

We're committed to being an inclusive employer where colleagues love to work and where they can do their very best every day to give our members and partners complete peace of mind when it comes to driving services.

We welcome the opportunity to report on our gender pay gap and continually look for ways to create a more diverse and equal workplace for our colleagues, where everyone is treated fairly, with respect and encouraged to be themselves.

Upholding a culture with no barriers or prejudice is a key principle for the RAC, and we are committed to making progress on inclusion for the long term. As part of our commitment, we continue to drive opportunities for all and to close the gender pay gap where it exists.

Dave Hobday - CEO

### 2021 Challenges:

2021 was an exceptionally challenging year due to the ongoing effects of the pandemic. Despite this, we introduced flexible ways of working that allowed us to continue to play a vital part in society, providing a safe roadside service for those who supported the nation during this difficult time.

Protecting, retaining, and supporting our colleagues during this testing phase was a priority. During this period, a number of our colleagues were furloughed, however we continued to pay 100% salary to ensure their wellbeing and to protect their incomes. As soon as we were able to, colleagues returned to work in a safe and healthy environment.

### 2021 Gender Pay Gap:

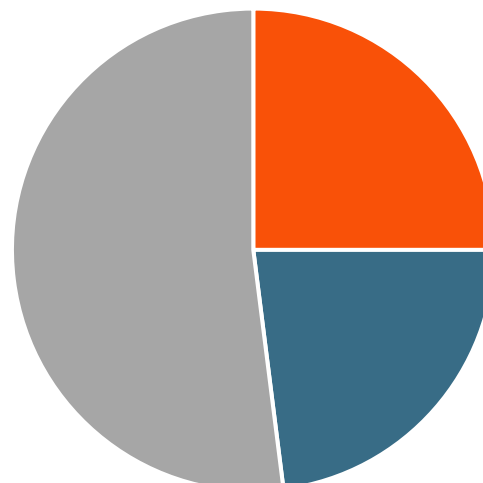
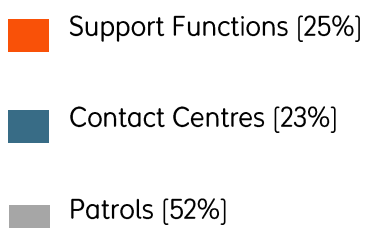
In April 2021, the Mean average Pay Gap across RAC remained stable at 6% against the 2020 figure and from 11% Median (2020) to 12% Median (2021) with this remaining below the ONS average for October 2021 of 15.4% (median).

There has been an increase of females working across all areas of RAC moving from 24% in 2020 to 27% in 2021 with Operations (1% to 5%) and Contact Centre (52% to 57%) seeing a marked increase, and Support Services seeing a small decrease of 1% (47% to 46%).

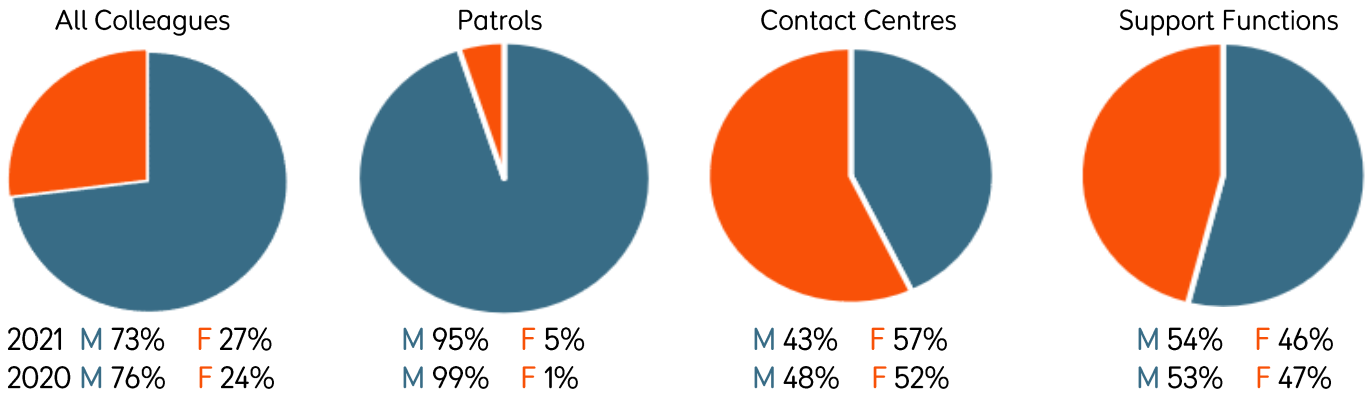
There has been an increase of females in the Upper Quartile (24% to 25%), Upper Middle Quartile (9% to 12%) and Lower Middle Quartile (21% to 25%) with a reduction in the Lower Quartile (51% to 46%).

