

26 October 2021

Skyscanner Innovation

Values & People

Jen Suttie, HR Director



Agenda

- 1. About Skyscanner**
- 2. Our values drive our culture**
- 3. Getting the people piece right**
- 4. Key take-aways**





Global travel marketplace with local expertise





100

million peak
monthly
active users*

30+

languages
available

100

million app
downloads

1.2k+

partners



**Skyscanner's mission is to lead
the transformation to modern
and sustainable travel.**



Our Journey

Three friends get their heads together to create an easy way to compare flights. Skyscanner is born!

Our site operates in 30 languages

We introduce car hire and hotels to our platform

First of three consecutive yearly accolades for best comparison

We launch many B2C and B2B product innovations during the pandemic



2006

2011

2016

2019

2021

2003

2009

2013/14

2018

2020



100M



Our 'search everywhere' feature launches

Our app launches

We are acquired by Ctrip (now Trip.com Group) in deal valued at \$1.4bn

We hit 100 million users and reveal our new mission

We support the industry's recovery



We put the traveller first in everything we do.

We are committed to
pioneering innovation that
meets travellers' changing
expectations.

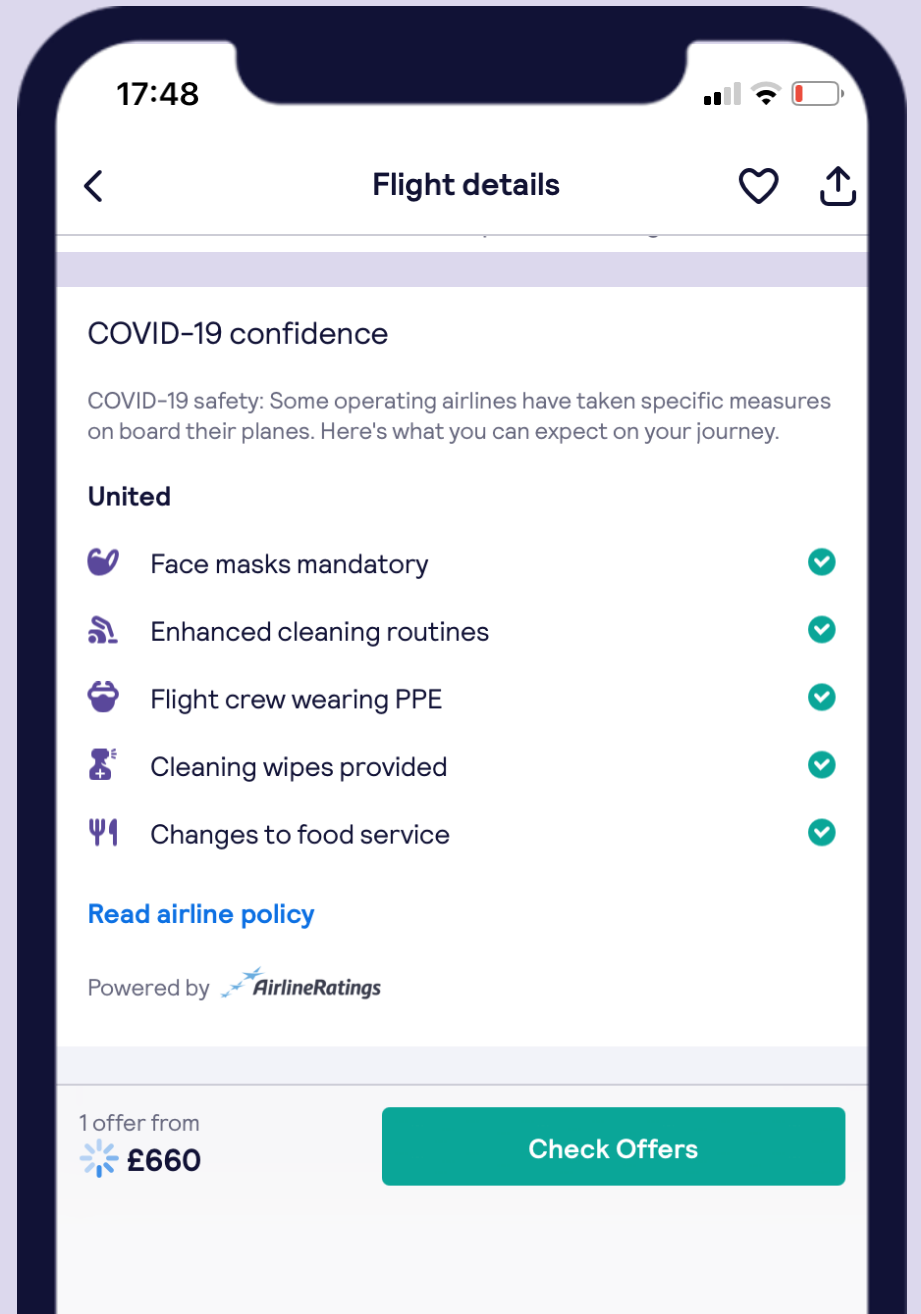


Help and advice for travellers

Product innovations

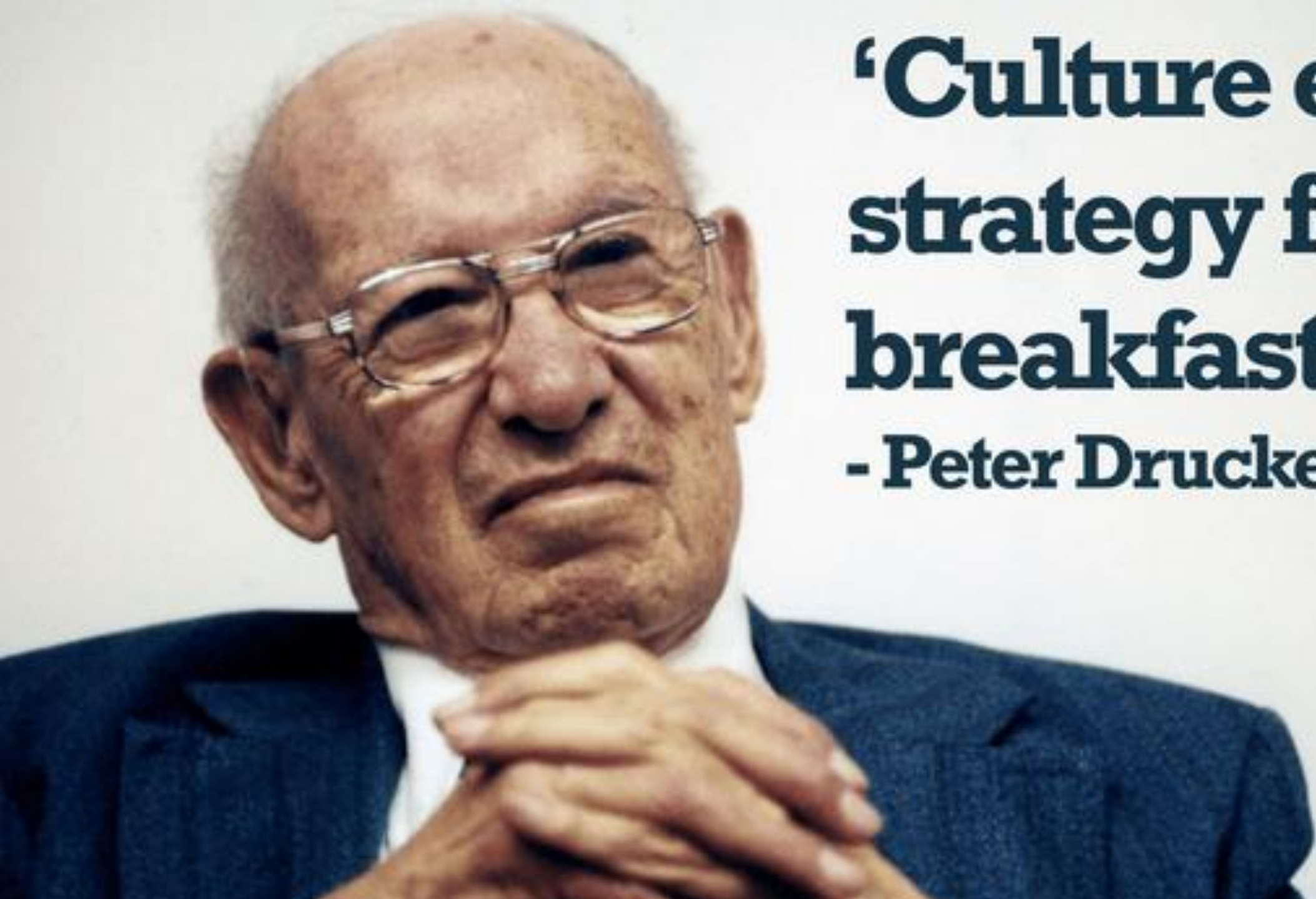
Data and insights

Supporting our partners



**Our values drive our
culture**





**‘Culture eats
strategy for
breakfast’
- Peter Drucker**

Our Values are Core to Everything We Do

- They have evolved as we have evolved as a business
- They are embedded into all our ways of working
