

THE ROYAL BRITISH LEGION

GENDER PAY GAP
REPORT 2019



OUR COMMITMENT

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

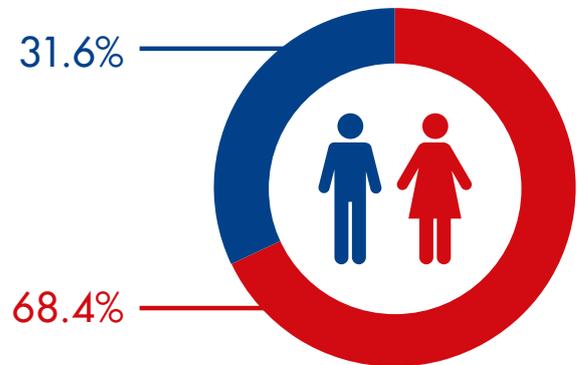
Gender pay reporting demonstrates where any gap between men and women's average pay exists and enables organisations to outline what plans they have for reducing this.

Gender pay gap reporting is a legal requirement for all organisations employing over 250 people. It is not the same as 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 within, from Care Homes to Hospitality, Fundraising to Legal Advocacy. We are disappointed that there has been a slight increase in our gender pay gap this year and have reviewed our data in order to understand why and what can be done to improve on this next year.

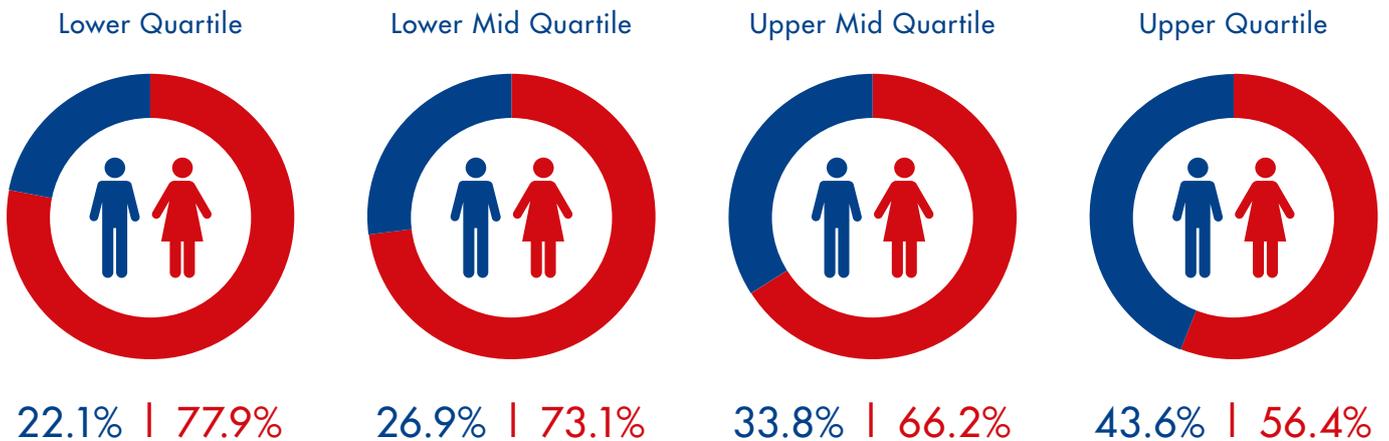
EMPLOYMENT MIX

Overall, we have a much higher number of women employees than men (68.4% of all our employees are female), in particular we have a higher proportion of women in our lower-graded roles, where we employ many more staff overall.



QUARTILE SPLIT

For the report, we are asked to split our employees into four groups by hourly rate. Within each of these groups (or quartiles), the balance between men and women is shown below:



Our upper middle quartile approximately reflects the overall split of the organisation (68.4% female / 31.6% male). We employ a larger proportion of women in our lower-graded roles (lower quartiles) and a smaller proportion in the upper quartile. However, we are making improvements in our upper quartile, where the proportion of female employees has increased from 55.1% in 2018 to 56.4% in 2019.

