

Gender Pay Gap

Report 2021/2022

It's our ambition at IAG Loyalty to create a diverse, inclusive and open culture. Where people are empowered to make a difference and they feel like they belong. It's important to us to have a workforce that reflects our customer base, the partners we work alongside and the world around us.

In 2020 our data was showing a median 0% Gender Pay Gap. For 2021, our gap has moved to 14%. Importantly, we know the main factor driving our gap this 2021 reporting cycle. We have more men than women filling our specialist or technical roles, which are traditionally higher paid.

We want IAG Loyalty to be an employer of choice for women, which means being an attractive company for women to join and somewhere they can thrive. We want to help dispel the societal myth that digital and tech roles aren't for women. This is a big challenge, but we're up for it.

To demonstrate our commitment not only gender equality, but to creating a sense of belonging at IAG Loyalty, we're making some promises. There's a lot to do and this is just the start.

Read on to dive into our data for 2021 and to understand further why our gap has moved. Gap or no gap we're committed to creating a blended work environment that welcomes all.

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

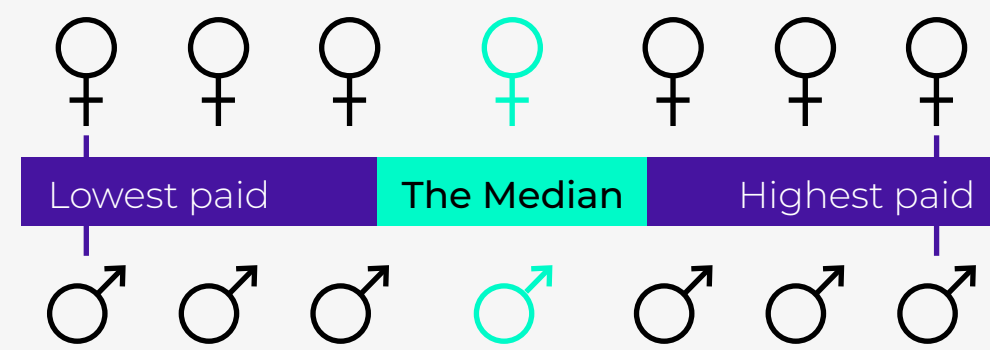


Helen Miller
Chief People Officer, IAG Loyalty

How we work out our figures

The Median

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



The Mean

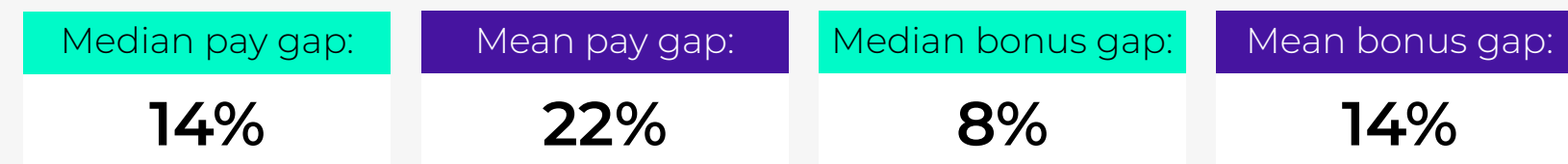
The mean is the calculation of the average value of men and women's pay.

$$\frac{\text{Total value of all female salaries}}{\text{The amount of women in the business}} = \text{The mean}$$

$$\frac{\text{Total value of all male salaries}}{\text{The amount of men in the business}} = \text{The mean}$$

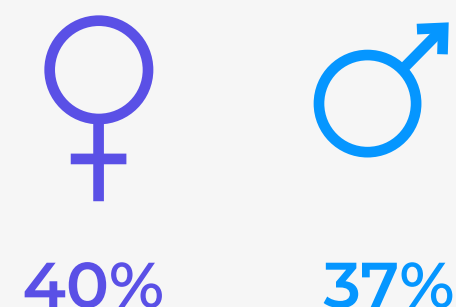
Our results

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

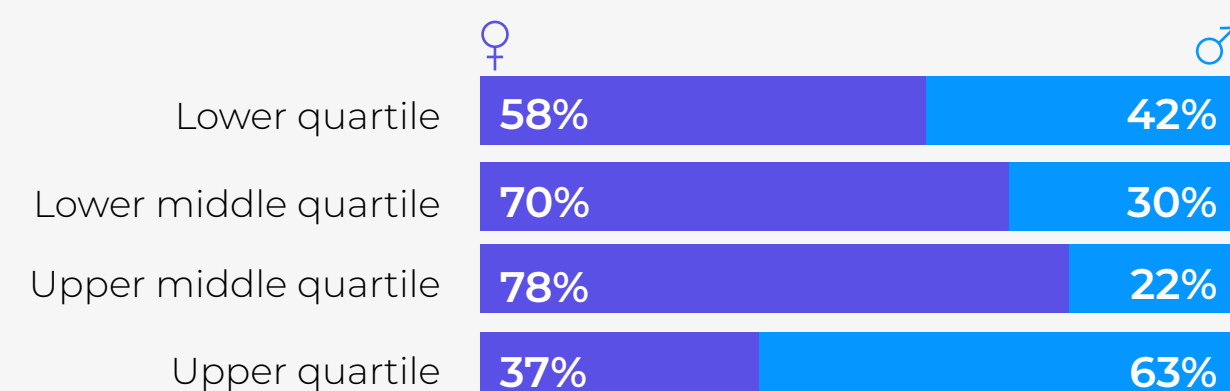


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

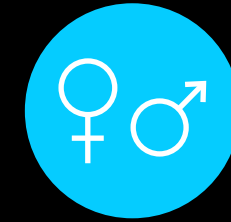
Percent receiving bonus:



Pay quartiles



Three key drivers causing our gender pay gap of 14%



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 IAGL means that just a few new hires, leavers or movers can have a significant impact on our data.



The talent pool and pipeline

There's a lack of women in the tech world and women are less likely to pursue a career in tech.

We want to help dispel the societal myth that digital and tech roles aren't for women.

Our commitments

4 Key Initiatives

The primary reason for our gap is due to more men than women occupying the senior, specialist, technical and digital roles in our business. These are typically higher paying jobs. We want to help dispel the societal myth that digital and tech roles aren't for women. This is a big challenge, but we're up for it.

And then this sparks a wider ambition. **We want IAG Loyalty to be a place where everyone belongs. Where colleagues bring their whole, authentic self to work.**

To get there, we must go further.

Here are four things we're going to focus on first, just to get us started on this journey towards creating a culture of belonging and high performance with heart:



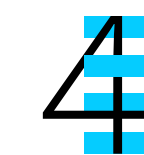
1 We want a focus on belonging – we'll be launching short, medium and long term D&I strategies with senior leadership sponsorship and the appointment of a new role that focuses on this.



2 We'll launch our new employer brand – with a big focus on female presence, particularly in the under-represented areas, like digital and tech. Because we want to change the status quo.



3 We're reviewing our candidate to colleague journey and our policies - to identify the blockers to women joining, staying and thriving our business.



4 Driving our blended working focus - ensuring we're creating a working environment that is attractive to women.

There's a lot to do. And this is just the start.