

RAC are proud of our established brand reputation built on trust and respect, and our continued success in attracting, investing and developing great talent. Throughout 2019, our People Agenda has enabled greater focus and investment in how we engage and develop our colleagues, and this has been complimented by continued improvements across all Gender Pay Gap metrics since 2017.

RAC is committed to the equal and fair treatment of all colleagues, and we continue to welcome the governments initiative to increase gender pay gap reporting transparency and equality as an opportunity to assess and share the progress that we are making.

In April 2019, the difference between mean (average) pay for male and female colleagues within the RAC Group was 7%, and the Median was 11%. Although larger than we would like this continues to compare favourably to the UK median of 17.3 [ONS October 19]

We are pleased to demonstrate continued improvement against all measures since 2017, including colleague bonus and Gender Pay quartile metrics. Of particular note in 2019 is the increase in female representation across the business, including at senior levels.

The steps we are making towards achieving a gender pay balance across our business are already delivering positive results and we will continue to review and develop our processes to ensure we continue to drive our gender balanced approach throughout 2020 and beyond.

Our colleague's passion, commitment, integrity and expertise create the positive culture the RAC is known for. We recognise the importance of the Gender Pay Gap Reporting, and will continue to use it as part of our strategy to drive increased diversity and inclusion across the Group; ensuring everyone is able to come to work, succeed and be their best selves.

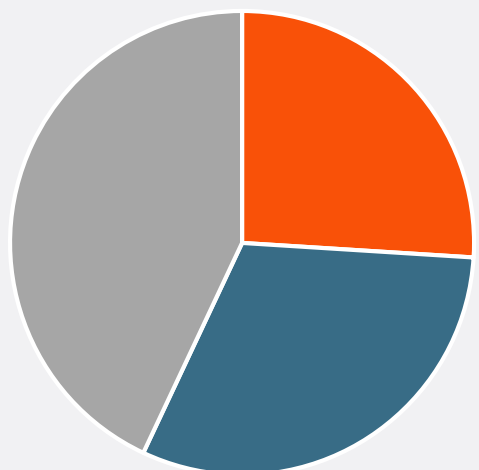
I confirm that the detail within this report is accurate and has been produced in accordance with the government requirements for Gender Pay Gap reporting.

Rachel Blay
Chief People Officer

RAC colleagues by function

All colleagues (100%)

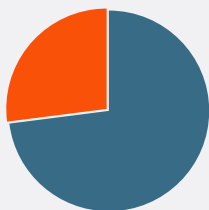
- Support Functions [26%]
- Contact Centres [31%]
- Patrols [43%]



Both our Mean(7%) and Median (11%) Gender Pay Gap metrics have reduced since 2017 by 2% and 3% respectively. As demonstrated below the overall number of female colleagues within the Group has remained roughly static, however the continued positive movement in the distribution of female colleagues into higher paying roles has driven an overall reduction in the Gender Pay Gap.

Gender split by function

All Colleagues



Patrols



Contact Centres



Support Functions



2019 M 73% F 27%
2017 M 75% F 25%

2019 M 99% F 1%
2017 M 99% F 1%

2019 M 48% F 52%
2017 M 46% F 54%

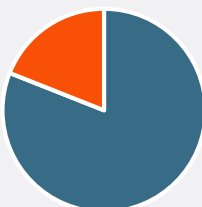
2019 M 58% F 42%
2017 M 52% F 48%

Gender Split by pay quartiles

Lower



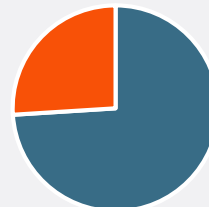
Lower Middle



Upper Middle



Upper



2019 M 49% F 51%
2017 M 52% F 48%

2019 M 81% F 19%
2017 M 77% F 23%

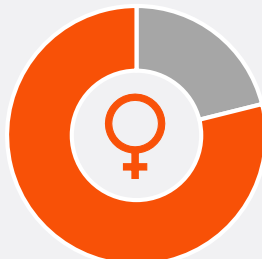
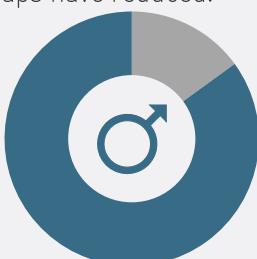
2019 M 87% F 13%
2017 M 91% F 9%

2019 M 74% F 26%
2017 M 77% F 23%

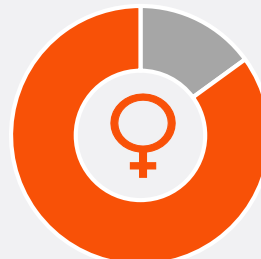
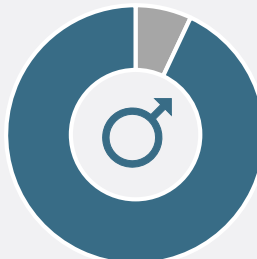
Proportion of colleagues awarded bonus in 2019

In 2019 there has been an increase in the number of male (+8%) and female (+14%) colleagues awarded a bonus compared to 2017. In addition, the mean (50% vs 61% in 2017) and median (64% vs 83% in 2017) bonus gaps have reduced.

2017



2019



Roadside and contact centre colleagues are paid on set rates by collective agreement. Regardless of gender, colleagues receive the same pay for the same roles. Most of this population can also earn monthly performance bonuses. Where no collective agreement exists, we have performance related pay. All roles within the RAC are benchmarked to industry standards to set base rates and benefits (Hay & Towers Watson). Our rates of pay and benefit packages are market competitive regardless of gender or other protected characteristics.