



Our UK gender & ethnicity pay gap report

2023



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Understanding and tackling the pay gap that exists within our firm remains an important priority for RPC. We remain committed to treating everyone at our firm equally and fairly because it matters to us and positively impacts the future of our business. While our figures for 2023 are a general improvement year on year since 2017, we recognise there is still much work to be done. This report shows our UK only gender and ethnicity pay gap reporting.

Our headline figures are as follows:

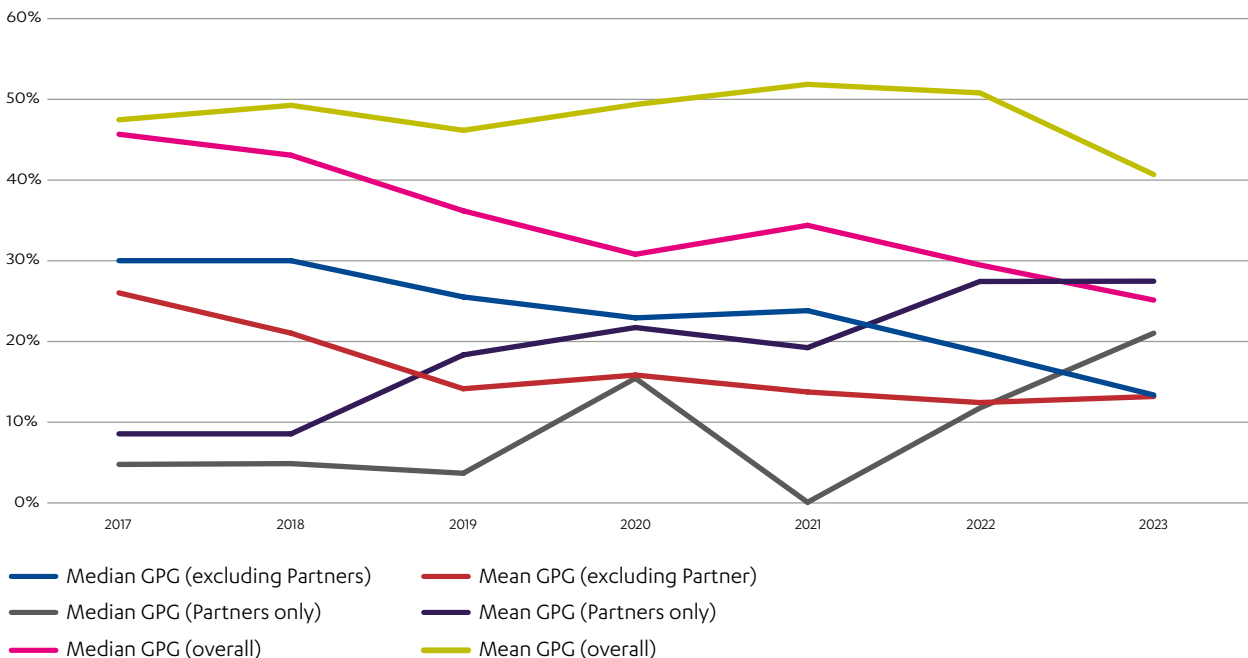
- **Median gender pay gap is 13.3% and mean gender pay gap is 13.2%**
- **Median ethnicity pay gap is 16.8% and mean ethnicity pay gap is 14.7%**

In summary, this means that men on average are earning 13.2% more than women and our non ethnic minority employees on average are earning 14.7% more than ethnic minority employees. This is generally because we have more men in senior positions and more non ethnic minority employees in senior positions. Please see below for our progress year on year and for more detailed analysis. For definitions around how the mean and median are measured, please refer to page 10.