 - Talent Acquisition
 - Performance Management
 - Recognition
 - Language





**We treat people
with Empathy
Respect & Care-
Always**



**We build
customer trust
every day**



**We act like
owners**



**We collaborate
to win**



We respect time



**We are endlessly
curious**



**We listen
disagree and
commit**



**We keep our
promises**

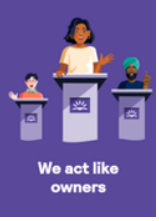


**We make big
bets**



**We think Traveller>
Partner>
Skycanner> team
>me**



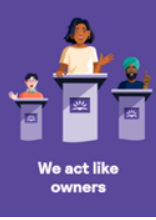


Values: Deep Dive #1 (*definition*)

We Act Like Owners

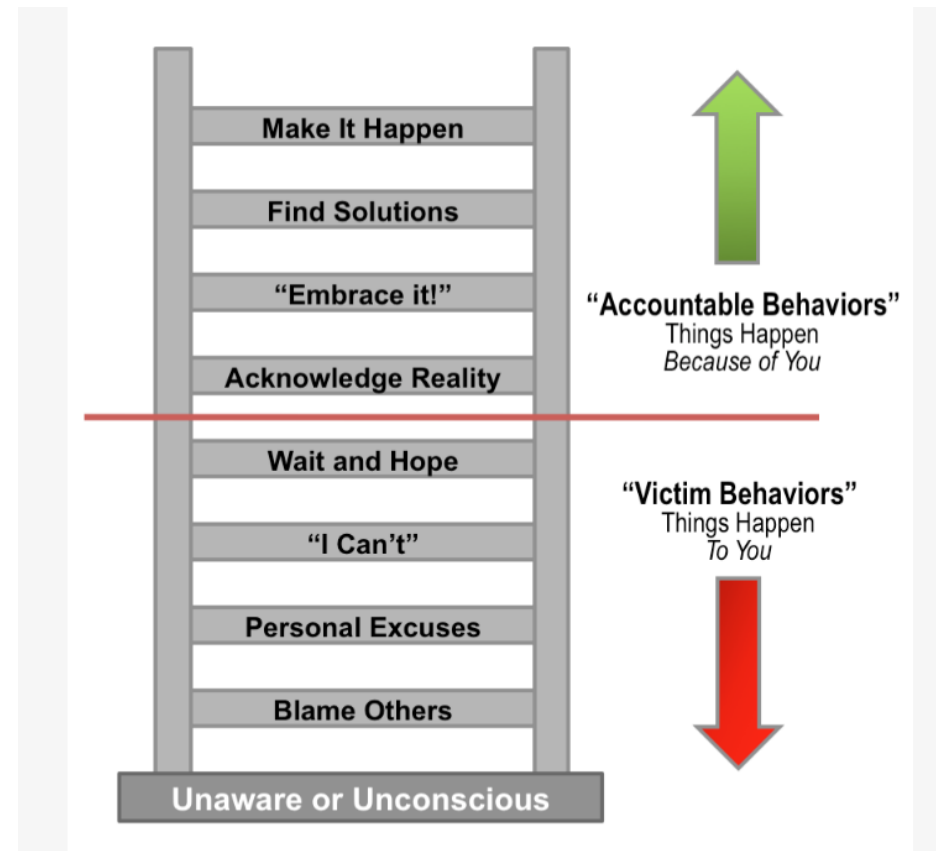
“Finding and solving problems is what we do. We help each other. We take action. We are accountable. We think long-term. We don't take shortcuts. We do make mistakes, but we own up to them and learn from them.”



