



GENDER PAY GAP REPORT 2018

The dedicated employees of RBLI are the heart of our organisation, and it is these individuals that allows us to continue to improve lives each and every day. RBLI has and will always strive to create a transparent and inclusive culture which not only recognises but encourages diversity. This is not just with regards to gender, RBLI believes that everyone should have an equal opportunity to thrive. We are extremely pleased to have lessened the gender pay gap internally compared to previous years, and are thrilled to be able to state that at 6.84% we are significantly below the national average of 17.9%.

Women make up 57.8% of our workforce and RBLI and is pleased to see an increase in women placed in the upper middle quartile in comparison to our 2017 gender pay report. With 50.9% of managerial positions being held by women we are proud of our strong female representation in senior roles which is also reflected within our Executive Team.

The number of women in the lower middle quartile has increased from previous years, which is due to raising the salary levels of employees within our healthcare division. The higher number of female employees within this quartile reflects the preponderance of females working in the welfare and care sector across the UK.

RBLI remains committed to not only maintaining its positive position on gender and pay but to improve its stance year on year for the benefit of our workforce.

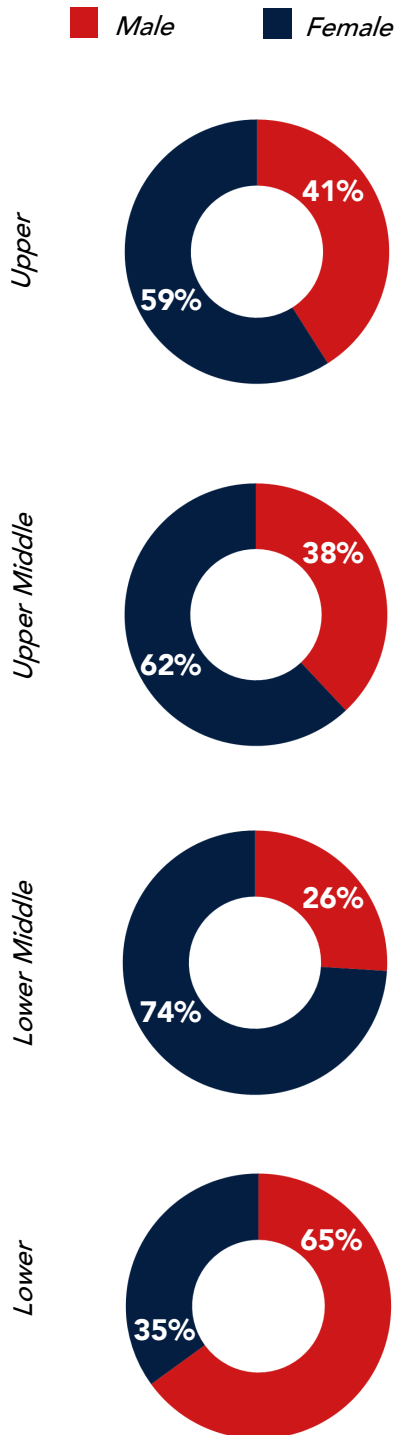
STEVE SHERRY CMG OBE
CHIEF EXECUTIVE

VICTORIA CONN
HEAD OF HUMAN RESOURCES

DATED: 22 MARCH 2019

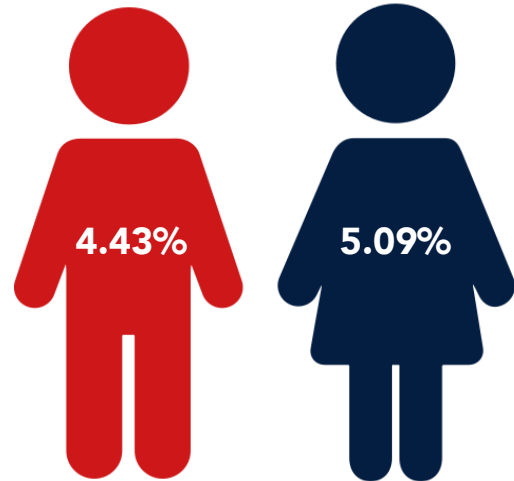
PAY QUARTILES

The image below shows gender distribution when RBLI employees are evenly split into 4 quartiles.



BONUS PAY

Proportion of employees receiving a bonus



MEAN / MEDIAN

Difference between gross hourly earnings for all men and all women.

| MEAN | MEDIAN |
|-------|---------|
| 6.84% | -15.41% |

Difference between bonuses paid to men and women.

| MEAN | MEDIAN |
|-------|---------|
| 20.1% | -53.85% |

RBLI confirms that the data reported is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

OUR COMMITMENTS

RBLI is committed to maintaining its current positive stance on gender and pay and will do this in the following ways.



FINDING THE RIGHT TALENT

We will continue to attract and hire the best person for all of our positions regardless of gender but always based on experience, skills and qualities.



ENCOURAGING INCLUSIVE PRACTICES

We will ensure that every policy, procedure and management guidelines encourages inclusive ways of working and reinforces our commitment to developing and maintaining an organisation in which differing ideas, abilities and backgrounds and needs are fostered and valued.



REVIEWING OUR SUCCESS

We will not become complacent but will keep our own performance in this area under ongoing review and seek to continually improve the experience of our own staff in respect of equality, diversity and inclusion.



DEVELOPING OUR WORKFORCE

We will upskill leaders and line managers to own and drive RBLI's diversity, equality and inclusion agenda in their respective business areas and will provide mandatory diversity training for all employees.