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Gender Pay Gap Report 2023 In 2022 we officially launched our new values and behaviours, which were designed to help our people thrive in and out of the workplace. Since then, we have been on a journey to live and breathe them in everything that we do, so that they become part of everyday life at Aimia.

One of the key behaviours that we live by is "Inclusivity", this is all about intervening if we see marginalisation, not just welcoming but embracing different perspectives, and recognising that we all have biases, but we need to grow past them.

One of the ways that our Senior Leadership Team champion Inclusivity is through the active consideration of our gender pay gap when it comes to hiring decisions, pay awards and talent development, and so I'm pleased to share that our pay gap has reduced again, and is now half of the figure reported in 2018.

We're proud of this reduction but understand that there is still more work to do to bring our gap down further.

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

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Summary

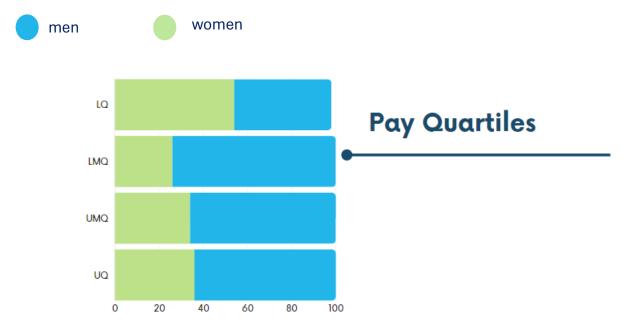
	2023	2022	2021	2020
Mean Gender Pay Gap	12.8%	16%	18%	24.2%
Median Gender Pay Gap	4%	0%	0.6%	0%
Mean Bonus Gender Pay Gap	35%	55%	31%	58.45%
Median Bonus Gender Pay Gap	-64%	40%	20%	47.25%

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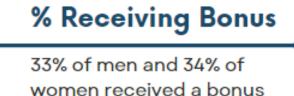
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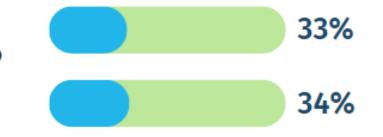
Summary

Proportion of men and women in each pay quartile



Proportion of men and women receiving a bonus





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Understanding our figures Our mean gender pay gap has decreased for the third year in a row, to 12.8%, which is a 50% reduction from when we first began reporting. This is a direct result of the work we have undertaken to achieve our targets.

In 2023 we:

- Achieved over 50% female representation on our flagship leadership programme
- Enhanced our family leave policies above the statutory requirements
- Promoted 12 female employees
- Achieved our target to fill 30% of management roles with women
- Made our trial for free period products in women's bathrooms a permanent feature, in order to support equality of opportunity,

Moving into 2024 we will continue to:

- Actively consider our gap when making hiring, promotions, and pay review decisions.
- Invest in female leadership potential through our talent development review
- Embrace flexible working practices to allow parents to reconcile career and caring responsibilities.
- Put our values and behaviours at the heart of everything we do. As we shared in last year's report, our values and behaviours have power and through repeating them we normalise them, we will therefore continue to include them in our PDRs, our Settling in Reviews and our decision making.