



Our UK gender and ethnicity pay gap report

2024

Our UK gender and ethnicity pay gap report

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 2024 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 18.2% and mean gender pay gap is 12.8%**
- **Median ethnicity pay gap is 11.3% and mean ethnicity pay gap is 12.8%**

In summary, this means that men on average are earning 12.8% more than women and our non-ethnic minority employees on average are earning 12.8% more than our ethnic minority employees.

This is generally because we have more men in senior positions and more non-ethnic

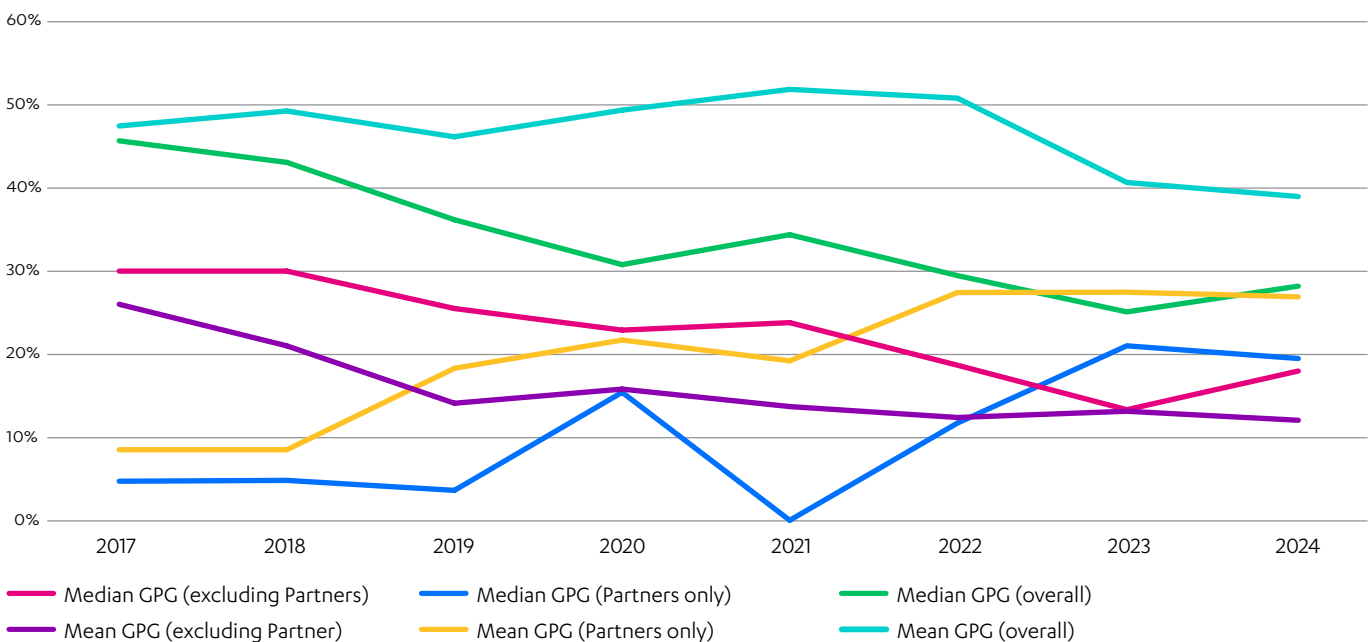
minority employees in senior positions. Please see below for our progress year on year and for more detailed analysis.

For definitions around how the mean and median are measured, please refer to [page 11](#).

Gender pay gap

	2024	2023	2022	2021	2020	2019	2018	2017
Median GPG (excluding Partners)	18.2%	13.3%	18.7%	23.8%	22.9%	25.5%	30.0%	30.0%
Mean GPG (excluding Partners)	12.8%	13.2%	12.4%	13.7%	15.8%	14.1%	21.0%	26.0%
Median GPG (Partners only)	19.3%	21.0%	11.7%	0.0%	15.4%	3.6%	4.8%	4.7%
Mean GPG (Partners only)	26.8%	27.5%	27.4%	19.2%	21.7%	18.3%	8.5%	8.5%
Median GPG (overall)	27.5%	25.6%	29.5%	34.4%	30.8%	36.2%	43.1%	45.7%
Mean GPG (overall)	39.2%	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. 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 27.5% (compared with 25.6% last year and 29.5% the year before) and the overall mean figure is 39.2% (compared with 40.6% last year and 50.9% the year before). When we look at our Gender Pay Gap excluding partners, the median figure is 18.2% (compared with 13.3% last year and 18.7% the year before).