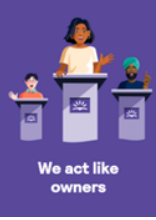


Values: Deep Dive #1 (*concepts*)

We Act Like Owners

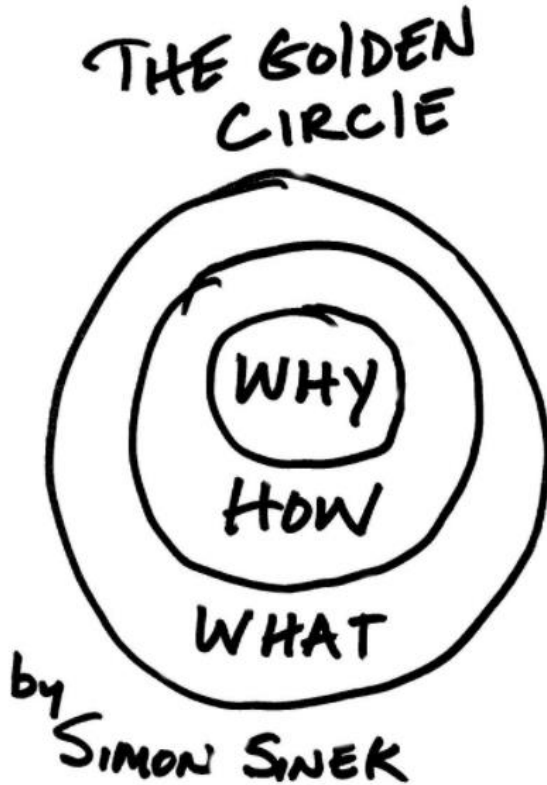


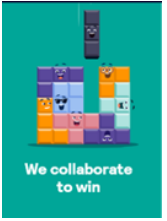
Forbes article [“Avoid The Blame Game: Be Accountable for Accountability”](#) (May 2018)



Values: Deep Dive #1 (concepts)

We Act Like Owners



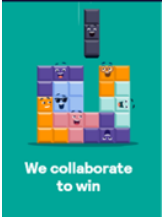


Values: Deep Dive #2 (*definition*)

We collaborate to win

“We only win as a team and trust each other by default. That means we collaborate across company, discipline, location and teams.”

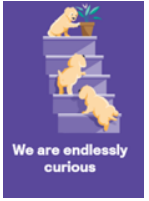




Values: Deep Dive #2 (*concepts*)

We collaborate to win



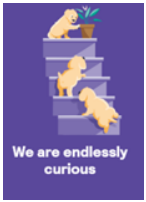


Values: Deep Dive #3 (*definition*)

We Are Endlessly Curious

“We continually learn and grow by exploring new opportunities and always sharing our knowledge with others.”



