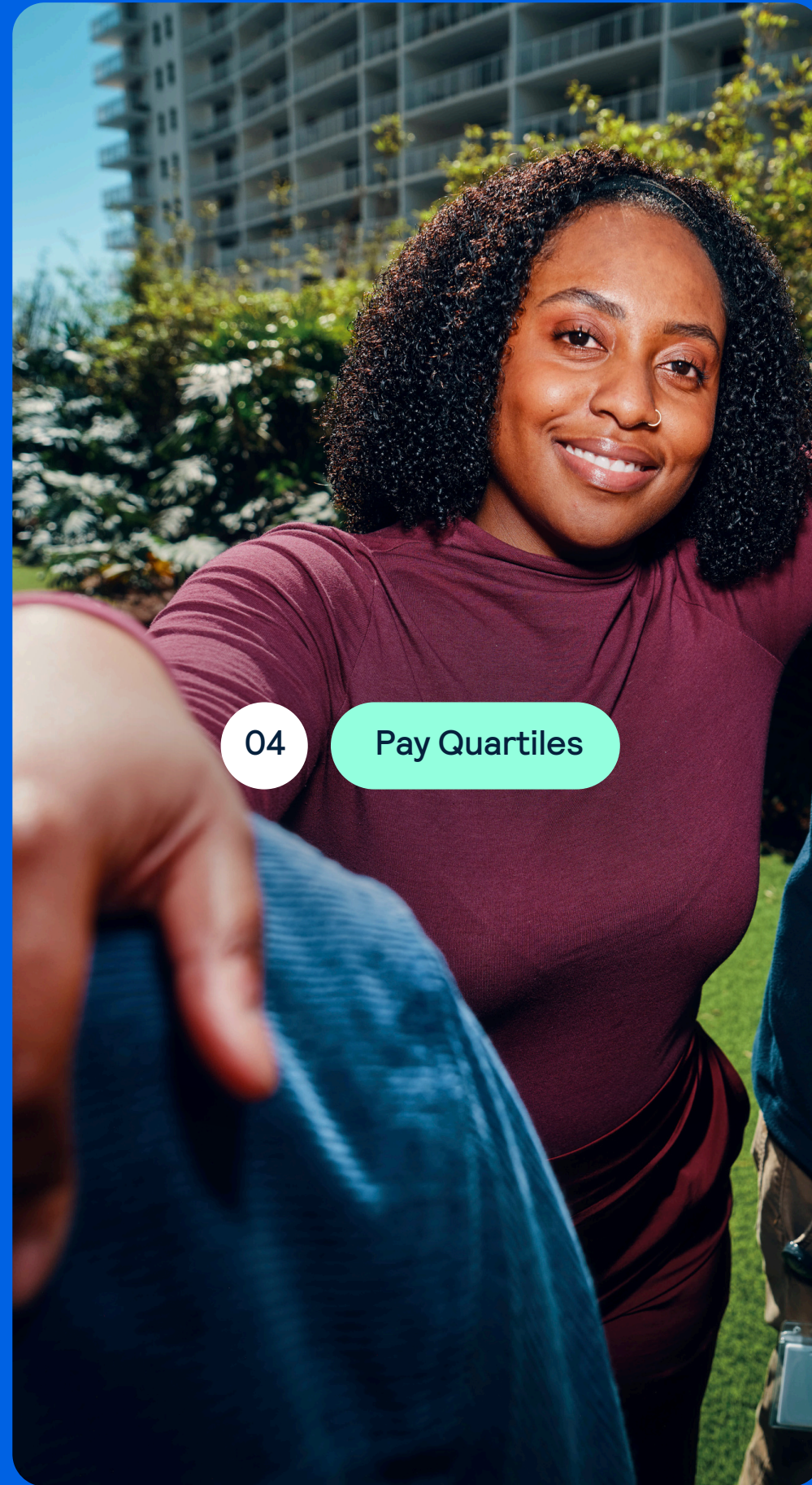




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01

Introduction





At Skyscanner, we believe fairness, inclusion, and opportunity should be reflected not only in what we say, but in how we operate every day.



Caroline Scott

Bryan Batista

Chief People Officer

Chief Executive Officer

Supporting balanced gender representation across our organisation continues to be a priority, because we know it's fundamental to building a workplace where everyone can belong, contribute, and progress equitably.

We're delighted to say that since we began reporting in 2017, our median gender pay gap has reduced by more than 11% and our mean gap decreased by over 9%.

This has partly been driven by clear, time-bound goals set in 2022, focused on increasing the number of women in tech and leadership positions.

Since 2017 our combined hourly median pay gap has reduced by



11.4%

Since 2017 our combined hourly mean pay gap has reduced by



9.2%

As of December 2025

27.2%



of our tech roles were held by women

41.1%



of our leadership positions were held by women

Looking ahead, we've set new goals of 30% women in tech and 45% women in leadership by 2030, alongside a clearer focus on where our efforts must deepen to drive more meaningful change.





This is the first year we have to report on Skyscanner's gender pay data for two UK entities:

Skyscanner Limited and our new technology entity, Skyscanner Technology Limited. Taking both entities together, the mean hourly gap sits at 9.5%, which is stable when compared to our 2024 report. However, our bonus gap reporting figures show some fluctuation compared to 2024. We can broadly attribute this to three factors: senior leadership changes, the value of share payments more than doubling compared with the year prior, and a higher number of long-tenure senior men exercising shares than senior women.

These factors provide important context. When removed, the mean bonus gap narrows significantly. As we continue to see growing numbers of women coming through our pipeline into more senior roles, we're confident this will positively impact our future figures.

Within this report, you'll find more detail on the factors impacting our figures, as well as our successes and progress over the past year. Looking forward, we've detailed a pathway to continued improvements as part of our journey towards greater equity for all.





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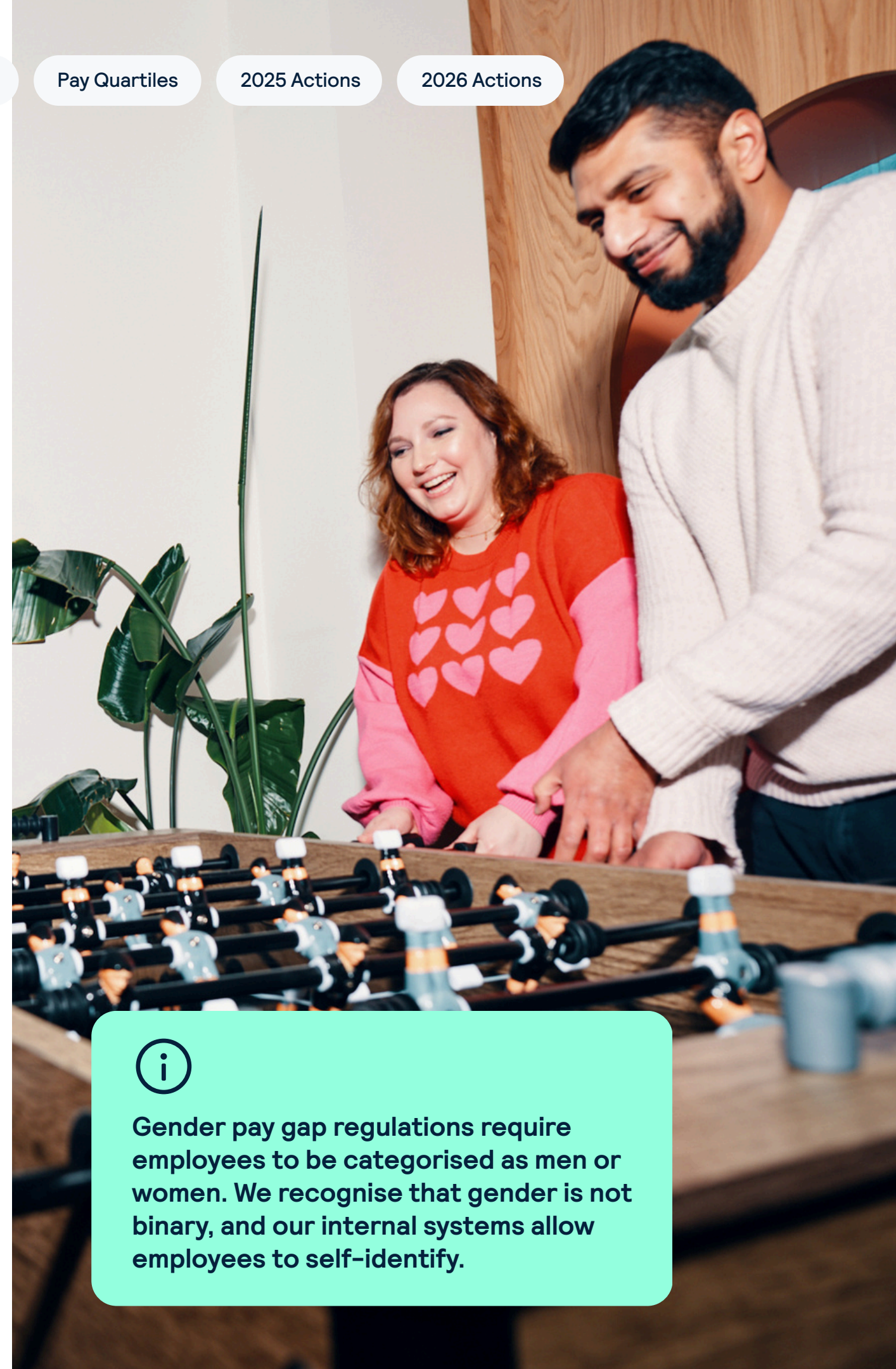




Employers in the UK are required to file a gender pay gap report when they have 250 or more employees on the 'snapshot date' of 5th April.