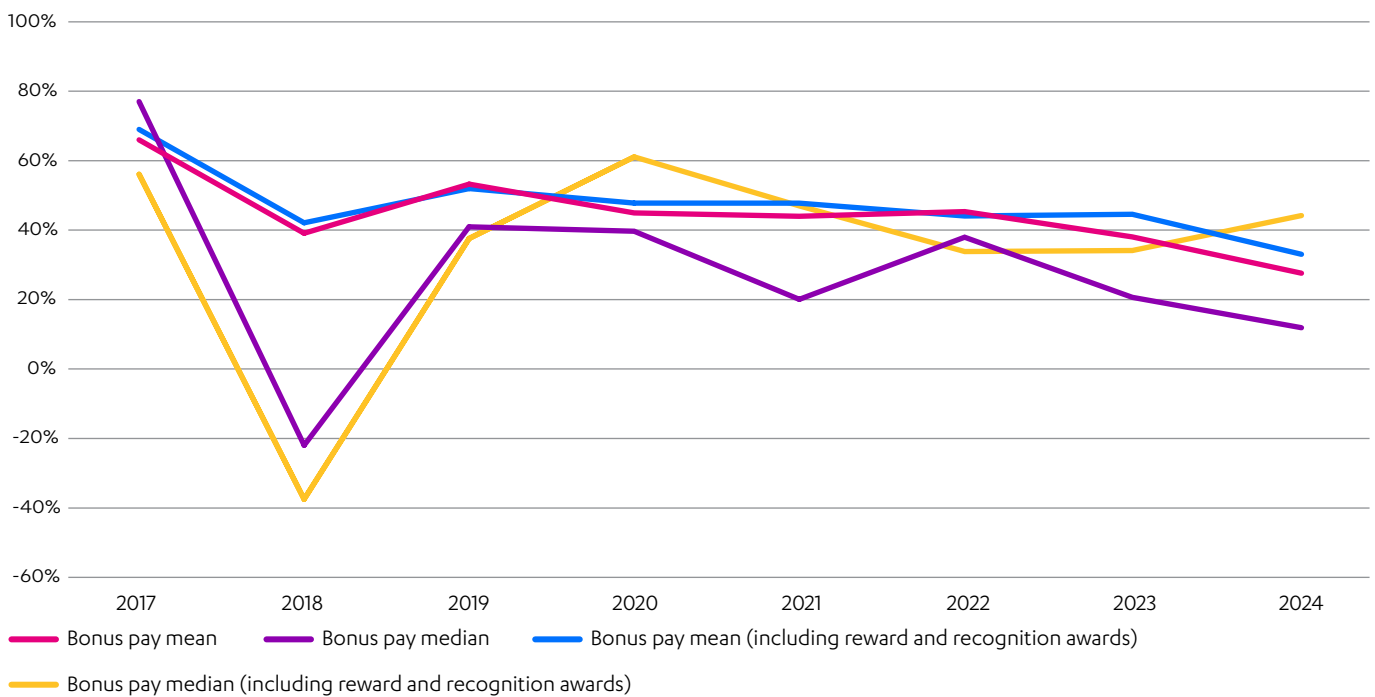
We have seen a slight increase in the median figure this year however, this can be

attributed to a high proportion of women in our Associate and Senior Associate population taking maternity leave during this time meaning that, in accordance with the reporting requirements, they were not included in the pay gap calculations which reduced the number of our higher paid women captured in this figure. The mean figure is now 12.8% (compared with 13.2% last year and 12.4% the year before) which is an encouraging improvement.

