

April 2020

Gender Pay Gap Report

rbl.org.uk



ROYAL BRITISH LEGION

Our Commitment

We are committed to becoming a truly inclusive organisation, where everyone feels valued for their contribution. This is consistent with our core values and desire to promote the Royal British Legion (RBL) as a great place to work.

Gender Pay Gap (GPG) reporting is a legal requirement for all organisations employing over 250 people. Gender pay reporting identifies any gap between men and women's average pay and enables organisations to outline their plans for addressing this. **RBL embraces this as part of our commitment to diversity and inclusion and to increasing pay transparency.**

Gender pay gap reporting is not the same as equal pay, the requirement to pay men and women (who do the same or similar jobs, or work of equal value) equally.

Our gender pay gap is significantly influenced by the different and diverse employment markets we operate in, from Care Homes, to Fundraising to Legal Advocacy, together with clustering of men and women in certain job families.



Employment Mix

Overall, we have a much higher number of women employees than men (70.8% of all employees are women) and we have a higher proportion of women in our lower-graded roles where we employ many more staff overall. Care Homes account for approximately 44% of our employees, with a high proportion (84%) of these being women.



Figure 1: All employees, April 2020

Quartile Split

For our formal gender pay gap reporting, we are asked to split our employees into four groups (quartiles) by hourly rate. Within these quartiles, the balance between men and women in RBL is shown below:

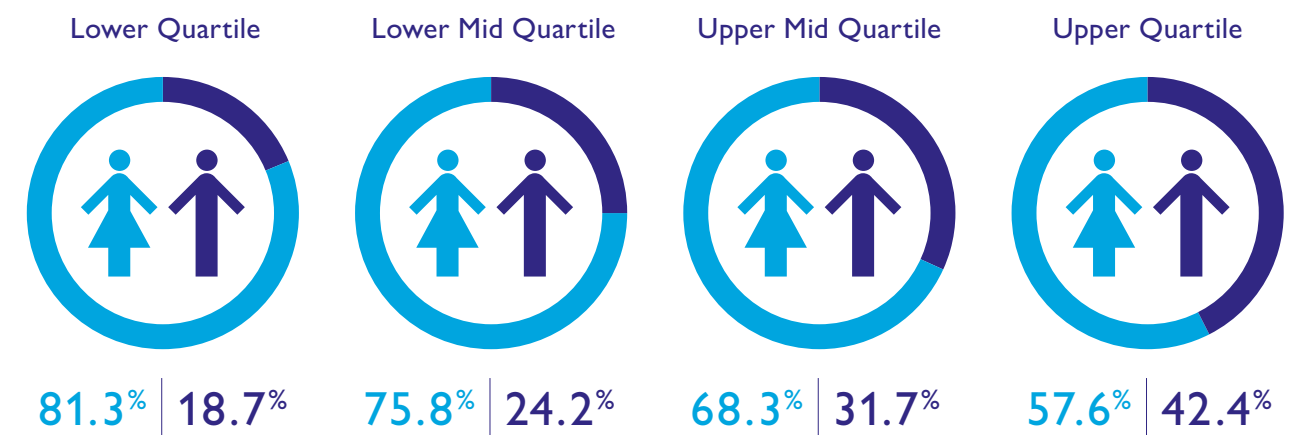


Figure 2: Quartile split of all employees, April 2020

We continue to make improvements in our upper quartile, where the proportion of women has increased from 55.1% in 2018 to 57.6% in 2020.

Our Gender Pay Gap

If you line up all the men and women working in an organisation in two separate lines in order of hourly pay rate, the median pay gap will be the difference between the hourly rate of the woman in the middle of her line and the man in the middle of his.

The mean gender pay gap is the difference between the average hourly earnings of men and women.

The table below shows how RBL values have changed over time and how this compares with UK National median values:

Gender Pay Gap	2017	2018	2019	2020
Median Pay Gap	21.3%	18.5%	21.2%	18.9%
Mean Pay Gap	20.6%	19.8%	21.1%	18.7%
UK National Median (ONS)	18.4%	17.8%	17.3%	15.5%

We benchmark to ensure RBL pay is competitive; however, the market for many front-line roles within the care sector is lower than those in the “technical” or “commercial” roles in other parts of the organisation.

The decrease in our gender pay gap for April 2020 is due to a combination of factors including:

- Graduated pay awards for Care Home employees in April 2020 (6% to 2%)
- No increase in pay in April 2020 for employees outside of our Care Homes

While we are pleased that there has been a slight decrease in our gender pay gap this year, compared to 2019, we will continue to develop clear actions to reduce our gender pay gap over the longer term.

Bonus Pay Gap

In addition to our gender pay gap, we are also required to report on any bonus pay gap. Our Long Service Awards and recognition vouchers with a monetary value, together with Break Centre and Handy Van retention payments, are included within the “bonus” reporting requirements.