Gender pay gap

	2023	2022	2021	2020	2019	2018	2017
Median GPG (excluding Partners)	13.3%	18.7%	23.8%	22.9%	25.5%	30.0%	30.0%
Mean GPG (excluding Partners)	13.2%	12.4%	13.7%	15.8%	14.1%	21.0%	26.0%
Median GPG (Partners only)	21.0%	11.7%	0.0%	15.4%	3.6%	4.8%	4.7%
Mean GPG (Partners only)	27.5%	27.4%	19.2%	21.7%	18.3%	8.5%	8.5%
Median GPG (overall)	25.6%	29.5%	34.4%	30.8%	36.2%	43.1%	45.7%
Mean GPG (overall)	40.6%	50.9%	51.9%	49.4%	46.2%	49.3%	47.5%

* 2017-2020 reporting does not include fixed share partner in data



We understand that we are not required to report on our Partner figures however, we strongly feel that in order for us to reduce the Gender Pay Gap at RPC, we need to progress more women into well paid, more senior roles, and for a law firm, that means we should include our Partner figures in our report. To be clear, the partner figures include our full equity and fixed share equity partners only. Our salaried partners are included in the employee

figures. The overall median figure is 25.6% (compared with 29.5% last year and 34.4% the year before) and the overall mean figure is 40.6% (compared with 50.9% last year and 51.9% the year before). When we look at our GPG, excluding partners, the median figure is 13.3% (compared with 18.7% last year and 23.8% the year before) and the mean figure is now 13.2% (compared with 12.4% last year and 13.7% the year before).

Gender bonus pay gap

	2023	2022	2021	2020	2019	2018	2017
Bonus pay mean gap	38.0%	45.4%	43.9%	44.9%	53.2%	39.0%	66.0%
Bonus pay median gap	21.1%	38.1%	20.0%	39.7%	41.0%	-22.0%	77.0%
Bonus pay mean gap (including Reward & Recognition awards)	45.4%	44.2%	47.7%	47.7%	51.9%	42.0%	69.0%
Bonus pay median gap (including Reward & Recognition awards)	34.5%	33.9%	47.0%	61.1%	37.6%	-37.5%	56.1%



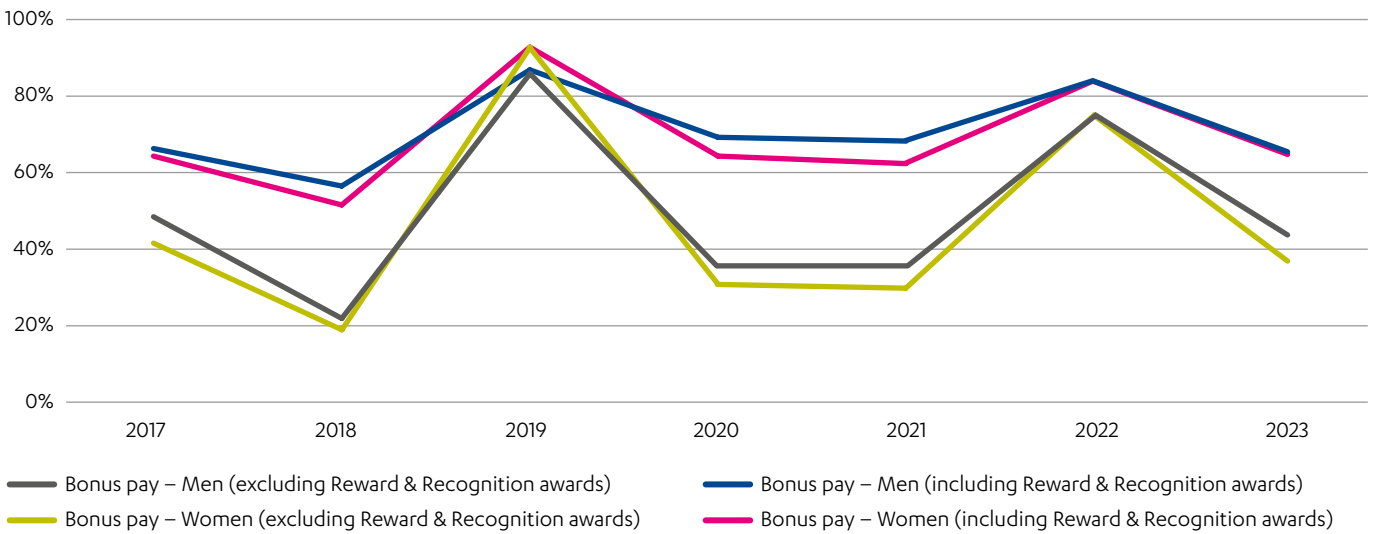
We are pleased to report that the mean bonus figure has decreased from last year from 45.4% to 38.0% and the median is now 21.1% compared with 38.1% last year. Clearly this shows that there is still work to be done to reduce the gap in bonus pay but it suggests that our gender balance plan efforts are helping to move the numbers in the right direction. Looking at the mean and median bonus pay gap including Reward & Recognition awards (R&R), the gap increases

due to the fact that more women receive lower value R&R vouchers than men. This therefore skews the median figure which is based on the middle number when all awards are ranked in order of value. Our female business services and secretarial populations tend to be the main recipients of such R&R awards. It is worth noting that in July 2021, a firmwide bonus was paid as a result of exceptional profits, explaining the increase seen in 2022.

