

# Gender Pay Gap

## Report 2025

In 2025, IAG Transform continued to make meaningful progress in closing the gender pay gap, recording solid improvements in both mean and median hourly pay. These gains reflect the ongoing impact of our long-term commitment to equality of opportunity for all, especially through early career programmes, graduate schemes, and internal mobility pathways. Such initiatives help broaden awareness of career opportunities and attract talent from a wide range of backgrounds, including those who may not have traditionally considered a career in aviation.

# Gender Pay Gap Report 2025



While the results are encouraging, we acknowledge that further action is required to address the **underlying drivers** of the gap. As with previous years, the primary contributors to our gender pay gap remain the **greater proportion of men in senior and technical roles**, the structure of bonuses favouring seniority, and the **predominance of women in part-time or flexible roles**. These trends are common across the technology and digital sector, and we are committed to reviewing and **addressing the organisational and structural factors that influence career access, progression and reward outcomes**, in line with our values and policies.

Throughout 2025, investment continued in strengthening **career progression pathways and embedding robust succession planning**, ensuring opportunities for advancement into senior, specialist and higher-paid roles are accessible, transparent and merit-based. This is a key element of our strategy for further narrowing the gap.

We recognise that **part-time and flexible working** is vital in supporting women, particularly during significant life stages. These arrangements help many women return to work and continue their careers in ways that suit their circumstances. While positive, these patterns can affect pay gap outcomes, so we are committed to making flexible working accessible for all genders and addressing any unintended effects on

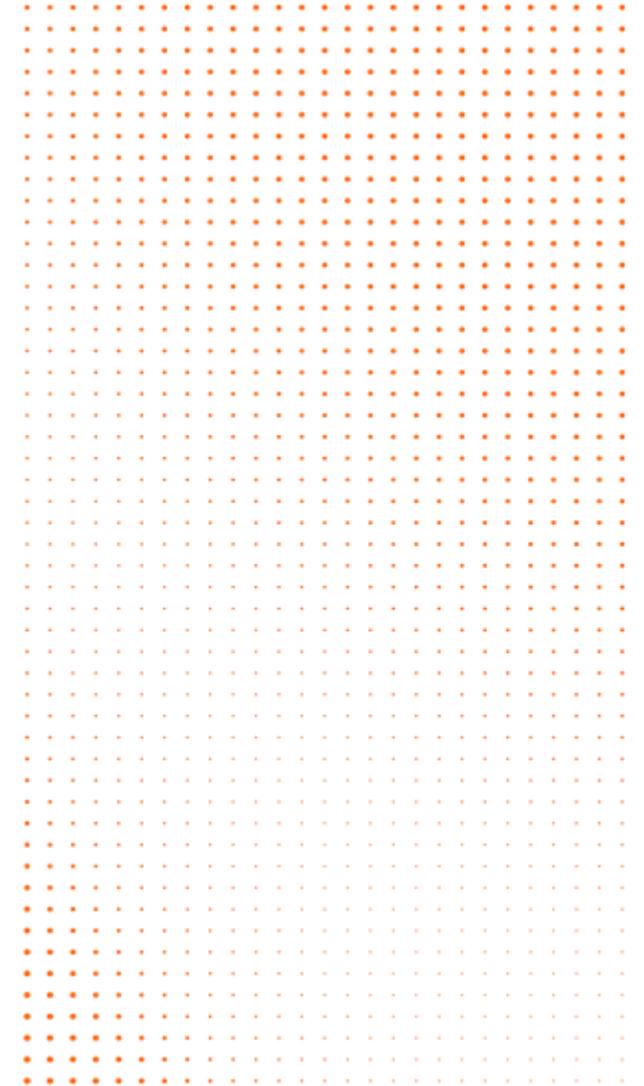
long-term progression.

Our outreach also expanded, strengthening partnerships with **colleges and sixth forms** to introduce young people to technology and aviation through business insight sessions and work experience. This supports awareness of career opportunities and **helps attract talent from a wide range of backgrounds**.

**We maintained a strong relationship with Women in Tech**, sponsoring the **Business Leader of the Year award** and being shortlisted for the **Best Employer (251 to 1,000 employees) award**, recognising our growing reputation as an inclusive employer. We continued to promote technology opportunities to women through these channels.

Our commitment to an inclusive culture remains central to everything we do. We are dedicated to fostering an environment where challenge is embraced, and our values empower everyone to fulfil their potential. Embedding inclusion in our ways of working, leadership, and everyday behaviours remains central to driving long-term change.

**Sofia Stephens**  
Head of HR, IAG Transform

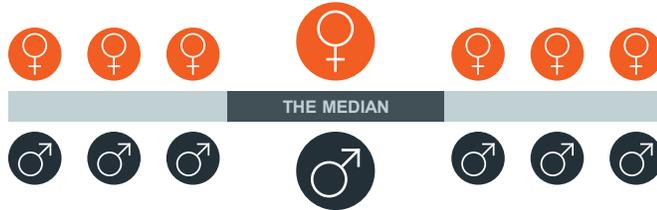


# How we work out our figures



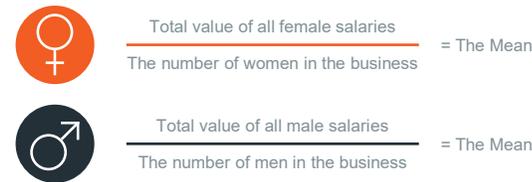
## The Median

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



## The Mean

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



## Our Results vs 2024

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.

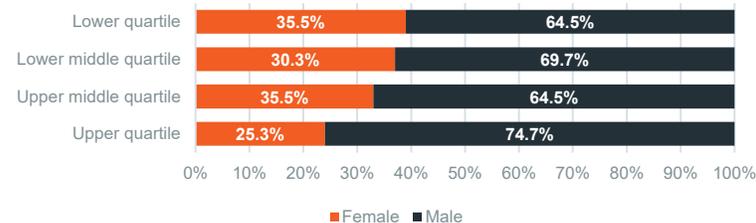


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

## Percent receiving bonus



## Pay quartiles



## Drivers of the gap

- ▶ Continued **higher male representation in senior and technical roles**
- ▶ **Bonus structures** that naturally favour senior role holders
- ▶ **Part-time and flexible working** arrangements adopted predominantly by women

## Progress in 2025

- ▶ **Hourly pay gaps narrowed**
- ▶ **Reduced the mean bonus gap**
- ▶ **Progression has increased for women**, particularly in mid-senior roles, supported by internal mobility and development programmes

## Recommendations for 2026

- ▶ Further strengthen the **talent pipeline into senior and technical roles**
- ▶ Continue enhancing **reward governance**, ensuring consistency and transparency
- ▶ Advance an **inclusive culture and flexible practices** that support long-term **progression and fair outcomes**