2024

Gender Pay Gap Report

RBL

ROYAL BRITISH LEGION

Introduction

The Royal British Legion takes it commitment to reducing our Gender Pay Gap very seriously. Since reporting became mandatory, we have worked hard to both understand our pay structures and also our key issues to allow us to reduce the GPG which started at 21% in 2017.

This latest report shows that we are doing well. Almost halving the gap over the last 4 years to 9.1%, is an achievement we are proud of. Our work across the Legion in redefining our pay structure and bolstering pay in our Care Homes has been the key driver to our success to date. But we know we have more to do. We have to dig in, identify and tackle the root causes of any differences in approach which may be influencing our Gender Pay Gap. This will be our focus in 2025 and beyond and we look forward to celebrating further success in the coming years.

Mark Atkinson
Director General, Royal British Legion

Our Commitments

We are proud to have a clear commitment to becoming a diverse and inclusive organisation where everyone is valued for their contribution, enabling us to best serve the needs of the entire Armed Forces family we are here to support and remember.

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

As part of this commitment, while we are required to report our GPG as a single legal entity, we also analyse our pay gaps separately for our care home and our "corporate" roles (comprising services, membership, fundraising, remembrance, and our corporate professional functions) as many front-line roles in the care sector are lower paid than those in the other parts of our organisation. This allows us to be transparent about our gender pay gap for these two very different areas.

The existence of a gender pay gap does not represent an issue of equal pay – the requirement to pay men and women (who do the same or similar jobs, or work of equal value) equally. Gender pay gaps demonstrate the existence of structural inequity in the average pay of men and women in an organisation usually driven by over and under-representation of the two groups in different roles and pay levels within the organisation, which is why we have undertaken analysis to better understand any underlying inequities to enable us to address these. We know that to improve we must hold ourselves to account and this data helps us do that.

Government reporting requires all employees to be categorised as 'male' or 'female' for the purpose of calculating our gender pay gap. We recognise that there are people who do not belong to, or identify with, these binary categories and, while we use the term 'gender' throughout this report, we understand that for some people the data is therefore in relation to their sex but not their gender.

The Royal British Legion and its constituent parts

72.6[%]

Women

27.4[%]

Men

Figure 1: All Full Pay Relevant (FPR) employees. April 2024

The Royal British Legion (RBL) is a large, complex organisation delivering a wide range of welfare, care, and recovery services to beneficiaries which includes running six care homes. We also lead on research and campaigns, supporting our members, raising funds and leading Remembrance on behalf of the nation.

On 5th April 2024, RBL had 1647 Full Pay Relevant (FPR) employees, with 751 working in our care homes. We had a much higher number of women employees than men: 72.6% of all employees were women. This imbalance is common within the charitable sector and is also, for us, reflective of the higher number of women that work in the care sector.

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 is shown in the figure below:

RBL Overall

	Women	Men
Total	72.6%	27.4%
Upper Quartile	65.5%	34.5%
Upper Middle	67.0%	33.0%
Lower Middle	81.1%	18.9%
Lower Quartile	76.9%	23.1%

Care Homes

	Women	Men
Total	81.0%	19.0%
Upper Quartile	87.7%	12.3%
Upper Middle	79.8%	20.2%
Lower Middle	75.0%	25.0%
Lower Quartile	81.4%	18.6%

Corporate Grades

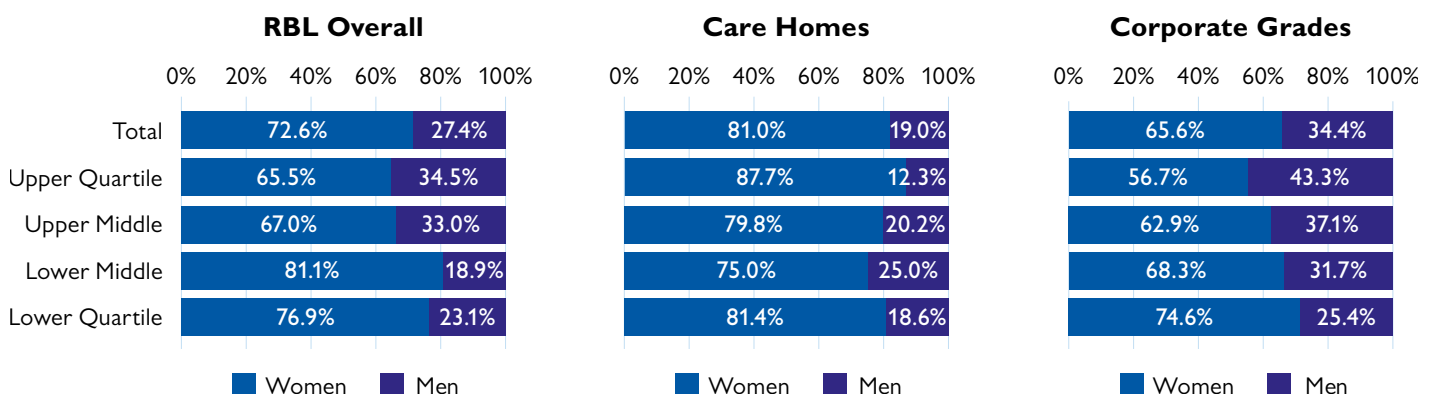|	Women	Men
Total	65.6%	34.4%
Upper Quartile	56.7%	43.3%
Upper Middle	62.9%	37.1%
Lower Middle	68.3%	31.7%
Lower Quartile	74.6%	25.4%