Percentage of people receiving bonuses (excluding Partners)

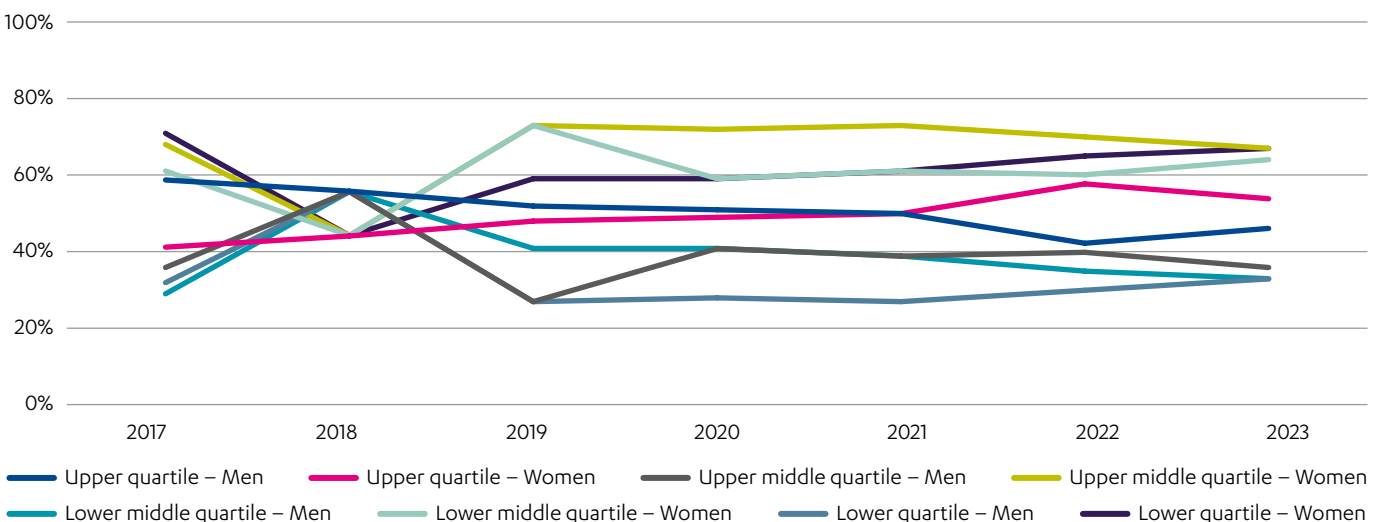
	2023	2022	2021	2020	2019	2018	2017
Bonus pay (excluding Reward & Recognition awards)	Men: 43.7% Women: 37%	Men: 75% Women: 75%	Men: 35% Women: 29%	Men: 35% Women: 30%	Men: 86%* Women: 93%*	Men: 21% Women: 18%	Men: 48% Women: 41%
Bonus pay (including Reward & Recognition awards)	Men: 65.7% Women: 64.5%	Men: 84% Women: 84%	Men: 68% Women: 62%	Men: 69% Women: 64%	Men: 87%* Women: 93%*	Men: 56% Women: 51%	Men: 66% Women: 64%

* high percentages due to the one-off bonus paid in December 2018



Proportion of men and women in each quartile (excluding Partners)

	2023	2022	2021	2020	2019	2018	2017
Upper quartile	Men: 46% Women: 54%	Men: 42% Women: 58%	Men: 50% Women: 50%	Men: 51% Women: 49%	Men: 52% Women: 48%	Men: 56% Women: 44%	Men: 59% Women: 41%
Upper middle quartile	Men: 36% Women: 64%	Men: 40% Women: 60%	Men: 39% Women: 61%	Men: 41% Women: 59%	Men: 27% Women: 73%	Men: 56% Women: 44%	Men: 36% Women: 61%
Lower middle quartile	Men: 33% Women: 67%	Men: 30% Women: 70%	Men: 27% Women: 73%	Men: 28% Women: 72%	Men: 27% Women: 73%	Men: 56% Women: 44%	Men: 32% Women: 68%
Lower quartile	Men: 33% Women: 67%	Men: 35% Women: 65%	Men: 39% Women: 61%	Men: 41% Women: 59%	Men: 41% Women: 59%	Men: 56% Women: 44%	Men: 29% Women: 71%