As a result, Skyscanner has submitted two sets of Gender Pay figures for the first time: one for Skyscanner Limited and one for Skyscanner Technology Limited.

Skyscanner Technology Limited is a new entity for Skyscanner and encompasses teams including our software org, which previously sat within Skyscanner Limited.



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 strive to maintain equal pay through a robust salary banding system, with salaries reviewed bi-annually to address any discrepancies and potential biases. Our employees are able to view the salary bands for their level, and we intend to expand this to salary ranges for external job ads in 2026.

Our 2025 hourly gender pay gap analysis is based on UK employee snapshot data from April 2025. Across both entities, our pay gap is principally due to a greater number of men in the business, and, especially in our software org, more men in senior positions that pay more. We continue to focus on increasing the representation of women at Skyscanner, particularly in senior and tech roles, with expanded targets and areas of focus.




Gender pay gap regulations require employees to be categorised as men or women. We recognise that gender is not binary, and our internal systems allow employees to self-identify.



“I’m incredibly grateful for the support and the team behind the scenes who made my return from birth parent leave not just possible, but genuinely sustainable. The policies, flexibility and understanding I experienced made it clear that being a working mum at Skyscanner isn’t something you have to navigate alone.”



 Joanne Vazquez-Kirby

 Head of DEI





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Gender Pay Gap





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Since we first began reporting in 2017:

Our median pay gap has reduced by over:



11.4%

Our mean gap has reduced by over:



9.2%

Our 2025 combined figures

show a YoY 1.6% reduction in the median pay gap, down to:



15%

and a stable mean pay gap of:



9.5%

(up 0.6%)



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Looking at the figures at entity level:

Skyscanner Technology Limited

Median pay gap:

13.3%

Mean pay gap:

9.9%

Skyscanner Limited

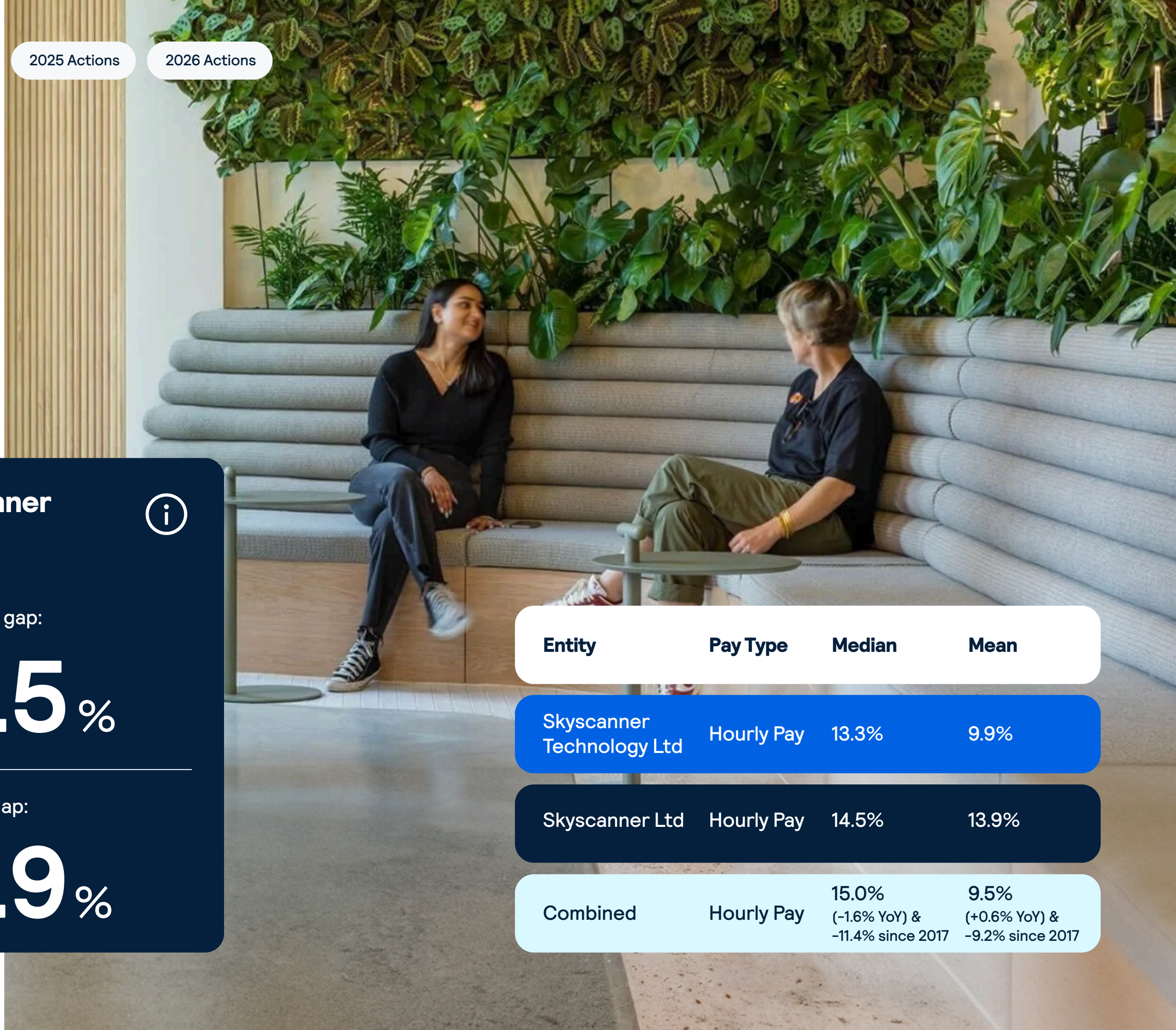
Median pay gap:

14.5%

Mean pay gap:

13.9%

Entity	Pay Type	Median	Mean
Skyscanner Technology Ltd	Hourly Pay	13.3%	9.9%
Skyscanner Ltd	Hourly Pay	14.5%	13.9%
Combined	Hourly Pay	15.0% (-1.6% YoY) & -11.4% since 2017	9.5% (+0.6% YoY) & -9.2% since 2017





“At Skyscanner I have been trusted with real scope. Being given accountability that mattered and the autonomy to deliver against it strengthened my judgement and my confidence as a leader.”



VP, People

Rachel Davidson



Bonus Pay Gaps

All permanent staff are eligible for bonuses across both entities. To receive a bonus, employees must have been with the company at least two months prior to the bonus cut-off date, and any difference in the % of men and women receiving a bonus is mainly driven by this factor.

Received a bonus

combined across both entities:

Men

95.1%

Women

94.4%

In the reporting period.

Percentage of employees receiving a bonus

Female

Male

Skyscanner Technology Ltd

93.3%

95.4%

Skyscanner Ltd

95.1%

94.3%

The bonus pay gap measures bonuses paid in the 12-month period ending on the snapshot date of 5 April 2025.

Bonuses include multiple different types of payments including traditional performance-based bonuses and other payments such as share plan payments.

We see a small increase (1.7%) in the median bonus gap when looking at combined data for both entities. While there was a much more material increase in the mean bonus gap, this correlates with a small number of men with long-tenure and in senior roles who opted to sell share options within the reporting period. The increase in the mean bonus gap is also compounded as more than double the value of share options were exercised year on year, and men overall exercised more of their shares versus women in this reporting period.