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 the Legion values have changed over time and how this compares with UK National Median values:

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

OUR BONUS PAY GAP

In 2018, we introduced Long Service Awards, with a monetary value and also paid non-consolidated recognition payments, rather than performance related salary increases in part of the organisation. These have resulted in payments within the bonus pay gap reporting requirements.

Our Bonus Pay Gap shows that women received the same median bonus payment as men and 3.1% higher mean bonus payment than men.

Bonus Pay Gap	2019
Median Pay Gap	0%
Mean Pay Gap	-3.1%

In total 9.3% of women and 10.7% of men received a "bonus" payment.

WHAT DOES THIS TELL US?

The key factor in our Gender Pay Gap is a higher proportion of women in our lower-graded roles, in areas like Care and Hospitality. Care Homes and Break Centres account for approximately 44% of our employees, with a high proportion (80%) of these being female.

We benchmark to ensure the Legion pay is competitive; however, the market for many front line roles within the care and hospitality sectors is lower than those in the "technical" or "commercial" roles in other parts of the organisation.

WHY THE INCREASE IN GPG?

Overall the number of employees has increased by 102 between April 2018 and April 2019, of whom 98 are women and 66 of these are in Care and Hospitality. Therefore, the proportion of female employees in lower paid roles has increased.

Unlike April 2018, when higher pay awards were made to lower paid staff (and our GPG decreased slightly), in April 2019, RBL awarded a flat rate increase of 2% to almost all staff.

Therefore, in April 2020, the proposal is to award a graduated increase in which our lowest paid employees receive a higher % pay award, to start to reduce the gap between lowest and higher paid staff.

TWO DISTINCT BUSINESSES?

If we analyse our data for Care Homes and Breaks Centres and for other Corporate roles (including our regional operations staff), this allows us to consider the gender pay gap separately for each of these distinct areas, as illustrated below.

	Care Homes & Break Centres		Corporate (Including Regional Ops)	
UK National Median	Median Pay Gap	Mean Pay Gap	Median Pay Gap	Mean Pay Gap
17.3%	0.0%	-3.1%	12.7%	14.2%

The values shows across our Care Homes and Break Centres, that on average we pay our women more than we pay our men, as more senior roles in these areas are occupied by women. Within our Corporate grades we are below the UK National Median GPG of 17.3%

WHAT ARE WE DOING – OUR GENDER PAY GAP ACTION PLAN

We are working towards closing the gender pay gap. We know this may take some time, but we have already started taking action and more work is planned.

We said we would...	Progress
Maintain and improve our gender balance in senior roles	The percentage of women: On our Executive Board is 43% compared to 37.5% in 2018 At Assistant Director level has remained stable at 38%.
Make changes to our benefits package to support our employees both and work and at home.	During 2020, we aim to increase our maternity, paternity and adoption provision and revise our sick pay provision, in order to improve our overall benefits provision.
Continue to embed the Legion's Values and Behaviours; to underpin inclusive recruitment, enhance personal development and create strong and diverse leadership.	Development and implementation of the Dignity and Respect framework. Introduction of the Leadership Development Programme Initiating alignment of the Legion's culture to its values, strategic aims and commitment to its beneficiaries, employees, volunteers and members.
Increase our focus on equality and diversity across the Legion.	Significant external focus on the contribution of other nations in remembrance, establishment of LGBTQ+ and Allies branch and increased emphasis on female and BAME news stories. This has been reinforced internally with the development of our Dignity and Respect framework.
Promote flexible and agile working to support staff worklife balance.	Staff are supported, where practicable to enable them to work remotely or from home on occasion, or on a part time basis.
Review our HR policies and processes to ensure ease of access and transparency.	Align our people policies and working practices to support the Legion's culture and drive the commitment to an inclusive people strategy. Work will continue into 2020 and beyond.
Review our reward provisions including our grading and associated pay structures.	This major project is underway and aims to create clearer and more consistent pay structures for all staff. Award a graduated pay increase in April 2020, to ensure lower paid staff receive a higher % pay increase.

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 2019.

I confirm that the data reported is accurate.



Karen Gill

Interim Director Human Resources and Organisational Development