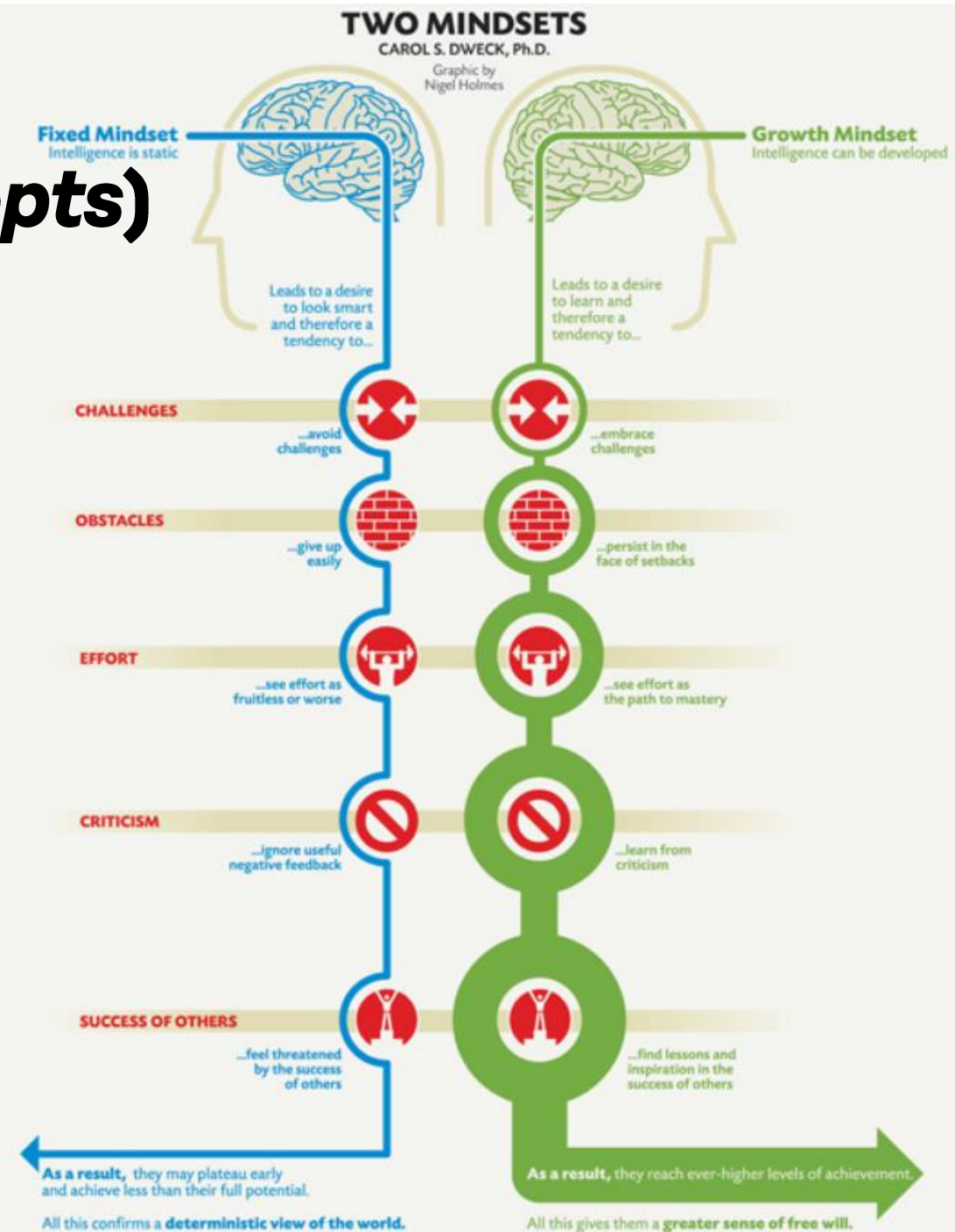


Values: Deep Dive #3 (concepts)

We Are Endlessly Curious



YouTube Video [“Developing a Growth Mindset with Carol Dweck”](#) (October 2014)