If we were to look at just our performance-based bonus schemes, the bonus pay gap is 2.1% in favour of women this year, which is a reversal of the 5.5% pay gap in favour of men in 2024. Nevertheless, the figures remain high overall because men continue to make up a larger proportion of employees across all levels in Skyscanner Technology Limited and the upper levels in Skyscanner Limited. Both of these factors impact the bonus distribution.



Entity	Pay Type	Median	Mean
Skyscanner Technology Ltd	Bonus	18.8%	41.1%
Skyscanner Ltd	Bonus	16.7%	69.7%
Combined	Bonus	19% (1.7% increase YOY)	47.9% (32% increase YOY)



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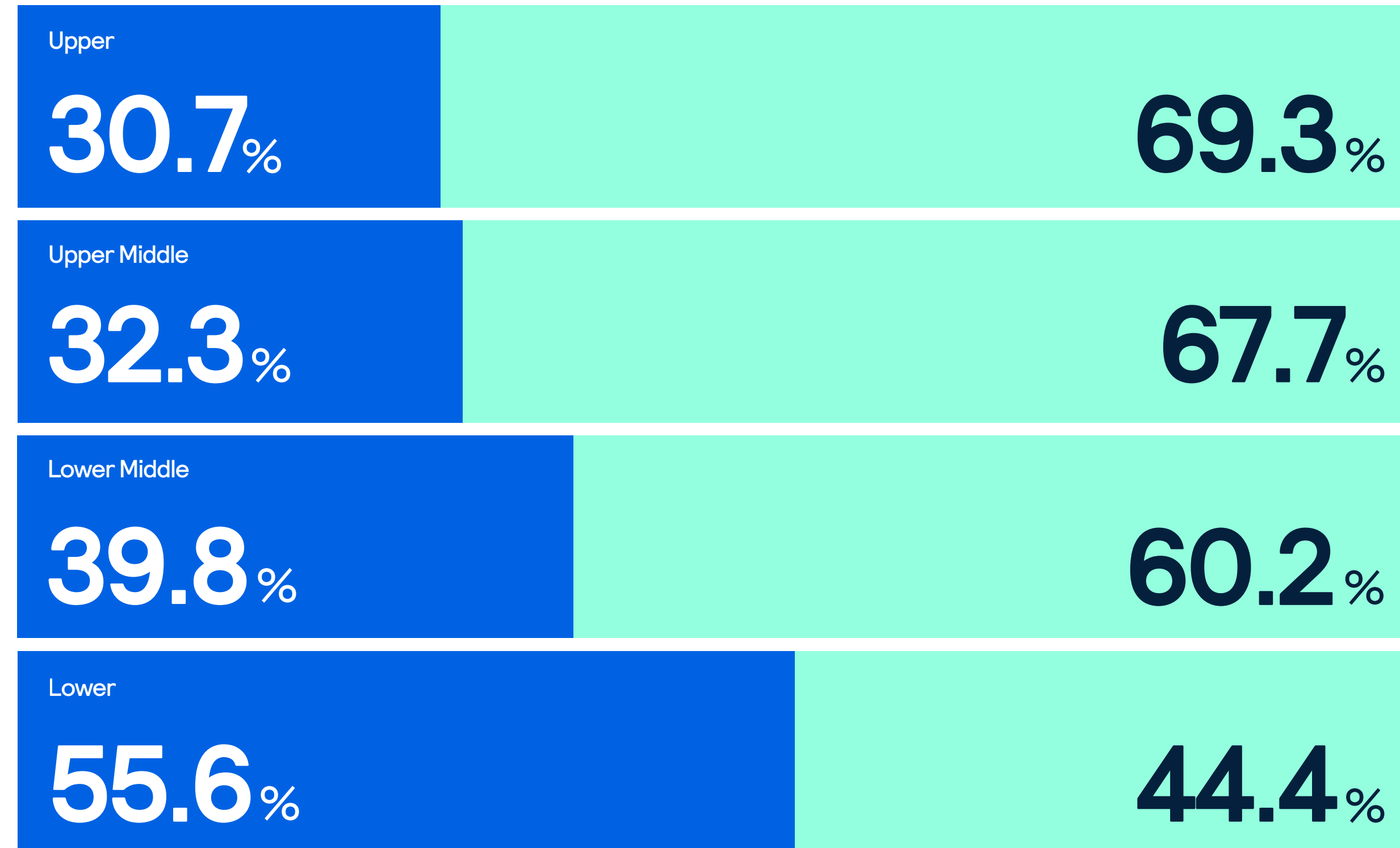


Combined Pay Quartiles

Pay quartiles reflect the distribution of men and women across salary ranges. As of January 2026, the combined representational split in the UK is 41.6% women and 58.3% men. The split at Skyscanner Technology Limited is 27.5% women and 72.3% men, and at Skyscanner Limited is 60.5% women and 39.5% men.

Overall (combined entities)

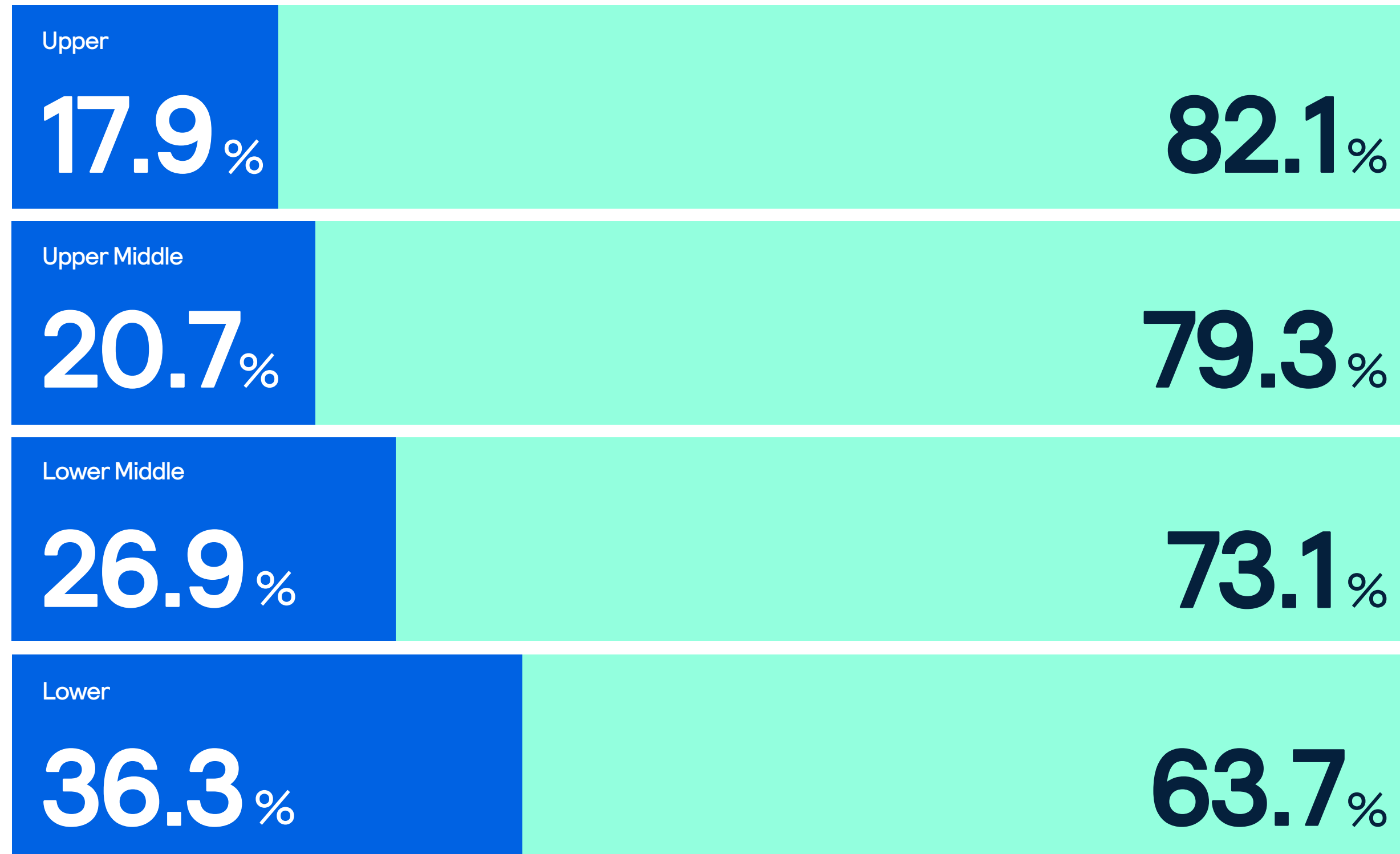
Women Men



Skyscanner Technology Limited Pay Quartiles

Skyscanner Technology Limited is our technology entity, and as such, the gender split across these quartiles reflects the gender diversity of the wider tech sector. We see more women in the lower pay quartiles, which is reflective of a growing pipeline of women coming into what is traditionally a male-dominated sector. We're excited to help drive this change, including developing women tech leaders of the future.

