



# Gender Pay Gap

Report 2025

At IAG Loyalty, we're committed to being an inclusive employer - where everyone feels they belong, are supported to thrive, and can be their authentic selves.

We've made real progress in building an inclusive culture, and we've introduced a wide range of initiatives to support gender equity, from inclusive hiring and flexible working to leadership programmes, mentoring and parental support. These actions are making a difference, and we know they matter.

But when it comes to closing our gender pay gap, we're not where we want to be. Despite our efforts, progress has been slower and harder than we hoped. The structure of our workforce - with more men in senior or specialist roles - plays a part, but it doesn't make the gap any easier to accept.

We know this isn't good enough, and we know that closing the gap will take more than good intentions. It takes sustained focus, honest reflection, and the courage to challenge the status quo.

We know this will take time, and we're in this for the long haul. That's why we're committed to doing better to attract and appoint female talent. We're listening, we're learning, and we want to do better for our colleagues today and for the future we want to build.

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.

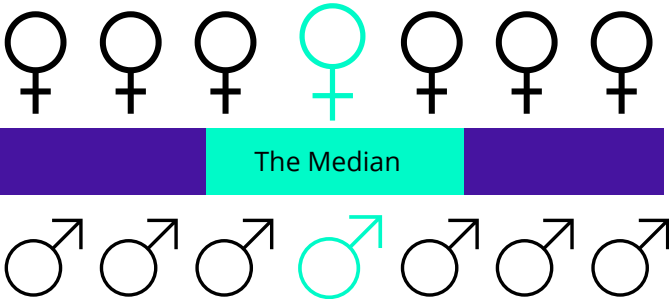


**Helen Miller**  
**Chief People & Communications Officer,**  
**IAG Loyalty**

How we work out our figures

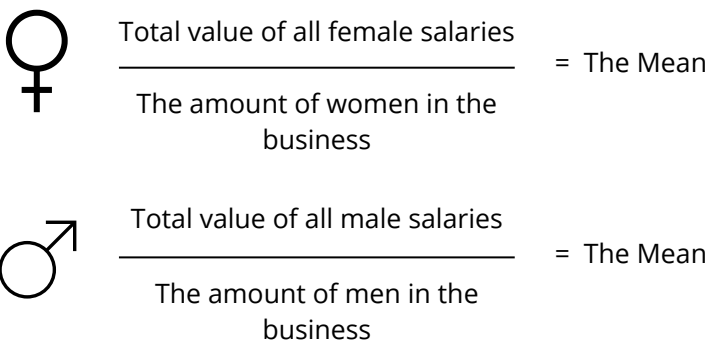
The Median

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



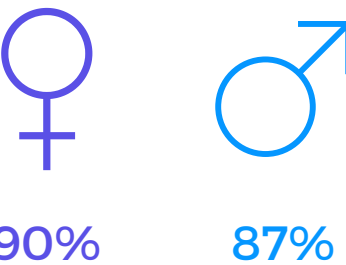
Our results

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.

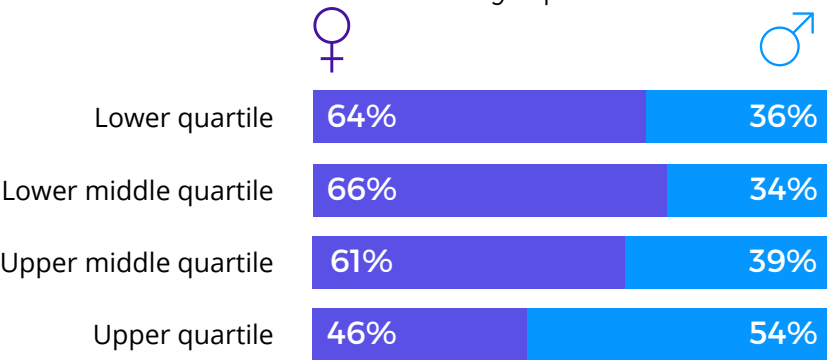


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

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, which continues to influence our overall gender pay gap. Female representation across the business has increased by 1%, and women now hold 66% of roles within our Finance team, a 9% increase since 2024. It's also important to note that a higher proportion of women work in part-time roles, which typically have lower median hourly pay compared to full-time roles.



The size of our business

As a relatively small business, changes in our workforce such as new hires, leavers, or internal moves can have a noticeable impact on our gender pay data year-on-year. While this context is important, we remain focused on long-term progress and structural change.



The talent pool and pipeline

Like many organisations, we face a limited external talent pool in areas such as Data, Product and Tech, where women remain underrepresented globally. This can affect our ability to recruit evenly across genders in these specialist fields, but we continue to invest in initiatives to attract, develop and retain more women in these areas.

Our ED&I Strategy

Although we've seen some progress, our gender pay gap has not shifted significantly since last year. We recognise that meaningful change requires ongoing, proactive action, particularly in demonstrating that women can and do thrive in our senior, specialist, technical, and digital roles. While this is a wider societal challenge, we are committed to being part of the solution.

Over the past year, we've continued working with representative colleague groups to listen, learn, challenge and collaborate - helping shape a more inclusive and equitable workplace.

We've taken active steps to remove gendered language and bias from our job descriptions, and have set targets to improve gender representation in traditionally hard-to-hire areas like Data, Product and Tech. The implementation of a new HR platform is now giving us clearer visibility across our workforce and candidate pipeline, allowing us to monitor progress and hold ourselves accountable.

We've also continued our partnerships with organisations focused on increasing diversity in technology and promoting women in tech, helping us build visibility and inspire the next generation of talent to join IAG Loyalty.

**Looking ahead**  
Our ED&I strategy is anchored in three strategic pillars that will guide our actions:

- 1 Grow Diverse Representation**  
We will continue building teams that reflect the communities we serve. Representation matters - within our business and in how we connect with our partners and customers.
- 2 Embrace Equitable Decision Making**  
By actively seeking and amplifying diverse perspectives, we aim to ensure that decisions are fair, inclusive, and drive meaningful impact for all colleagues.
- 3 Deliver a Culture of Belonging**  
We're committed to creating an environment where everyone feels they belong, and where people are valued for their authenticity and supported to thrive.

We know that representation and psychological safety are critical to building an inclusive culture. By listening to our colleagues, investing in equitable systems, and holding ourselves accountable to our ambitions, we are committed to building a workplace where everyone can thrive.

In the year ahead, we'll continue embedding equity, diversity and inclusion into every part of the colleague experience. This includes providing development opportunities focused on inclusive leadership and conscious decision-making for people managers, increasing transparency around how we track and measure ED&I progress, and spotlighting diverse career stories to inspire. We'll also continue investing in internal mobility to help more colleagues progress into leadership and specialist roles, removing barriers and building confidence along the way.

We know there's more work to do, and we're committed to sustained action, not short-term fixes. Building a truly inclusive workplace requires every one of us to play a role, and we'll keep listening, learning and evolving together. Our culture is already one that values belonging and inclusion. Looking ahead, we're focused on evolving it further by embedding equity into how we hire, grow, reward and lead so that every colleague can thrive.