



IAG GBS

Always making a difference

Gender Pay Gap Report 2022

At IAG GBS, we strongly believe that transparent Equity, Diversity, and Inclusion principles create a happier, more productive working environment for us all. We aim to create a culture of inclusion and diversity where everyone is safe, treated with respect, and can succeed.

This starts with a firm commitment and desire to improve and develop our inclusive culture, supported by policies that protect and support our employees, including our new Equity, Diversity, and Inclusion Policy.

We are committed to creating a more welcoming environment for all our people. We recognise the importance of providing equal opportunities for all employees and applicants, and we are committed to eliminating unlawful discrimination.

We prioritise equality and consistently review new practices and opportunities to ensure all our people are paid on merit regardless of gender, race, or ethnic heritage.

For 2022, our data shows a median of a 6% gender pay gap and a 5% mean gender pay gap.

While we recognise this gap is below the UK average, we are strongly committed to reducing it further and have several additional initiatives planned to achieve gender pay equality. Further information can be found later in this report.

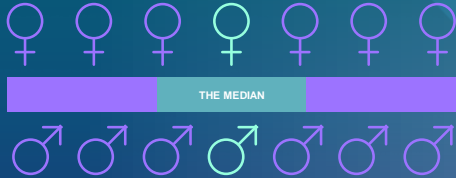
I confirm that the data and information presented in this report is accurate and meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Zoe Davis
Director of GBS

How we work out our figures

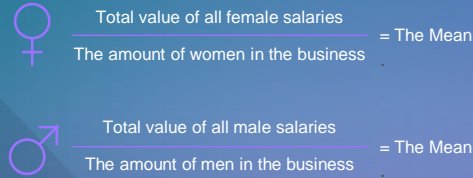
The Median

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's and women's pay



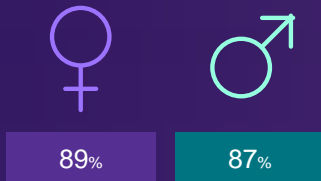
Our Results

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.

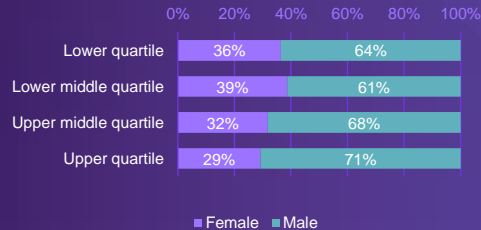


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

Percent receiving bonus



Pay quartiles



Our Commitments

The primary reason for our gap is due to more men than women occupying senior, specialist, technical, and digital roles in our business, which are typically higher-paying jobs. The representation of the tech function in this report has also had a strong impact on the results.

While the IAG GBS business is made up of a wide range of functional expertise, most roles are technical, digital, and IT disciplines, of which there has traditionally been male dominance (and strong ethnic diversity). With unusually lower turnover, the initial focus for achieving gender balance has mainly been on early careers, graduates and apprentice intakes, and internal promotions and movement, career and learning opportunities.

As we look ahead to our ambitions for the coming year, we will continue to support the development of women within our organisation. We are committed to a more diverse workforce, particularly in technology where traditionally, the attraction of gender diversity has been challenging.

As a part of our ambition, we are planning a series of initiatives:

1. Talent Acquisition strategy for diverse internal and external talent, gender-neutral job adverts, more balanced interview panels, and changing assessment practices to remove unconscious bias. Management training and education to ensure best-practice interviews and placement.
2. Focus on women's technology roles. Participation in external awards to increase focus and branding. Improved communication, engagement, and focus from senior women in technology.
3. Planned and re-evaluation of internal practices and policy improvement and enhancements commenced with a focus and consideration on gender.
4. Redefine the promotion and succession planning process to ensure transparency and equality of promotion and pay.
5. Ensure parity in talent management (representation of high potential and high-performing women).

We are committed to building on our inclusive culture that welcomes challenges and is strengthened by our established values to support all our people to reach their full potential.