Skyscanner Technology Limited

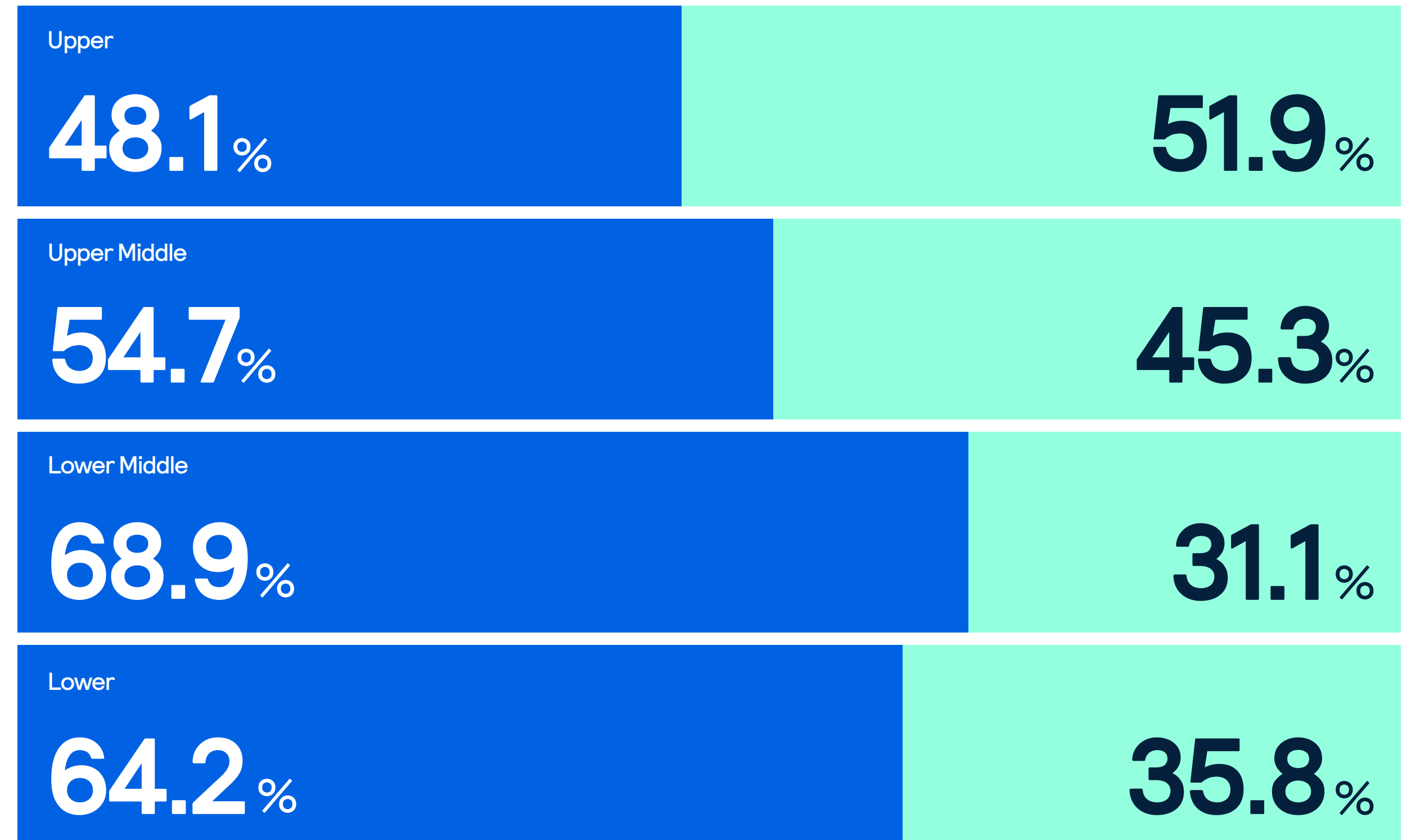


Skyscanner Limited Pay Quartiles

In Skyscanner Limited we see a stronger gender balance in higher paying quartiles, with the upper pay quartile made up of 48.1% women and 51.9% men. Over half of those (54.7%) in the upper middle pay quartile are women.

Skyscanner Limited

Women Men





“At Skyscanner, diversity, equity and inclusion is fundamental to our culture. It's right at the heart of how we design and build products.”



 Priya Chhetri

 Principal Product Manager





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RISE

At Skyscanner, we're committed to doing the work — because equity doesn't happen without action.

While we're proud of the progress we've made to date, we know there is still more to do to ensure equity for all.

Our RISE strategy continues to anchor our approach, focusing on our people and strengthening our culture.

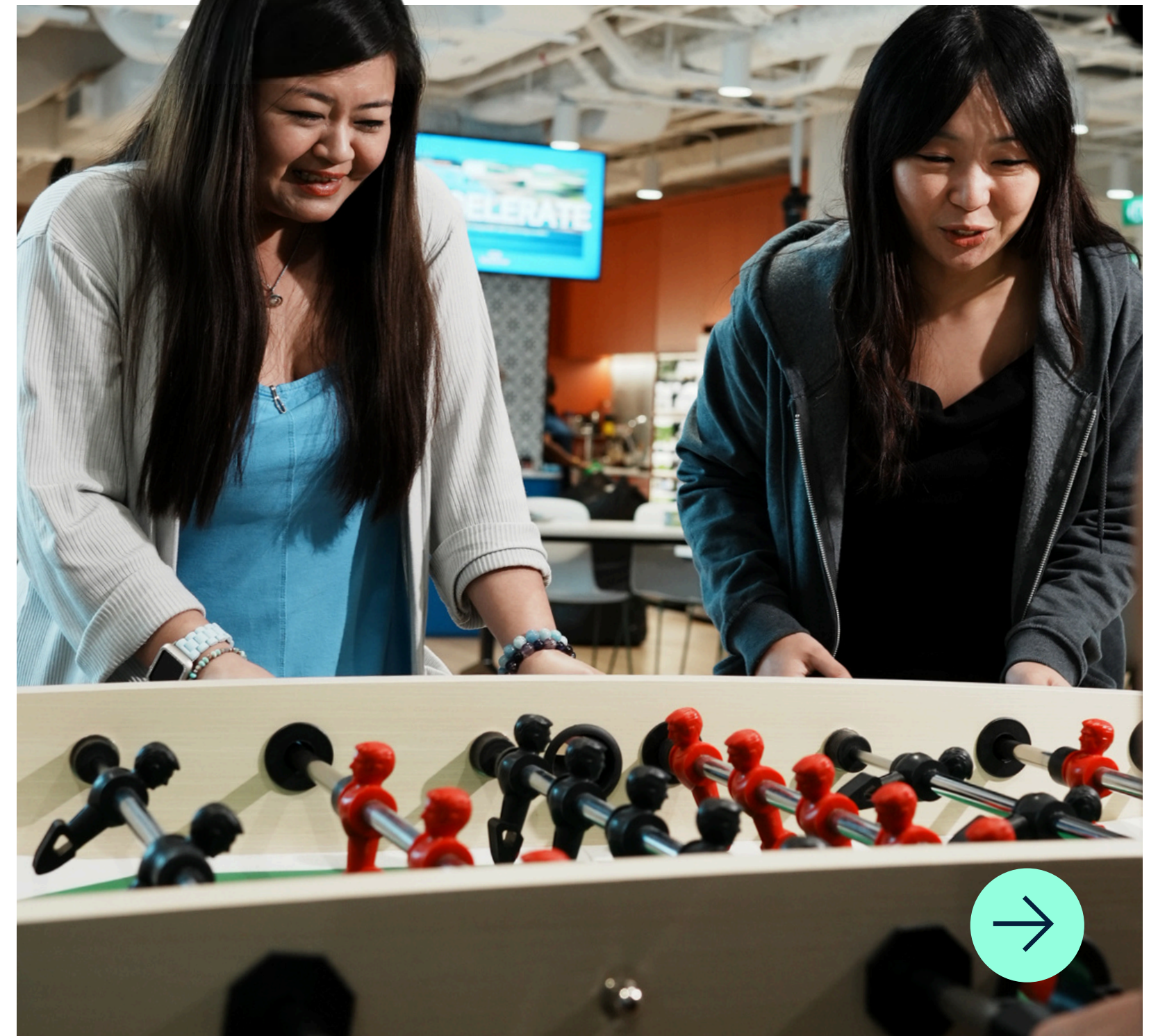
Throughout 2025, we concentrated our efforts across four key pillars:

 Represent

 Inspire

 Support

 Empower





Represent

Ensuring fair access, opportunity and representation across Skyscanner and the broader tech ecosystem.