Figure 2: Quartile split of all FPR employees, April 2024

The proportion of women overall in our upper quartile has increased from 55.1% in 2018 to 65.5% in 2024. Across our care homes, the balance between men and women is more consistent across the quartiles (with the upper quartile having a greater proportion of women at 87.7%) and in our corporate grades, the proportion of women in our upper quartile has increased from 50.5% in 2022 to 56.7% in 2024.

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 their line and the man in the middle of theirs. The mean gender pay gap is the difference between the average hourly earnings of men and of women.

Our Gender Pay Gap has fluctuated over the last five years, during which time we have implemented a new Pay & Reward framework and improved our approach to sick pay which reduced the number of lower paid employees excluded from earlier reports as not "full pay relevant."

Our Gender Pay Gap now sits at 9.1% median and 12.8% mean, our lowest Gender Pay Gap since we began reporting.
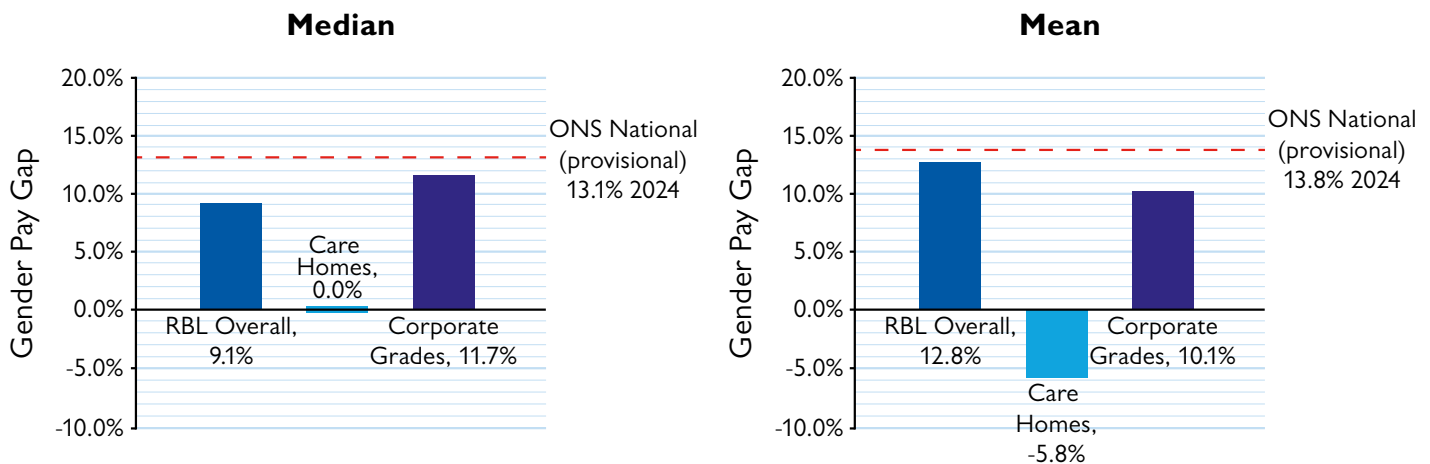

Figure 3: Our 2024 Gender Pay Gap in care homes and in corporate grades

Overall, this drop reflects the introduction of a new approach to pay progression launched in April 2022 and recent higher pay awards for our lowest paid staff, which has directly impacted our data since then. This particularly benefited our care homes employees, as we looked to position ourselves within the upper quartile of the market for the care sector.