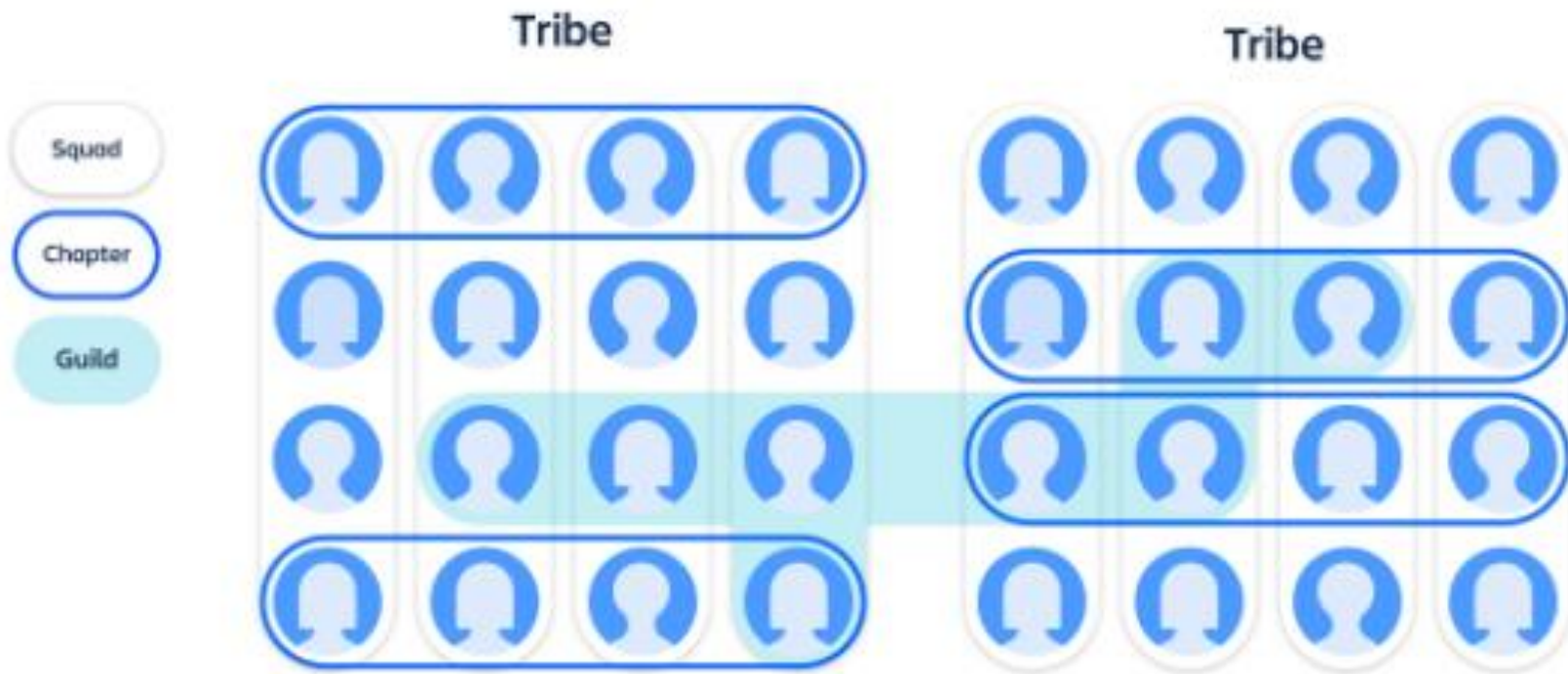


**Getting the people
piece right**



Org Design





*“Control leads to compliance; **autonomy** leads to engagement.”*

Dan Pink, Author, “Drive: The Surprising Truth About What Motivates Us”



Competency Framework



Competency Frameworks

- Core disciplines captured in a progressive competency framework
- Discipline agnostic dimensions
 - Scope
 - Delivery
 - Expertise
 - Culture
 - Manager
- Discipline specific dimensions
 - E.g. Research, strategy & direction / ideation, execution and iteration / standards
 - E.g. Know your business / enable people / drive solutions