Community impact

Our charitable partnership strategy focuses on increasing diversity in the tech sector, supporting organisations that run free software engineering programmes for women and other minority groups in tech.

Increased representation targets

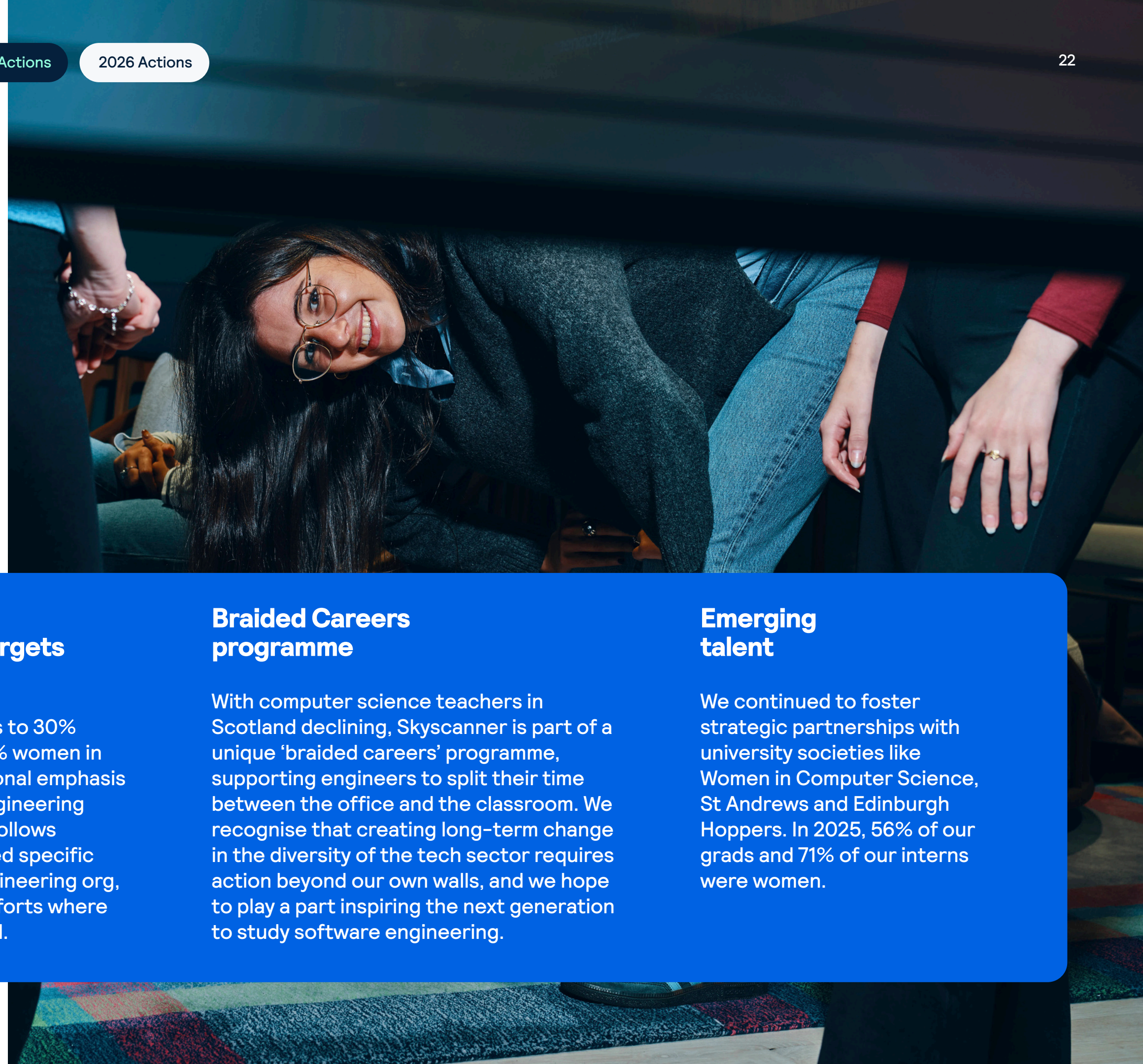
We have increased our representation targets to 30% women in tech and 45% women in leadership, with additional emphasis on engineering and engineering leadership roles. This follows analysis that highlighted specific barriers within our engineering org, allowing us to focus efforts where change is most needed.

Braided Careers programme

With computer science teachers in Scotland declining, Skyscanner is part of a unique 'braided careers' programme, supporting engineers to split their time between the office and the classroom. We recognise that creating long-term change in the diversity of the tech sector requires action beyond our own walls, and we hope to play a part inspiring the next generation to study software engineering.

Emerging talent

We continued to foster strategic partnerships with university societies like Women in Computer Science, St Andrews and Edinburgh Hoppers. In 2025, 56% of our grads and 71% of our interns were women.





Inspire

Creating conditions to build confidence and feel a sense of belonging at every stage of their career.

Women's sports sponsorship

Inclusion doesn't stop at our walls. Through sponsorship of Scottish Women's Rugby and the Solheim Cup, we're helping elevate visibility and representation in women's sport.

Lean In Circles

Our Lean In Circles continued to support over 100 women across the business, creating safe spaces where women can share experiences, discuss challenges candidly, learn, and build meaningful peer support networks.

RISE Equal

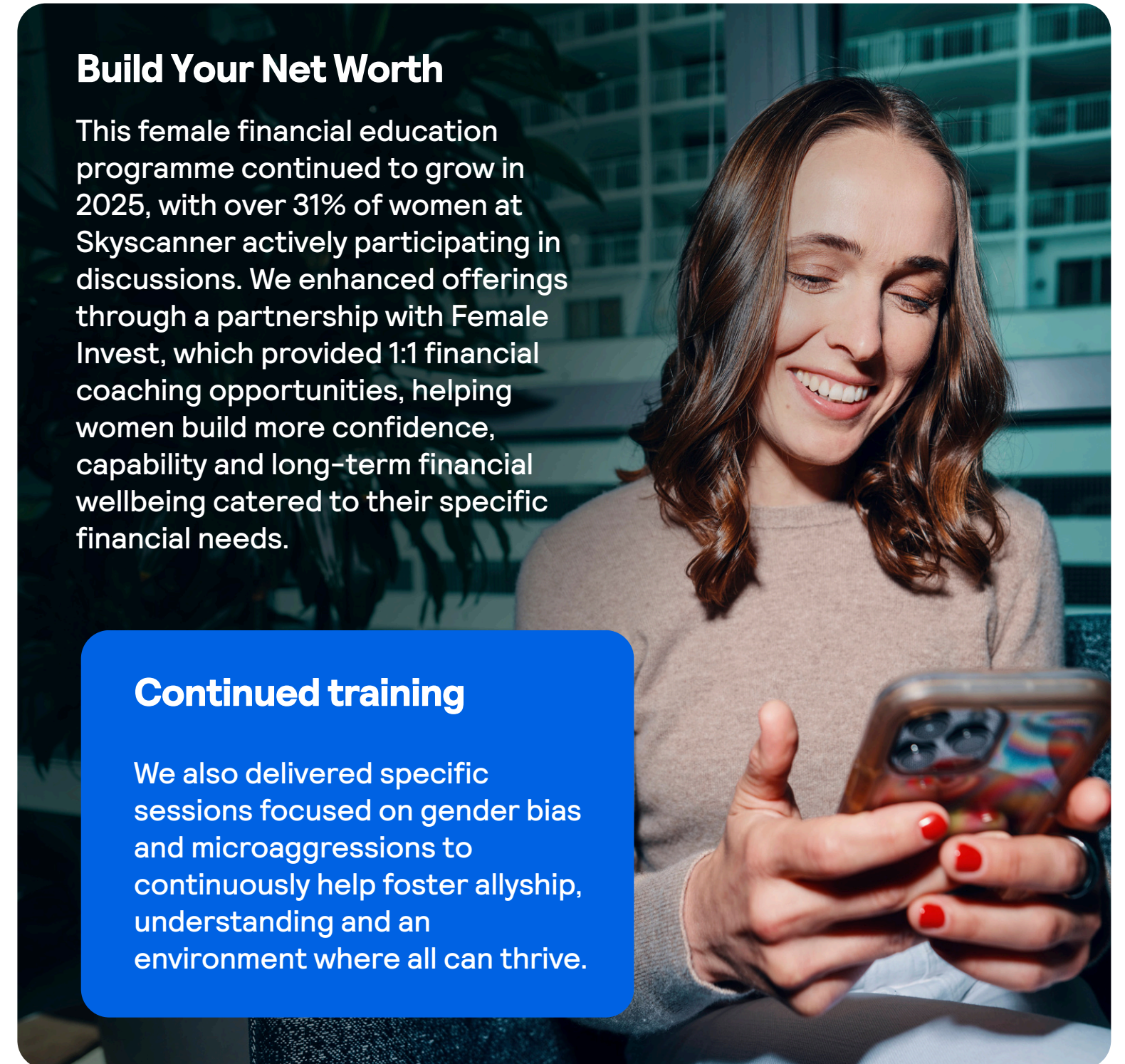
Our gender inclusion employee network delivers initiatives that foster belonging at Skyscanner. Their work spans impactful partnerships, including with Over The Bloody Moon to build education, awareness, and allyship across gender health topics such as menopause. They lead our International Women's Day celebrations and create empowering spaces through initiatives like Women in Tech Journeys, spotlighting different career paths into tech.