Within our care homes, our mean (average) gender pay gap is negative, indicating that on average women are paid more than men, primarily because more senior roles are occupied by women. Over the last few years, we have increased pay for our lower graded roles to a greater extent than the higher grades. This has had a greater impact in our care homes, where it affects more staff.

Within our corporate grades, while we are below the UK national averages with a gap of 11.7% (median) and 10.1% (mean), we recognise that we still need to reduce this gap further.

What are we doing to improve?

Our gender pay gap has decreased from median 21.3% and mean 20.6% in 2017 to 9.1% and 12.8% in 2023 respectively. Therefore, while there is much valuable activity taking place across RBL to help reduce our gap, we know we must continue our focus and ambition to deliver on our diversity and inclusion commitments to maintain our momentum and progress further. We are concentrating our actions in three main areas: ~

- **Priority 1** – Improving inclusion in recruitment
- **Priority 2** – Further analysis of our pay data to provide insights
- **Priority 3** – Analysis of our Staff Survey 2024 pay data

Priority 1 – Improving inclusion in recruitment

We have already implemented measures to improve inclusion in recruitment and have introduced training for hiring managers on inclusive recruitment and interviewing. However over 2025 we will be working on a structured programme of work to address the following areas:

- Equitable Recruitment Practices
- Accessibility and Inclusivity
- Diverse Talent Outreach
- Training and Accountability
- Data Collection and Reporting

Priority 2 – Further analysis of pay data to provide insights

We have started to analyse salary data for our corporate grades in more detail, to identify any potential issues and trends which need further investigation. In order to address this we will be:-

- Developing further insights into additional factors to ensure that we are not disadvantaging anyone at recruitment stage, promotions and staff movements with a particular focus on Grades 6-10.
- Ensuring our People Business Partners and Resourcing Partners continue to play a key role in promoting our gender pay gap actions particularly through focused reporting, workforce planning and senior recruitment.
- Reviewing our Pay and Reward Framework in 2025, which will provide further insight and information on gender pay gap trends.

Priority 3 – Analysis from our Staff Survey 2024

Analysis of pay data by management structure across Corporate directorates and Care Homes to identify any potential contributors to the gender pay gap.

We will report to our Executive Board and Board of Trustees on progress against all these actions by autumn 2025.

Our Gender Pay Gap report was created in accordance with government guidelines.

This report is based on the snapshot date of 5th April 2024.

I confirm that the data reported is accurate.

Karen Gill
Executive Director: People & Organisational Development

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Appendix:
Royal British Legion Statutory data

In accordance with our statutory obligations, we have filed the following data with the Government Equalities Office for the Royal British Legion for the year ended 5th April 2024:

Median Hourly Pay Gap: **9.1%**
Mean Hourly Pay Gap: **12.8%**

Quartile Composition (against overall FPR workforce of Men: 27.4% / Women: 72.6%):

	Lower	Lower Mid	Upper Mid	Upper
Men	23.1%	18.9%	33.0%	34.5%
Women	76.9%	81.1%	67.0%	65.5%

Median Bonus Pay Gap: **0%**
Mean Bonus Pay Gap: **37.2%**
Employees receiving a bonus: **Men: 54.2% / Women: 62.2%**

Our Bonus Pay Gap shows that women received the same median bonus payments and lower mean bonus payments than men.

"Bonus" data includes long service awards, recognition vouchers with a monetary value and other one-off payments. For the year April 2023 to April 2024, the "bonus" payments primarily reflected:

- Payment of a Non-Consolidated element of the annual pay award to higher graded staff who received lower salary increases.
- Payment of £25 vouchers to all Care Home staff instead of a team Christmas meal.

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

	2017	2018	2019	2020	2021	2022	2023	2024
Median pay gap	21.3%	18.5%	21.2%	18.9%	19.3%	15.4%	12.3%	9.1%
Mean pay gap	20.6%	19.8%	21.1%	18.7%	19.5%	17.2%	15.4%	12.8%
UK National median (ONS)	18.4%	17.8%	17.4%	14.9%	15.1%	14.4%	14.2%	13.1%
UK National mean (ONS)	17.2%	17.2%	16.3%	13.9%	14.9%	13.4%	13.2%	13.8%

ONS (Office of National Statistics) data for 2024 is still provisional at this time.

This data does not cover employees of the National Memorial Arboretum, or Poppyscotland, which are wholly owned subsidiaries of the RBL and do not employ more than 250 people and for which we are therefore not required to report.

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