### RAC colleagues by function

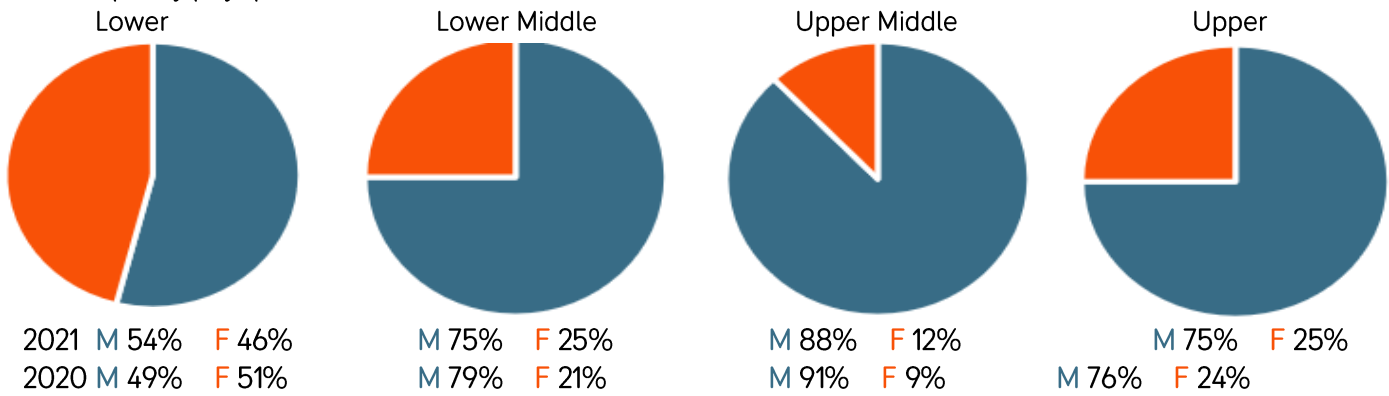
All colleagues (100%)



### Gender Split by Function:

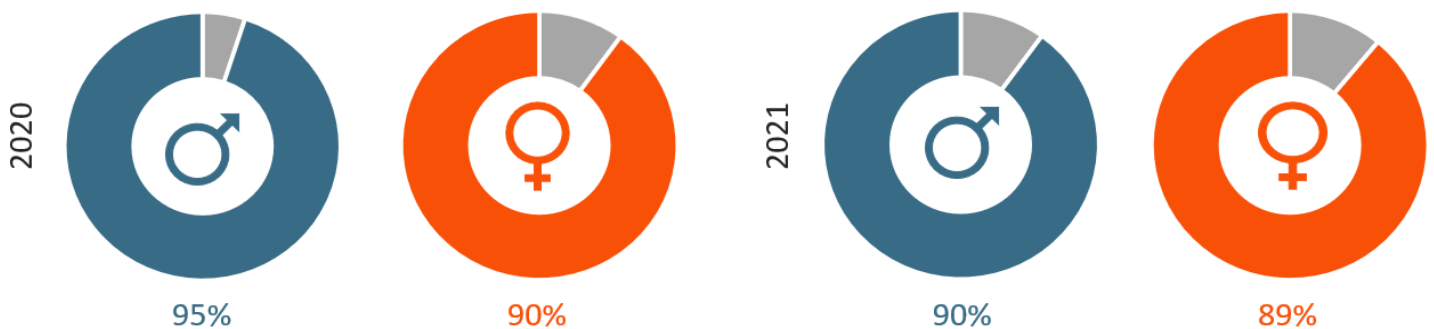


### Gender Split by pay quartiles



### Proportion of colleagues awarded bonus in 2021:

We continue to reward our colleagues for their hard work during a challenging year, with the level of employees receiving a bonus remaining largely the same – there was a 5% decrease in male colleagues receiving a bonus and a 1% reduction of females receiving a bonus.



The bonus pay gap however has seen a sharp increase surpassing levels we saw in 2019 with an increase of 26% from 55% in 2020 to 81% in 2021. During the period where colleagues were furloughed this would have affected the bonus gap levels where colleagues received bonus. We can also attribute this in part to the number of females leaving in the year who may have been paid higher bonus levels. As females proportionally only make up just over a quarter of all employees, this has created an impact on the gap.