Build Your Net Worth

This female financial education programme continued to grow in 2025, with over 31% of women at Skyscanner actively participating in discussions. We enhanced offerings through a partnership with Female Invest, which provided 1:1 financial coaching opportunities, helping women build more confidence, capability and long-term financial wellbeing catered to their specific financial needs.

Continued training

We also delivered specific sessions focused on gender bias and microaggressions to continuously help foster allyship, understanding and an environment where all can thrive.





“Throughout my time at Skyscanner I’ve found my strongest source of support and inspiration has come from the people around me – colleagues, my team, and the mentors I’ve connected with across the organisation. The relationships I’ve built have been genuinely meaningful, and I’ve felt most empowered when working with people who share a commitment to doing things well.”



Senior Engineering Manager

Mhairi McClair





Removing barriers by providing equitable policies, benefits and resources that recognise the realities of people's lives.



Gender health support

In 2025 we introduced reproductive and gender health leave offering paid leave covering IVF, egg/sperm freezing, pregnancy loss/termination, menopause, menstruation, contraceptive procedures, and gender affirming care among others.

New parent benefits

Our £1,000 new parent allowance, aimed at supporting parents in their return to work, has been expanded to non-birth parents and secondary-adopters. Non-birth parent/second adopter leave increased from four to eight weeks in 2025.

Caregiver support

In order to support those with non-parental caring responsibilities, we've introduced Care Concierge. This service gives employees access to a team of care experts.

That's in addition to our existing offerings, which includes:

- Peppy, a digital companion supporting health issues (men and women), menopause, fertility, pregnancy, early parenthood and beyond.
- Employee Assistance Programme.
- Free Headspace subscriptions, in addition to Breethe access through ClassPass.
- Private medical insurance.
- Wellbeing allowance of £100 annually and two wellbeing days a year (available from 2026).



Empower

Equipping our people with the tools, development and voice to thrive, progress and shape their own careers.

Coaching and mentorship

We continued to invest in coaching and mentorship programmes, with a particular focus on leadership and early-career talent. In 2025, 100% of women in leadership attended our Leadership Lounge development programme, and 60% of women in leadership roles participated in executive coaching. We also tripled our investment in leadership-level coaching to strengthen progression pathways and support long-term representation at senior levels.



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While we've made progress, our work is not finished. Creating lasting equity requires sustained focus, clear accountability and continued action. In 2026, we will build on the strong foundations established through our RISE strategy and deliver the next phase of initiatives designed to deepen impact and embed equity more consistently across our organisation.





Represent

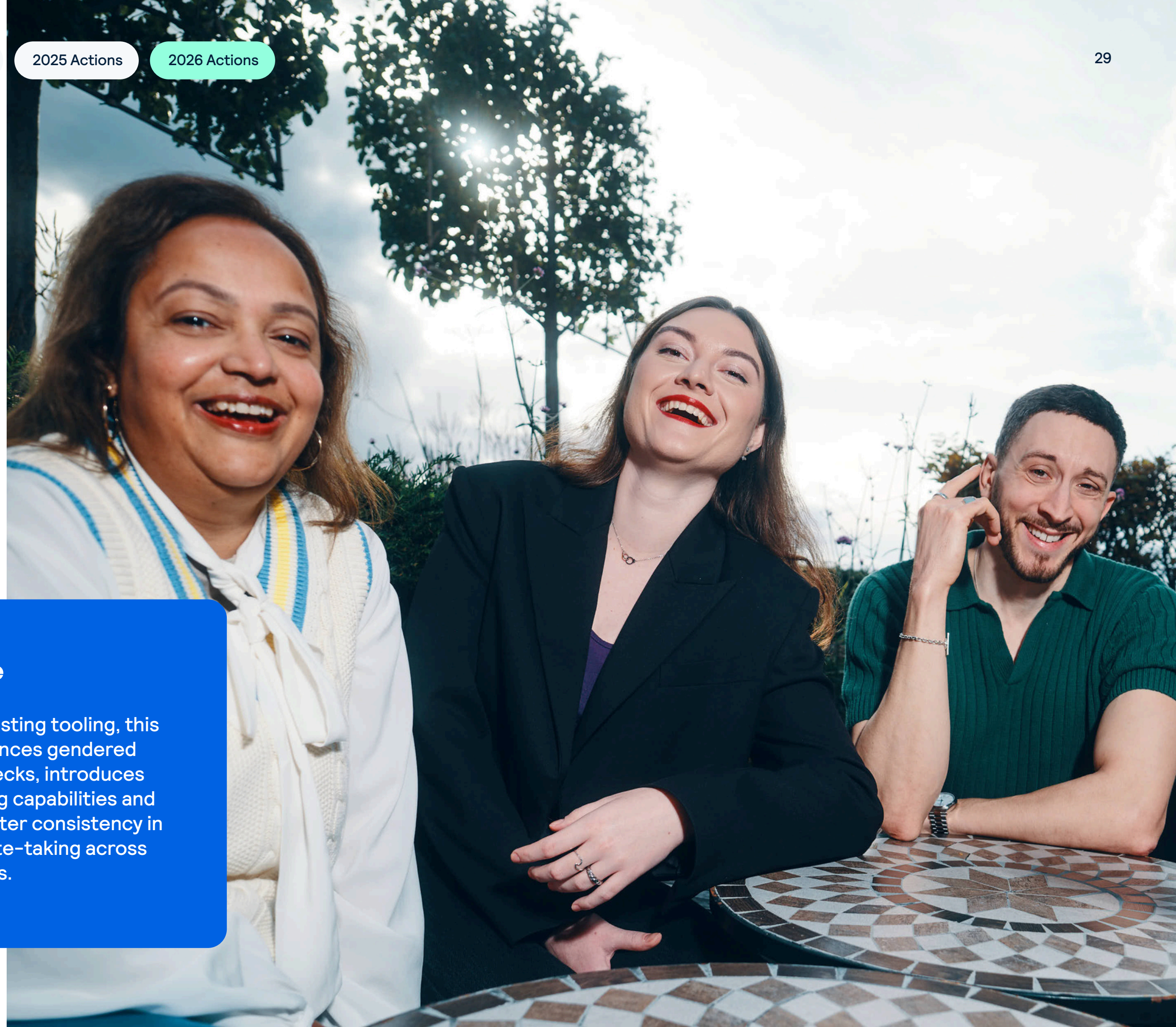
Ensuring fair access, opportunity and representation across Skyscanner and the broader tech ecosystem.

Inclusive and consistent hiring practices

A continued focus on increasing the representation of women at Skyscanner by strengthening fair and inclusive hiring practices. This includes further standardisation of skill sets and assessment criteria to ensure consistency and equity throughout the recruitment process.

Launch of BrightHire

Replacing existing tooling, this service enhances gendered language checks, introduces bias-catching capabilities and creates greater consistency in interview note-taking across all candidates.





