



Gender Pay Gap

Report 2023

At IAG Loyalty, our ambition is to foster a culture of inclusivity, where everyone has equitable opportunity to do their best work by encouraging colleagues to be themselves and share their unique perspectives.

We take belonging seriously. And to create an inclusive culture we need colleagues to see diverse representation throughout the business.

For 2023, our reported GPG figure is 31%. Which, for this reporting cycle, can be explained by a few different factors detailed further in this report.

At IAG Loyalty, we're innovating for a more equitable future with diversity, inclusion, and belonging at the forefront of everything we do. Our commitment is to ensure that individuals feel valued within our organisation because, by uplifting each other, we collectively thrive.

Read on to dive into our data for 2023 and to understand further why our gap has moved and how we're implementing sustainable strategies to make meaningful long-term changes for women and other under-represented groups.

I confirm that the data and information presented in this report is accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

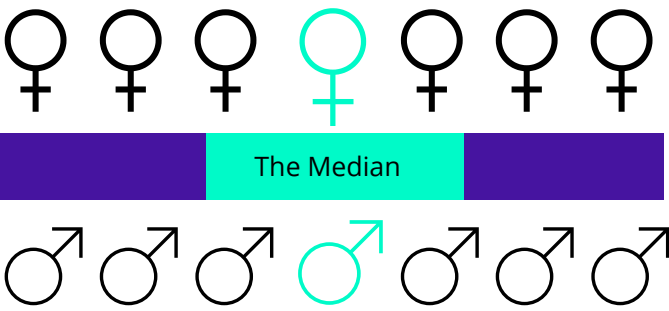


Helen Miller
Chief People Officer, IAG Loyalty

How we work out our figures

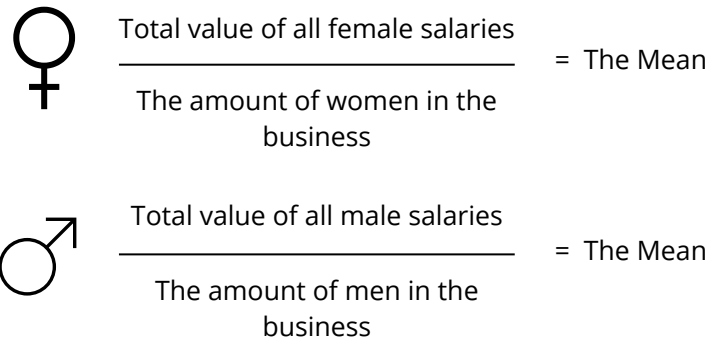
The Median

If you put all men and women in line, from lowest paid to highest paid, the man and the woman in the middle of each line is the median value.



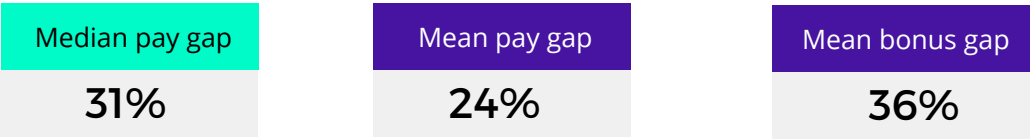
The Mean

The mean is the calculation of the average value of men and women's pay



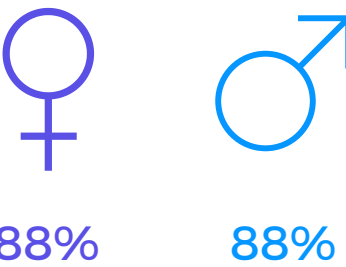
Our results

Gender pay gap is the percentage difference between average hourly earnings for men and women in a company. A positive % indicates a favourable gap towards men, and a negative % indicates a favourable gap towards women.

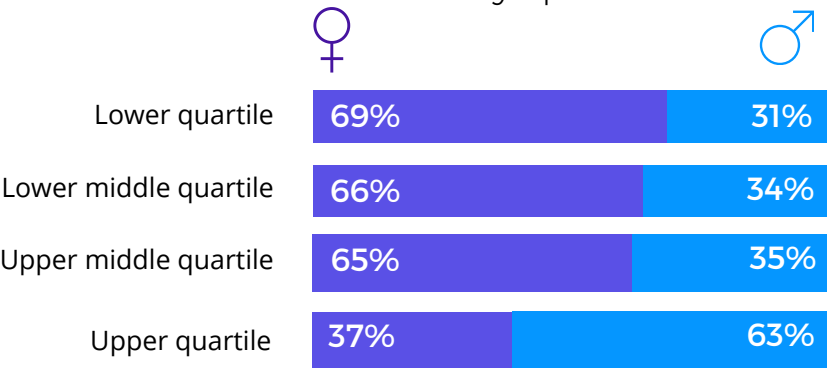


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

Percent receiving bonus



Pay quartiles



Three key drivers causing our gender pay gap



The gender balance at every level

We employ more men than women in some of our higher paying senior digital and technology roles.

More women fill our part-time roles, which in comparison to full-time roles have lower hourly median pay.



The size of our business

The size of IAG Loyalty means that just a few new hires, leavers or movers can have a significant impact on our data.



The talent pool and pipeline

Globally, fewer women than men pursue a career in Data, Product and Tech. This means the opportunity to attract female talent into our business is limited and competitive.

IAG Loyalty's aim is to help dispel any societal myths that roles in these disciplines aren't available to women.

Our ED&I Plan

Our current gender gap primarily stems from having more men occupying senior, specialist, technical, and digital roles - positions that typically command higher salaries. For this to change we know we need to proactively demonstrate that women can excel in these disciplines alongside men. This is a societal challenge, but we are determined to contribute to these positive changes for all.

In 2023 we embarked on some of those changes, we reimagined our family friendly policies, delivered our first women's only development programme 'EmpowHER' in partnership with market leading provider Amazing If. We have taken a deliberate approach to attracting and hiring women into our most senior roles. This has culminated in all three of our most senior hires in Data, Growth and Customer being filled by female candidates.

Future Plans

We understand the need to take even more proactive steps in 2024. We know that to build a culture of belonging colleagues must have an equitable opportunity to thrive. Colleagues need to see diverse representation and feel psychologically safe to share their unique perspectives and be themselves.

Our three strategic pillars will anchor our future plans- inspiring our People Team, leaders and all colleagues to play their part in driving our ED & I (Equity, Diversity and Inclusion) agenda at IAG Loyalty.

1

Grow Diverse Representation

Build diverse teams that reflect our communities. Demonstrating this commitment to diversity will help us build stronger connections with our colleagues and the world.

2

Embrace Equitable Decision Making

Seek out and amplify diverse perspectives so we can help create more equitable and rewarding experiences that truly benefit all.

3

Deliver a Culture of Belonging

Create experiences and environments that welcome authenticity and foster a deep sense of belonging and safety to all.