We are encouraged by the changes to our Gender Pay Gap for 2023, but we recognise that there is still a way to go. Retention and progression of women is an issue facing many firms and we appreciate that it is a complex issue that cannot be resolved overnight. But we are committed to improving the numbers of women in our Partnership and other senior roles and lowering our pay gap. Accordingly, we have been hard at work implementing various programmes and initiatives aimed at improving these figures and, more generally, female representation in senior roles. Some examples of these initiatives are listed below.

Gender: addressing our pay gap

- The firm signed The Law Society's Women in Law Pledge and committed to a 30% target for women in our Partnership (which was achieved in 2022) and to a 15-point Gender Balance Plan which implements various objectives across numerous parts of the firm - from procurement to recruitment to events – to achieve better gender balance, especially in the Partnership and other senior roles
- The firm continues to audit salary and bonus review outputs to ensure fairness
- The firm continues to nurture a culture of agile working with no number of stipulated days required in the office
- We have a returning parent's buddy system, following a review of our returning parent's processes and experiences
- The firm's Gender Community (one of eight DEIB Communities) is active and engaged highlighting challenges, raising awareness, educating employees, etc. Further detail can be found on the firm's intranet page, Edge and in RPCs Responsible Business Report and DEIB Brochure
- The firm has an established Families Community, and Parents Network which meets every few months to discuss challenges, share ideas and generally provide support around being a working parent
- The firm has an established mandatory bespoke 'Respect at Work' training that is rolled out on an annual basis. This training aims to enhance awareness, knowledge, and skills related to respectful behaviour, equality law, diversity, equity, and inclusion in the workplace
- Shared Parental Leave pay has been increased to match our enhanced maternity pay offering
- The minimum service requirement was removed on our enhanced Maternity pay in 2022, meaning employees can receive this benefit from day one employment at the firm
- The firm has an established taxi policy in place and ran a series of personal safety initiatives including regular self-defence classes and providing personal safety alarms in our offices.
- The firm has an established Menopause Policy and are part of the Menopause in the workplace pledge. Menopause in the workplace training sessions and content are provided along with Menopause Cafés being introduced as informal forums for those going through menopause to share experiences
- The firm has an established Domestic Abuse Policy in place
- The firm runs a career development programme targeted at female talent (Springboard)
- The firm introduced the first round of the Reciprocal Mentoring Programme across all four of our offices in 2023. The programme gives junior members of staff, or those from underrepresented backgrounds, the opportunity to engage with senior leaders to share their experiences and potential challenges that they may have faced. In turn, more senior members of staff can share their experiences, guidance and help champion different strands of DEIB. Over 100 people signed up across the firm, ranging in levels of seniority, job role, departments, and backgrounds. 32 were Partners.
- RPC is partnered with the Reignite Academy to offer associate opportunities to people who have had a career break (predominantly women) and want to return to full/part time or flexible working in the legal sector
- Continuing to participate in the Mission Gender Equity mentoring programme for the 12th year. Supporting the programme to build and strengthen necessary pipelines to achieve parity of women in leadership and board roles.
- The firm has an established partnership with Peppy, an app-based healthcare benefit which can support our employees on a number of topics including Menopause, Fertility, Pregnancy and early parenthood