Inspire

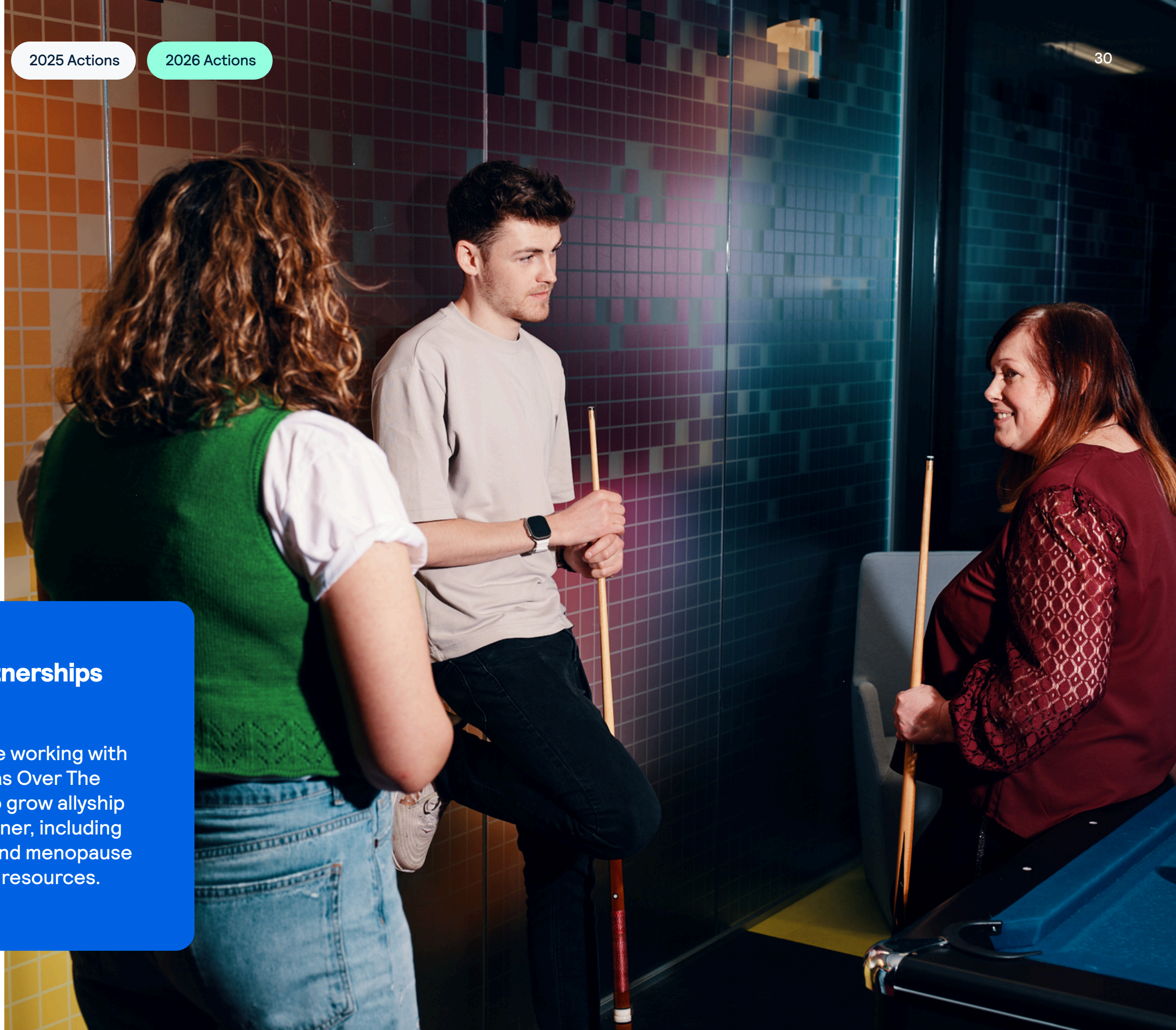
Creating the conditions to build confidence and feel a sense of belonging at every stage of their career.

Expanded investment in community and financial wellbeing

We will increase budgets for Lean In Circles to further support community building. Our financial education group, Build Your Net Worth, will also increase the numbers of women receiving 1:1 financial coaching opportunities.

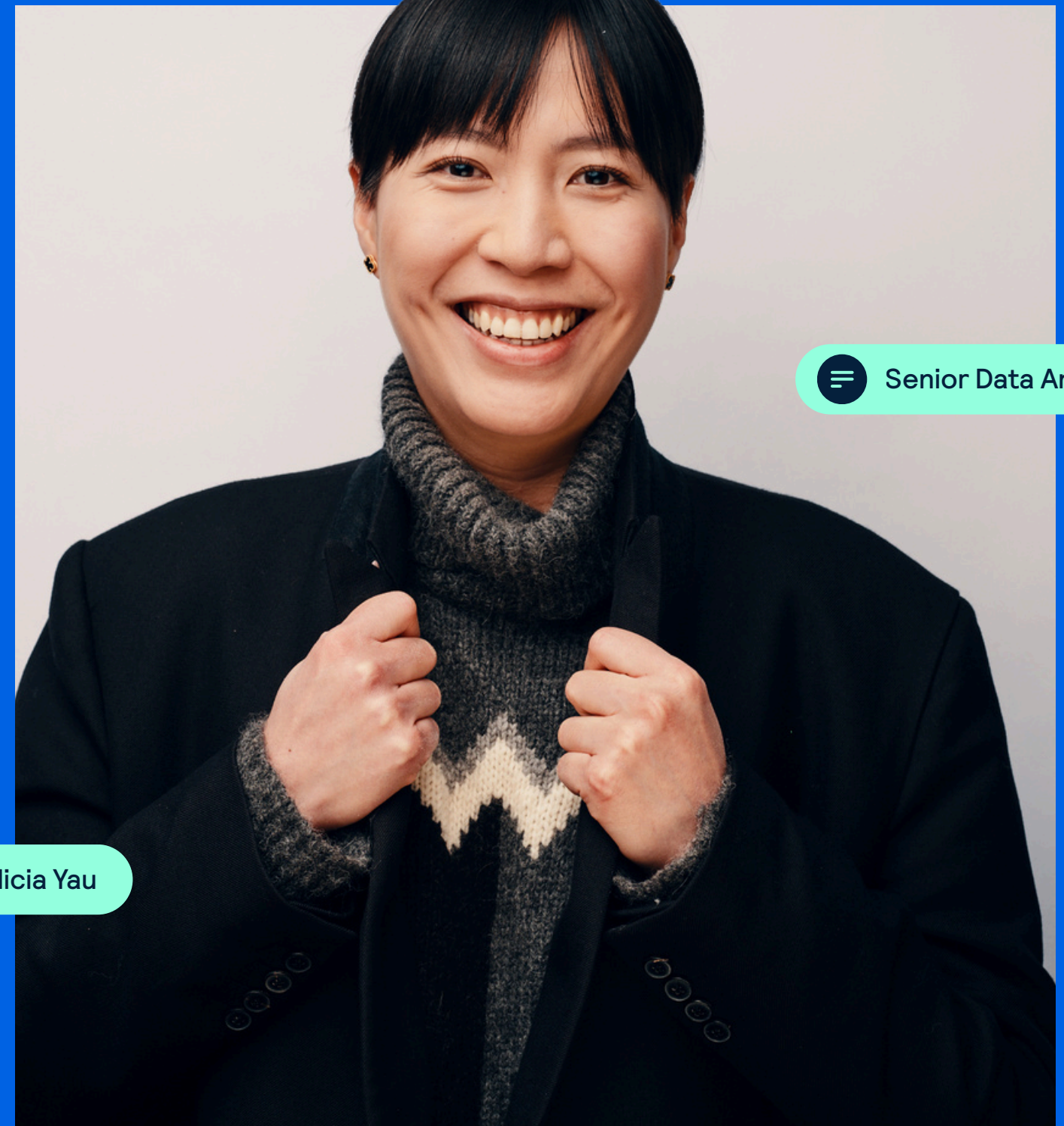
Continued allyship partnerships

We will continue working with partners such as Over The Bloody Moon to grow allyship across Skyscanner, including menstrual life and menopause workshops and resources.





“At Skyscanner, I’ve always felt empowered to contribute meaningfully and challenge ideas, regardless of level. Seeing women lead, influence strategy and shape our direction has been incredibly motivating. It’s a place where I feel supported to grow, take on new opportunities and be ambitious.”



Senior Data Analyst

Alicia Yau





Support

Removing barriers by providing equitable policies, benefits and resources that recognise the realities of people's lives.

