



Gender Pay Gap

Report 2024

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 believe that by having a diverse workforce, we can create an inclusive culture in which all colleagues feel recognised and represented.

For 2024, our reported median number is 15%. This is a significant improvement from last year, but we know we still have work to do and are already focused on initiatives to further reduce the pay gap.

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 we believe that by uplifting each other, we collectively thrive.

Read on to explore our data for 2024, to understand 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 meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

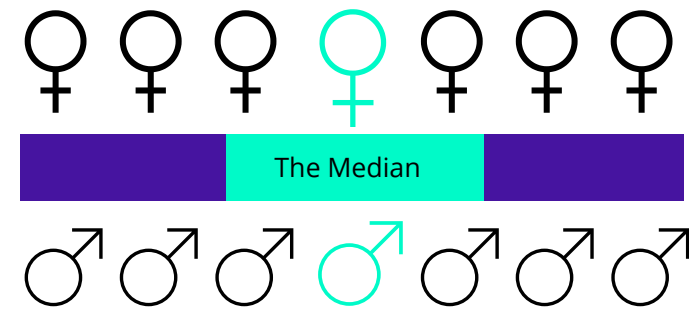


Helen Miller
Chief People Officer, IAG Loyalty

How we work out our figures

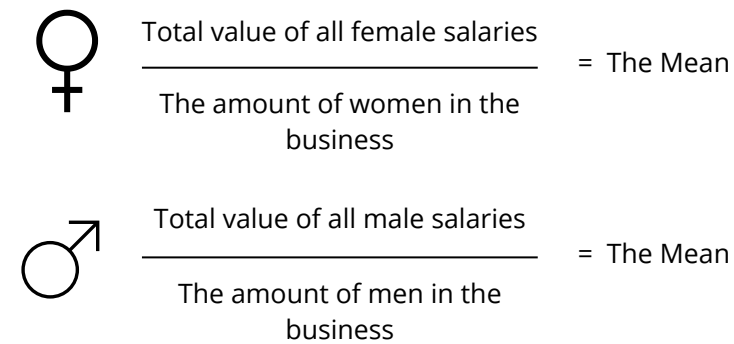
The Median

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



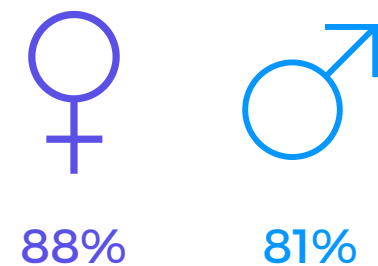
Our results

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.

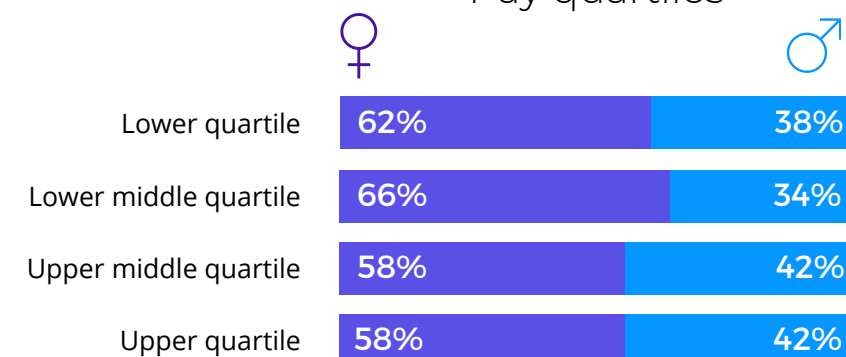


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

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 roles, but we're pleased to have increased female representation in both our leadership team (with 51% of the roles now held by women), and in our Data, Product and Tech leadership teams (with 50% of the roles now held by women).

More women also 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.

We are taking steps to address this by partnering with 'Diversity in Tech' & 'Women in Tech', driving internal mobility, and investing in our people.

Our ED&I Strategy

Our gender gap has improved since 2023 and for this trend to continue we know we need to proactively demonstrate that women can excel in our senior, specialist, technical, and digital roles, alongside men. We know this is a societal challenge, but we are determined to contribute to these positive changes for all.

In 2024 we continued to work with representative colleague groups to learn, challenge and solve problems together to pave the way for a more equitable and inclusive business. We also introduced specific guidelines around menopause and baby loss, alongside reimagining our family policies.

We doubled down on our focus to remove gender bias from our job role outlines and set ourselves a target to increase gender representation in hard-to-hire areas such as Data, Product and Tech. As well as focusing internally on how we could ensure gender-balanced candidate shortlists, we also formed external partnerships with 'Diversity in Tech' and 'Women in Tech' to help increase visibility and inspire and attract future female talent to come and work with us at IAG Loyalty.

Future Plans

Our three strategic pillars will anchor our plans & help us deliver our ED&I strategy:

- 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.

We understand the need to continue taking proactive steps in 2025. We know that to build a culture of belonging, colleagues must have an equitable opportunity to thrive – not just guided by gender as a metric of success, but by our entire approach to equity, diversity, and inclusion. Our ED&I vision means that we embrace our diverse identities, personal histories and perspectives so that we can create rewarding experiences for all.

For 2025, we'll launch more development opportunities focused on educating colleagues about ED&I topics, such as conscious inclusivity and inclusive hiring. We're also creating greater transparency and clarity around how we track, measure and bonus against a defined set of performance expectations, leading to more equitable decisions across the whole colleague lifecycle. We'll continue to elevate diverse voices by highlighting career stories, sharing career successes for women internally and externally and growing an Inclusion Community, for whom an important focus will include gender-related topics.

We know that colleagues need to see diverse representation and feel psychologically safe to share their unique perspectives and be themselves, and we're working harder than ever to drive internal mobility and deliver our ED&I Vision.