- RPC is part of the TerraLex Women's Global Connection Mentoring Programme, an affinity group within the TerraLex network of international law firms created to support women lawyers from different cultures, generations, and experiences
- Continuing to sponsor the Insurance Families Network (IFN) and support their mission to empower parents and carers to have a better working life
- Continuing to host events in collaboration with Women in Tax network to support their aim to raise the voice of women working in all spheres of tax, making visible their knowledge and experience through a supportive network that connects people, facilitates skills development, and promotes the sharing of ideas
- In 2024 RPC partnered with the United Nations Foundation (UNF) to host a roundtable on 'Driving ESG Impacts: Exploring Gender Equality as a Sustainable Business Imperative' alongside the UNF's Vice President for Girls and Women Strategy
- The firm offers the Centre for Legal Leadership (CLL) which is a freely accessible online resource developed by RPC that provides advice, insights, and support to help in-house lawyers build their careers. The CLL is a forum where in-house lawyers can exchange thoughts and views to others within the in-house legal community. In 2023, the CLL continued the close relationship as media sponsors with ALM's Women, Influence & Power in Law conference and has been directly involved since the UK launch in 2019, working with the production team to promote female speakers raising their profiles and encouraging career development. RPC also launched the 'How to become a (commercial) in-house lawyer' with The Reignite Academy which is aimed at female lawyers returning to legal work/or pivoting following a career break. Our Head of CLL is co-chair of the Quorum Initiative's London Chapter, who focus on supporting women climb the career ladder and accelerating the advancements of executive women. RPC held an event in partnership with the Quorum Initiative's London Chapter focusing on 'The 4Ds Preventing Gender Equality at Work and How to Address Them'

Gender: coming this year

- We will be continuing our work on the implementation of the Gender Balance Plan and setting bold new targets for our female representation at Partner level
- We will continue to review of our non-chargeable time codes to help enable better recognition of non-chargeable hours contributions
- We are currently reviewing our bonus and investment-time programme with the hope that this will support a reduction in the current gender pay gap amongst the bonuses given
- Further events and initiatives will be held as part of the Gender Community, including a panel discussion focusing on topics such as their career journey, how to overcome varying challenges, work-life balance, finding your niche and how to establish your network across our four offices. These events give our female employees the chance to hear some interesting insights into what different career journeys might look like and provide an opportunity to share experiences and key career learnings that may help support others in their personal and professional development
- RPC has sponsored FIG, The Inclusive Insurance Network, for a number of years - a network aimed at putting women at all levels from across the insurance industry in touch with one another for support and professional development. This year, FIG will be rebranding and relaunching with numerous new webinars and networking opportunities. FIG currently has over 1,500 members who come from across insurance and related industries and are in a variety of positions from claims to legal.
- RPC is conducting a caring responsibilities study in partnership with the Next 100 Years and LawCare to better understand the impact of caring responsibilities on people in the legal sector, and some of the challenges they may face. The findings in the report will produce recommendations of changes law firms, chambers and organisations can make to help support those who have caring responsibilities
- Continue to launch further rounds of our successful Reciprocal Mentoring Programme