Further review parental leave support

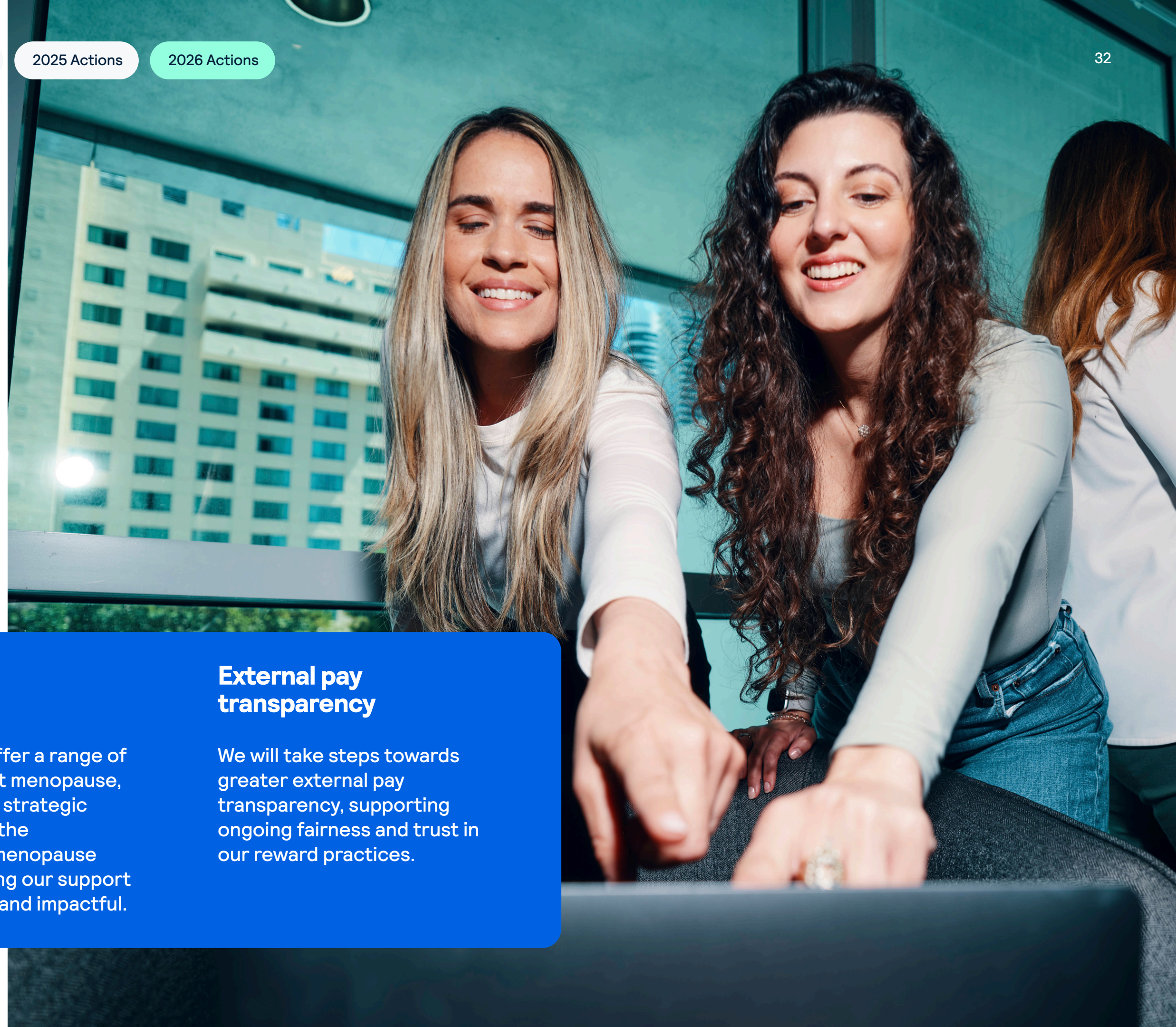
We'll continue to examine ways we can evolve our parental support offering, in order to better support families.

Menopause action plan

While we already offer a range of benefits to support menopause, we will take a more strategic approach through the development of a menopause action plan, ensuring our support is cohesive, visible and impactful.

External pay transparency

We will take steps towards greater external pay transparency, supporting ongoing fairness and trust in our reward practices.





Empower

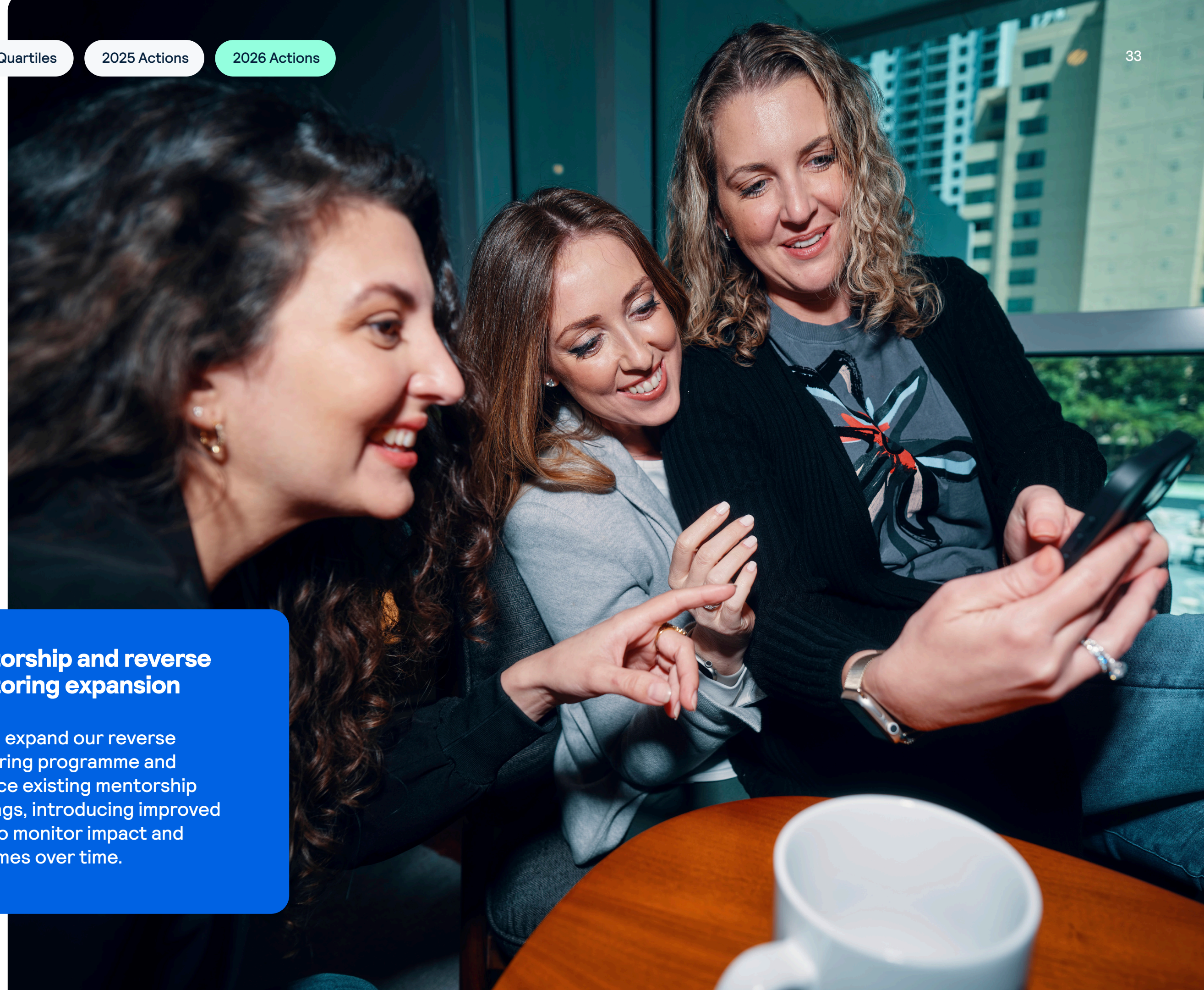
Equipping our people with the tools, development and voice to thrive, progress and shape their own careers.

Inclusive performance and reward processes

We will continue to evolve our performance, reward and recognition processes with an inclusion and equity lens, helping to ensure fair outcomes across progression and pay.

Mentorship and reverse mentoring expansion

We will expand our reverse mentoring programme and enhance existing mentorship offerings, introducing improved ways to monitor impact and outcomes over time.



Thank You

