



# GENDER PAY GAP REPORT 2020

RBLI is committed to being a great and inclusive place to work, as it is only with our dedicated employees that we are able to continue to improve lives each and every day and provide a first class service to the beneficiaries that we serve.

We continue to strive to create a transparent and inclusive culture which encourages diversity in all its forms by recognising that none of us is defined by one aspect of our identity alone. This is not just with regards to gender, RBLI believes that everyone should have an equal opportunity to thrive, explore and reach their potential.

RBLI is extremely pleased that we have continued to lessen the gender pay gap internally year on year with our 2020 mean gender pay gap being 2.63% which still remains significantly below the UK average of 15.5%.

Women make up 56.6% of our workforce, and we have maintained our positive position from last year, where we are currently seeing 53% of managerial positions being held by women. We are also proud of the strong female representation within our Executive Team, with 50% of senior leadership roles being held by women.

The number of females in the 2 middle quarters has decreased from the previous year and this is due to temporary restructures within our healthcare provision to enable planned refurbishment. RBLI has also increased recruitment with RBLI's manufacturing divisions leading to the increase of males within these quartiles. This reflects the preponderance of females working in the welfare and care sector and males working in the manufacturing sector across the UK.

RBLI is committed to not only maintaining its positive position on gender and pay, but are also committed to improving its inclusive practices to ensure a diverse range of opportunities are available in order for all of our employees to thrive and progress.

**STEVE SHERRY CMG OBE**  
**CHIEF EXECUTIVE**

**VICTORIA ABBOTT**  
**HEAD OF HUMAN RESOURCES**

**DATED: 15 MARCH 2021**

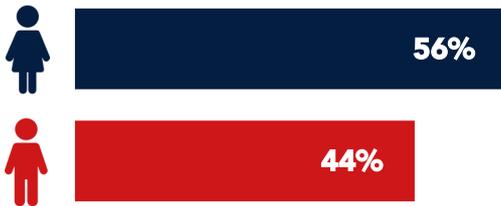
## PAY QUARTILES

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

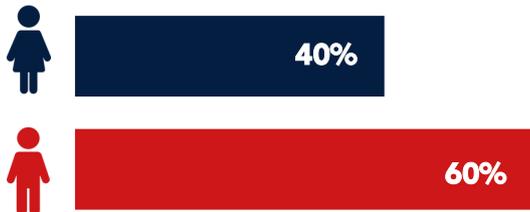
### Upper



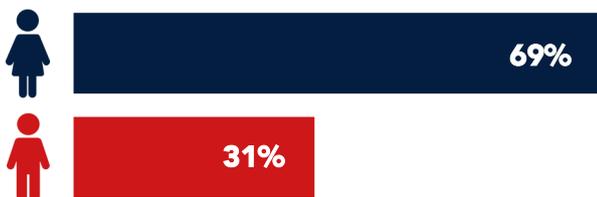
### Upper Middle



### Lower Middle

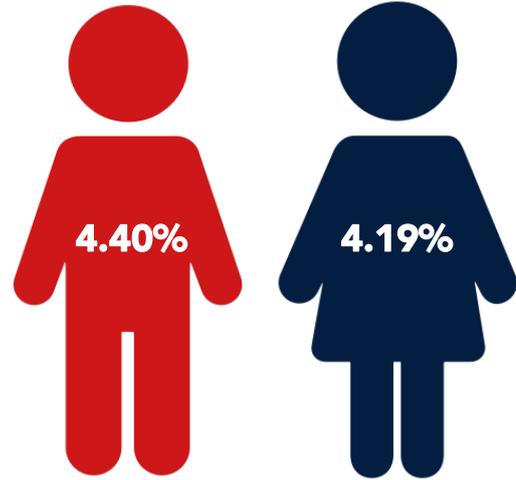


### Lower



## BONUS PAY

Proportion of employees receiving a bonus



## MEAN / MEDIAN

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

MEAN	MEDIAN
2.63%	-3.82%

Difference between bonuses paid to men and women.

MEAN	MEDIAN
-10.98%	0%

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

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RBLI is committed to maintaining and improving its current positive stance on gender and pay and continues to do this in a variety of ways.



## SECURING THE BEST 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.



## LEADING BY EXAMPLE

For women to set their sights on higher-paying roles, they need to see it to believe it. We all need to be able to see what's possible, and the only way that can happen is when we see others like ourselves in positions we aspire to. We will continue to ensure a representative proportion of our management roles are undertaken by female employees.



## 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.



## CREATING A DIVERSE AND INCLUSIVE CULTURE

We want a diverse workforce that reflects the beneficiaries we serve and generates diversity of thought, innovative solutions and better employee engagement. We are continually working to create an environment where this diversity is recognised, valued and supported, in order to drive better outcomes for beneficiaries and better business performance