Performance Management



Continuous feedback

50

WHAT

50

HOW



Recognition



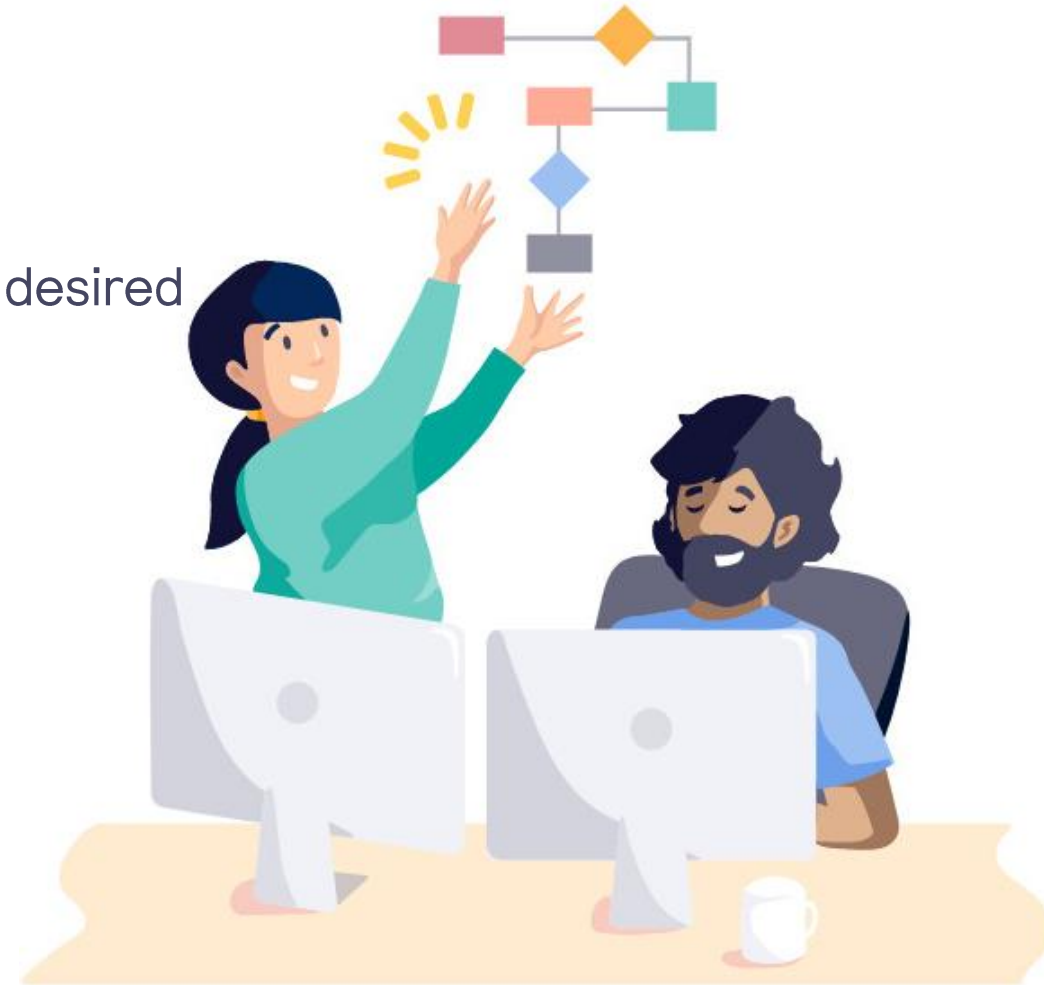


Key Take-Aways



Key Take-Aways

1. Consider the current reality in your org
2. Define your desired future state
3. Identify any gaps between current and desired state
4. Capture your culture that will hasten your arrival at your desired future state by defining (or refreshing) your values
5. Amplify your culture through shared learning & language
6. Ensure all aspects join up & are fully aligned
7. Repeat this review every year or so
8. Iterate & learn - have fun on the journey!



Thank you!