Bonus Pay Gap	2020
Median Bonus Pay Gap	38.6%
Mean Bonus Pay Gap	28.2%

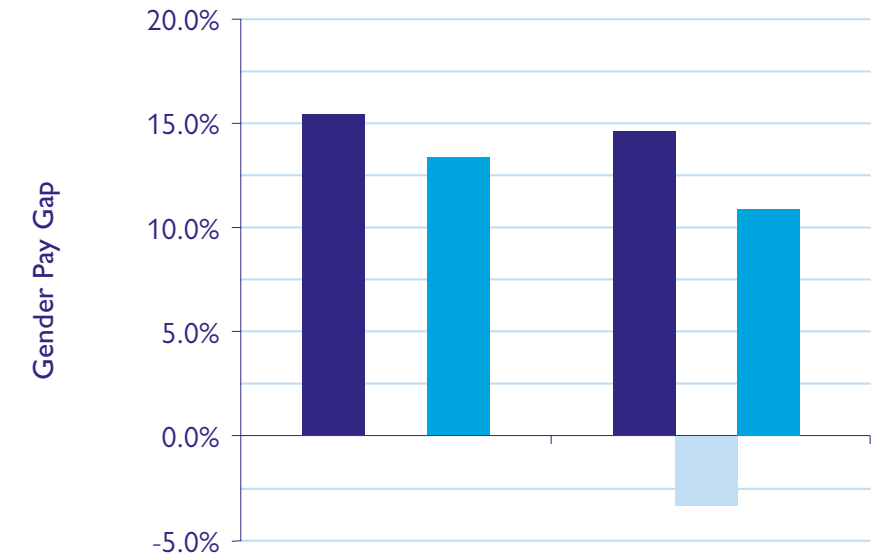
In total 2.8% of women and 2.2% of men received a “bonus” payment.

Our Bonus Pay Gap shows that women received lower median and mean bonus payments than men. However, the small proportion of staff included in these figures means that a few payments can impact the percentage gaps, where the two most frequently paid values are £200 long-service awards and £50 recognition vouchers.

Two Distinct Businesses

As part of our commitment to improving pay transparency, in addition to our gender pay gap analysis, we have analysed our data for Care Homes separately from other Corporate roles (including our regional operations staff). This allows us to consider the gender pay gap separately for these two distinct areas below.

Comparison of Care Homes GPG and Corporate GPG to UK GPG



	Median	Mean
UK Nationals	15.5%	14.6%
Care Homes	0.0%	-2.8%
Corporate (Including Regional Ops)	13.0%	11.4%

When we split out our Care Homes and our Corporate roles and consider them separately, both show gender pay gaps lower than the UK National values for median and mean GPG.

Within Care Homes, our median pay is the same for men and women (the GPG is zero) and our mean (average) pay is slightly higher for women than men, predominantly because more senior roles are occupied by women.

Within our Corporate grades we are below the UK National values but we recognise that at 13.0% (median) and 11.4% (mean), these are still too high and this is an area that we need to address.

Our Gender Pay Gap Action Plan

We are committed to taking action to close our gender pay gap, particularly for our Corporate Grades. We know this may take some time, but we have already started taking action and more work is planned.

We are committed to:	Progress
Increasing our focus on diversity and inclusion across RBL.	<p>Towards the end of 2020, we commissioned an external audit to understand our status on D&I and make recommendations improvement.</p> <p>We have recently appointed a new Head of Diversity & Inclusion to develop our first D&I strategy and action plan to drive progress in this area.</p> <p>We will publish our first D&I strategy by Autumn 2021.</p>
Maintaining and improving our gender balance in leadership roles, creating strong and diverse leadership.	<p>While we have made progress to improve the proportion of women in leadership roles, we know we have much more to do. In 2020, the percentage of women:</p> <p>On our Executive Board was 33.3%</p> <p>At Assistant Director level was 36.4%</p> <p>Through our new D&I strategy we will identify and publish actions to ensure our recruitment processes are inclusive and free from bias and we have inclusive leadership development pipelines.</p>
Reviewing our benefits package to support our employees both at work and at home.	<p>In April 2020, we increased our maternity, paternity and adoption provision and revised our sick pay provision, which resulted in a significant benefit to our Care Home staff.</p> <p>Throughout 2021, we will continue to keep our benefits package under review to improve our overall benefits provision.</p>
Continuing to embed RBL's Values and Behaviours.	<p>We are committed to ensuring that all employees are treated with dignity and respect and that everyone's contributions are valued.</p> <p>During 2021, we will review our Bullying, Harassment and Discrimination policies and working practices, ensuring that we have a robust dignity and respect framework that ensures all employees work in an inclusive environment.</p> <p>We will also be supporting the development of staff networks, including a gender equality network, to provide opportunities for employees to connect and raise issues/concerns.</p>
Promoting flexible and agile working to support staff work-life balance.	<p>As we look to our future ways of working post-Covid, during 2021 we will be putting in place several actions and initiatives to ensure staff are supported to work in a blended environment, providing more opportunities to work more flexibly.</p>
Reviewing our HR policies and processes to ensure ease of access, inclusivity, and transparency.	<p>We will align our people policies and working practices to support RBL's culture and drive the commitment to an inclusive people strategy.</p> <p>We will continue this work during 2021 and beyond.</p>
Reviewing our reward provisions including our grading and associated pay structures.	<p>For Care Home staff a graduated pay increase was awarded in April 2020, to ensure lower paid staff received a higher percentage pay increase.</p> <p>In January 2021, a new grade and pay structure was introduced across RBL to support the move to a more consistent and transparent approach to pay and reward.</p> <p>We will continue to monitor the roll out of this new structure.</p>

Our Gender Pay Gap report was created in accordance with government guidelines as defined by the Advisory, Conciliation and Arbitration Service, (ACAS).

This report is based on the snapshot date of 5th April 2020.

I confirm that the data reported is accurate.



Karen Gill

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