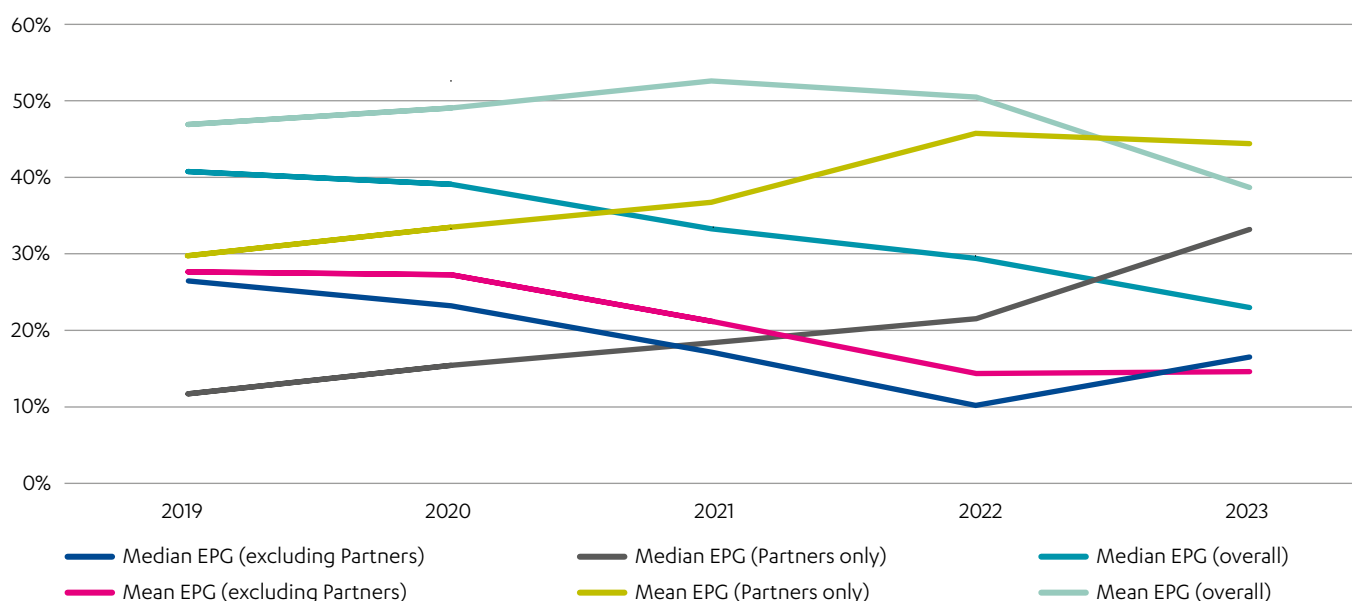
Ethnicity pay gap

While we recognise that we are not required to publish our ethnicity pay gap statistics, we are keen to do so as we see it as an opportunity to (a) be as transparent as possible and (b) give us the opportunity to analyse the data and make meaningful changes as soon as possible to address any gap. The majority of our people have self-reported their ethnicity on our HR system; however,

we have 72 people who, for one reason or another, have either not provided this data (57 people) or they would prefer not to say (12 people), not applicable (3 people). Therefore, we have not included these 72 people in our Ethnicity Pay Gap calculations. In the absence of government guidance on an appropriate way to split our data, we have opted for the term ethnic minority.

Ethnicity Pay Gap

	2023	2022	2021	2020	2019
Median EPG (excluding Partners)	16.8%	10.2%	17.1%	23.3%	26.6%
Mean EPG (excluding Partners)	14.7%	14.3%	21.2%	27.4%	27.8%
Median EPG (Partners only)	33.6%	21.4%	18.4%	15.4%	11.6%
Mean EPG (Partners only)	44.9%	45.8%	37.0%	33.7%	29.9%
Median EPG (overall)	23.1%	29.5%	33.5%	39.4%	41.1%
Mean EPG (overall)	38.0%	50.9%	53.1%	49.5%	47.3%



On average we have a 14.7% mean Ethnicity Pay Gap between our ethnic minority and non ethnic minority people (14.3% in 2022) and a 16.8% median pay gap (10.2% in 2022). These numbers have improved since we started reporting in 2019, however have dipped slightly since 2022. One of the reasons for the ethnicity pay gap is

due to the fact that we have a higher number of ethnic minority individuals in junior business services, secretarial and junior fee earner roles, and a higher number of non ethnic minority people in senior business services and senior fee earner roles.

