



THE ROYAL BRITISH LEGION

GENDER PAY GAP REPORT 2017

THE ROYAL BRITISH
LEGION



1. The Royal British Legion – 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 shared values and desire to enhance The Royal British Legion (RBL) as a great place to work.

Gender pay gap reporting is a useful tool to help us understand whether we are doing all we can to instil gender equality within our culture and workplace. Although a detailed analysis of our results suggests that our gender pay gap is significantly influenced by the different employment markets we operate within, the headlines indicate that we still have some work to do.

We have developed an action plan to advance gender pay equality across our organisation and actively promote a diverse and inclusive workforce.

2. Gender Pay Gap – what does this mean?

Gender pay gap reporting is a new legal requirement. Gender pay reporting shows the balance of men and women at all levels of the workforce and the effect this has on average hourly rates of pay across the organisation as a whole.

The gender pay gap shows the difference in average pay between women and men, regardless of their role. This is not the same as the requirement to pay women and men (who do the same or similar jobs, or work of equal value), equally.

Organisations are required to report on the gender pay gap (mean and median) average values, the bonus pay gap and the proportion of men and women in quartile pay bands.

3. Our Gender Pay Gap

RBL has an overall mean (average) gender pay gap of 20.6% in favour of men. This represents the difference between the average rate of pay of females and males across our total workforce.

Our gender pay gap by median (midpoint value) is 21.3%, slightly above the national median pay gap of 18.4% (Office of National Statistics 2017).

Median pay gap: 21.3%	Mean pay gap: 20.6%
UK National average 18.4%	

****Please note: RBL does not operate a bonus scheme.***

Whilst there are some underlying causes for this differential in pay, as outlined in section 4, RBL is committed to diversity and inclusion and therefore to working to redress the balance.

We have a number of initiatives underway to support this commitment, but we are also developing a specific Gender Pay Gap Action Plan to focus on the key areas (see section 5).

4. Underlying Causes of our Gender Pay Gap

Important Information

A. Diverse Nature of our Organisation

We operate within two very different employment sectors:

- the provision of care and hospitality services from our Care Homes and Break Centres
- fundraising, marketing, and support functions, comprising our Corporate Services

Care Homes and Break Centres account for approximately 45% of our employees, with a high proportion (almost 80%) of these being female.

Whilst we benchmark to ensure RBL pay is competitive, the market for many front line roles within the care and hospitality sectors is lower than that within more “technical” or “commercial” roles in other parts of the organisation.

Also a further contributory factor is that a large proportion of our “Corporate” staff are based in London, where pay includes an additional London Weighting element to reflect the cost of living or working within the capital.

Analysing our data separately by these two areas, allows us to consider the gender pay gap for each of these sectors, as illustrated below.

Care Homes and Breaks Centres	
Median pay gap 0.0%	Mean pay gap -6.0%
UK National average 18.4%	

Corporate	
Median pay gap 10.3%	Mean pay gap 13.0%
UK National average 18.4%	

The values show that across our Care Homes and Break Centres, the mean (average) hourly rate of pay for women is 6% higher than for men and that the median (midpoint) value is equal for male and female employees.

B. Employment Mix

We have a much higher number of women employees than men (68% 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.

An analysis of our data by quartiles has helped to identify details behind the gender pay gap.

Percentage of men and women per pay band quartile

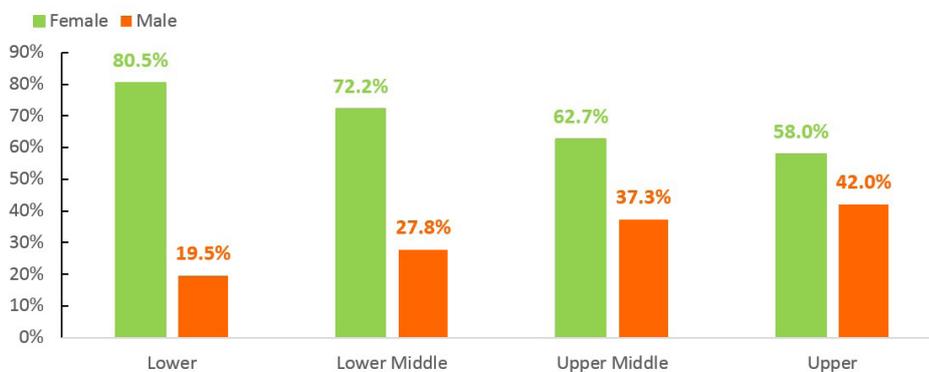


Figure 1

Figure 1 above shows that in our lowest paid quartile, 80.5% of employees are female, where as in our highest paid quartile, 58% of employees are female.

RBL pay gap averages per pay band quartile

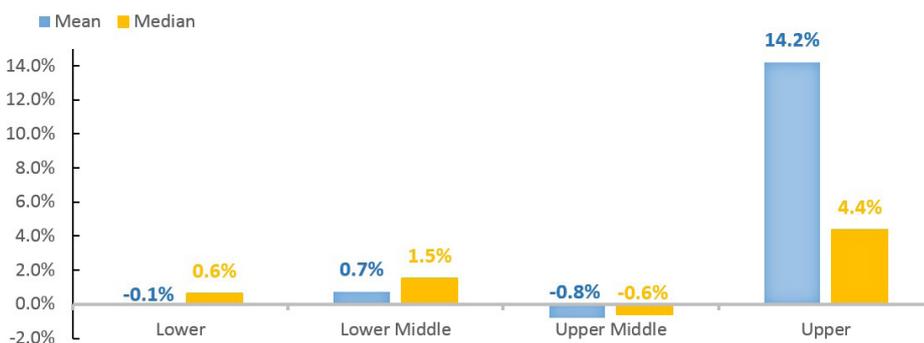


Figure 2

Figure 2 above, illustrates that when we compare gender pay gap values within each pay quartile, the difference between male and female pay rates is very low in the first three quartiles (Lower, Lower Middle and Upper Middle); in some cases a negative figure indicates the average pay for women is higher. However, it is within the highest paid (Upper) quartile that there is the greatest difference and this will be a key focus of our Gender Pay Gap Action Plan.

5. What are we doing – our Gender Pay Gap Action Plan

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

- A review of our reward provisions, including our grading and associated pay arrangements across the organisation.
- Changes to our benefits packages, consulting with staff to inform the choices we make.
- Development and introduction of shared organisational Values and Behaviours, to become the underpinning basis of our: Recruitment Interviews, Personal Development Reviews, Leadership Framework and approach to Talent Management.
- Creating increased focus on equality, diversity and inclusion as part of a refreshed Legion – wide approach.
- Promoting the availability of flexible working options at all levels.
- A full review of all our HR policies and processes to ensure they are clear, easily accessible and fit for purpose.
- A project to improve our use of our existing HR and payroll system, will help to improve data capture, processing, reporting and analytics over the next year.
- Analysis of our gender pay gap data will form part of our ongoing review of reward and benefits across the organisation and potentially help to target any revised organisational approaches within this area.

6. Sign off of data

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 2017.

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read "S. J. Donaldson".

Sue Donaldson

Director Human Resources and Organisational Development