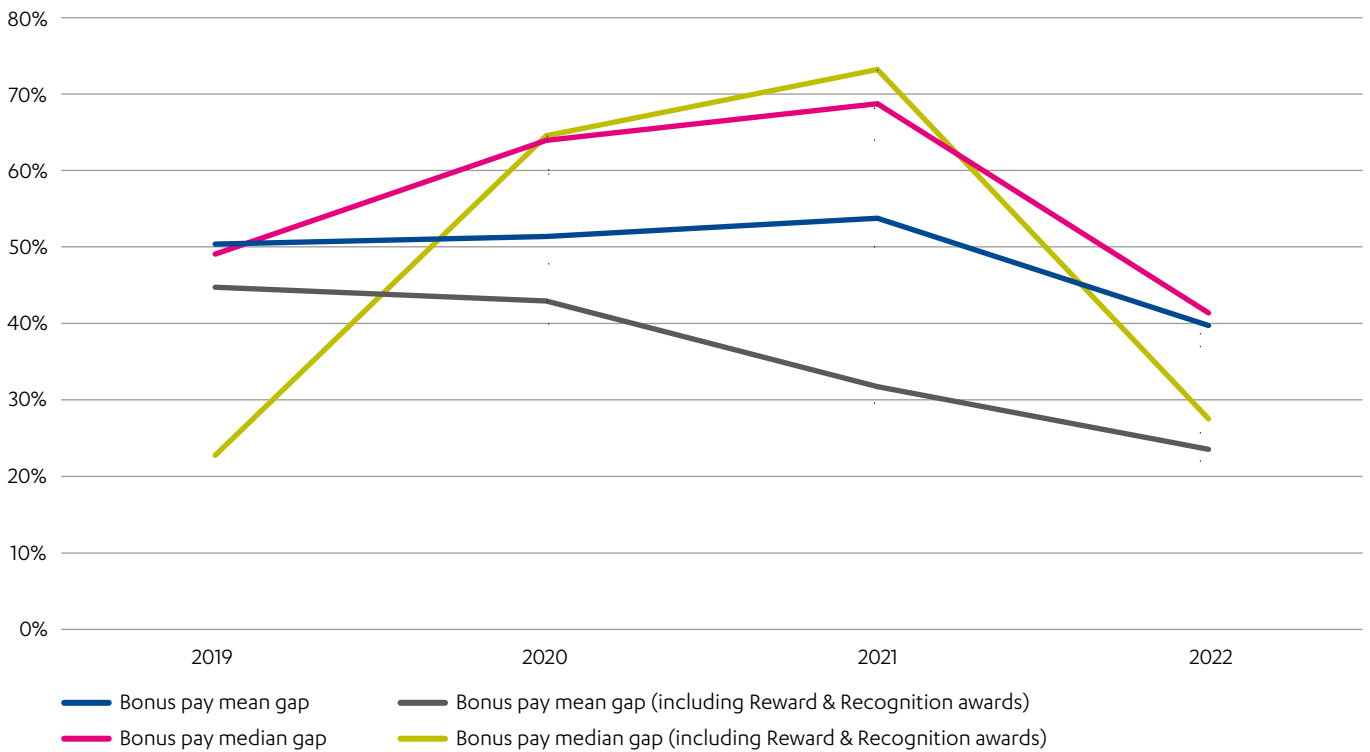
Ethnicity bonus gap

The ethnicity bonus pay gap shows an average mean difference of 20.1% (39.7% in 2022) and a median pay gap of 0.0% (23.5% in 2021). This is excluding Reward & Recognition awards. This tells us that overall, non ethnic minority employees are receiving more bonus than their non ethnic minority counterparts. As with the

Gender Pay Gap, we recognise that there is work to be done to address the ethnicity bonus pay gap. Accordingly, we have been hard at work implementing various programmes and initiatives aimed at increasing and sustaining ethnic diversity across our organisation. Some examples of these initiatives are listed below.

Ethnicity bonus gap

	2022	2021	2020	2019
Bonus pay mean gap	39.7%	53.8%	51.4%	50.4%
Bonus pay median gap	23.5%	31.7%	42.9%	44.7%
Bonus pay mean gap (including Reward & Recognition awards)	41.5%	68.9%	64.1%	49.2%
Bonus pay median gap (including Reward & Recognition awards)	27.5%	73.4%	64.7%	22.7%



Ethnicity: addressing our pay gap

- We have a dedicated Race and Ethnicity Diversity plan with targets, focusing on the following key areas: Resourcing, Talent Development, Firm Culture, Remuneration and Client Access and Opportunities, reflecting on our growth and focusing on the next stage of goals
- Continue to audit salary and bonus review outputs to ensure fairness
- The firm has an established mandatory bespoke 'Respect at Work' training that is rolled out on an annual basis. This training aims to enhance awareness, knowledge, and skills related to respectful behaviour, equality law, diversity, equity, and inclusion in the workplace
- Our Ethnicity Community continues to host numerous events and initiatives to discuss the topic of race and ethnicity, particularly in the legal sector
- To celebrate Black History Month 2023, we welcomed Dr Maggie Semple and Jane Oremosu to talk about their book, *My Little Black Book: A Blacktionary* – 'a pocket guide to the language of race' to help broaden everyone's knowledge about language and the impacts it can have. We also hosted authentic Caribbean lunches in both our London and Bristol offices as part of our Black History Month celebrations
- The firm has partnered with Aspiring Solicitors (AS) since 2018 to help increase diversity in the legal profession through workshops and programmes aimed at students from underrepresented backgrounds. We are one of the Founder Partners of the Aspiring Solicitors Foundation, the charitable arm of AS dedicated to providing funds and resources to graduate applicants to access legal opportunities. We run insight days for AS students, provide professional ambassadors and help advertise. For the past couple of years, we have been involved in AS's 'Elevate' programme which was designed to attract, engage, and develop talented Black (and mixed Black) heritage AS members in their first year of university
- We have worked closely Rare Recruitment since 2015 to help us reach and consider more diverse candidates for our apprentice and training contract opportunities
- The firm participates in the 10,000 Black Interns Programme, we hosted seven interns in the summer of 2023 across both legal and business services
- The firm attends a variety of careers events (both virtually and in-person) in order to continue to attract a diverse range of candidates to our trainee and apprentice opportunities. In particular, in 2023 we worked in close partnership with Bright Network to attend FESTIVAL and Diverse Legal Leaders. We were also involved in Aspiring Solicitor's Elevate Programme to engage with and develop Black and Mixed Black heritage undergraduate students interested in a career in law
- The firm is Corporate Sponsor of SEO, an organisation that supports and provides opportunities to students from ethnic minority or low socio-economic backgrounds. RPC offers legal and business services apprenticeships across our UK offices. In December 2023 we ran an exclusive career workshop for SEO members
- Partnered with charity Hope in Haringey and a client to host two career insight days with students from low socio-economic backgrounds giving them the chance to discover more about law careers and connect with peers from other colleges
- Launched our #MyNameIs Campaign following the campaign by Race Equality Matters to encourage more awareness around the importance of pronouncing and spelling someone's name correctly
- Signed up to the Halo Code – a pledge to commit to embracing all natural, protective and cultural hairstyles in the workplace

Ethnicity: coming this year

- Continue to examine our demographics data to understand trends in applications, offers made, retention rates etc in relation to our Ethnic Minority employees
- Continue to work with the 10,000 Interns Foundation and take part in the 10,000 Black Interns initiative.
- Continue to partner with Job Boards specifically focusing on attracting ethnically diverse talent
- Supporting our talent in attending the Black Counsel Forum 2024 to support their mission to empower Black lawyers by fostering a vibrant community of top Black legal talent committed to mutual enhancement and support in safe and inclusive spaces where lawyers can connect, learn, and share
- Becoming a member of BAME South West Legal Network and working with them to support the mission of working towards an education sector that is a reflection of our society and tackle racial inequality in education in the South West
- Joining a sector-wide initiative in Bristol to offer a work experience programme to students from the University of West England. The programme consists of a week's work experience with mentoring for students interested in business services sector

How to read this data

Mean Gender and Ethnicity Pay Gap

This is the percentage difference between the mean hourly rate of pay across the group. Mean averages are calculated by adding up all of the hourly rates of a group of people and then dividing the result by the number of people in the group.

Median Gender and Ethnicity Pay Gap

This is the percentage difference between the median hourly rate of pay across the group. Median averages are calculated by listing all the pay amounts in numerical order and taking the middle amount (or, if there is an even number of amounts, the average of the two central amounts).

Mean Gender and Ethnicity Bonus Gap

Mean averages are calculated by adding up all of the bonus payments of a group of people and dividing the result by the number of people in the group.

Median Gender and Ethnicity Bonus Gap

Median averages are calculated by listing all the bonus amounts in numerical order and taking the middle bonus amount (or, if there is an even number of bonus amounts, the average of the two central amounts).

What a positive or negative percentage figure means:

- a positive percentage figure reveals that typically, or overall, employees who are women or of an ethnic minority have lower pay or bonuses than employees who are men or employees who are white
- a negative percentage figure reveals that typically, or overall, employees who are men or employees who are white have lower pay or bonuses than employees who are women or of an ethnic minority
- a zero-percentage figure would reveal no gap between the pay or bonuses of employees who are men or employees who are white, and employees who are women or of an ethnic minority (or there is equal pay and bonuses overall)

We confirm the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



James Miller
Managing Partner

James Miller



Rachel Street
People & Talent
Development Director

Rachel Street

In 2022, we reached our target of

30% female representation
at Partner level

In 2023, in the UK,

50% of partner promotions
were female

RPC's independent non-executive
director is **female**

In 2023

88% of female trainees who applied for an NQ role at
the firm were retained upon qualification

In 2022

100% of our female trainees were retained through
the qualification process.

59% of females who attended the Springboard
programme were promoted within two years

In 2023

50% of trainees from an ethnic background
were retained through NQ qualification

62% of our Senior Associate population is
female. Up from 59% in 2022