Gender bonus pay gap

	2024	2023	2022	2021	2020	2019	2018	2017
Bonus pay mean gap	26.8%	38.0%	45.4%	43.9%	44.9%	53.2%	39.0%	66.0%
Bonus pay median gap	13.0%	21.1%	38.1%	20.0%	39.7%	41.0%	-22.0%	77.0%
Bonus pay mean gap*	33.8%	45.4%	44.2%	47.7%	47.7%	51.9%	42.0%	69.0%
Bonus pay median gap*	43.6%	34.5%	33.9%	47.0%	61.1%	37.6%	-37.5%	56.1%

* Including Reward & Recognition awards



We are pleased to report that the mean bonus figure has decreased from last year from 38.0% to 26.8% and the median is now 13.0% compared with 21.1% last year. Whilst there is still work to be done to reduce the gap in bonus pay, the decrease in bonus pay gap suggests that our gender balance plan efforts are helping to move the numbers in the right direction.

We also look at our bonus gap in relation to our Reward & Recognition awards. These

are everyday recognition rewards and gifts/ vouchers which tend to be of lower total value than an annual bonus but can be distributed throughout the year.

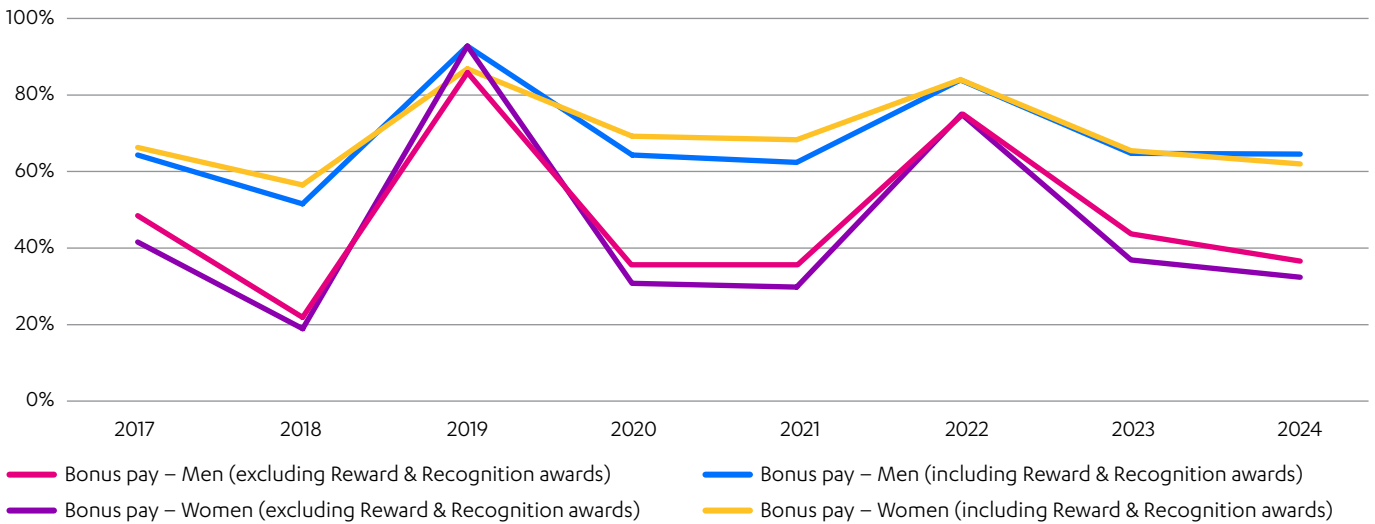
Looking at the mean and median bonus pay gap including Reward & Recognition awards (R&R), we have seen an overall decrease in the mean pay gap, suggesting that men, on average, still receive more in terms of Reward and Recognition awards but that this gap has narrowed since 2023. We have

seen an increase in the median figure which suggests that women receive Reward & Recognition awards of a lower value. This figure may be slightly skewed by the high proportion of female business services and secretarial populations who are the main recipients of Reward & Recognition 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)

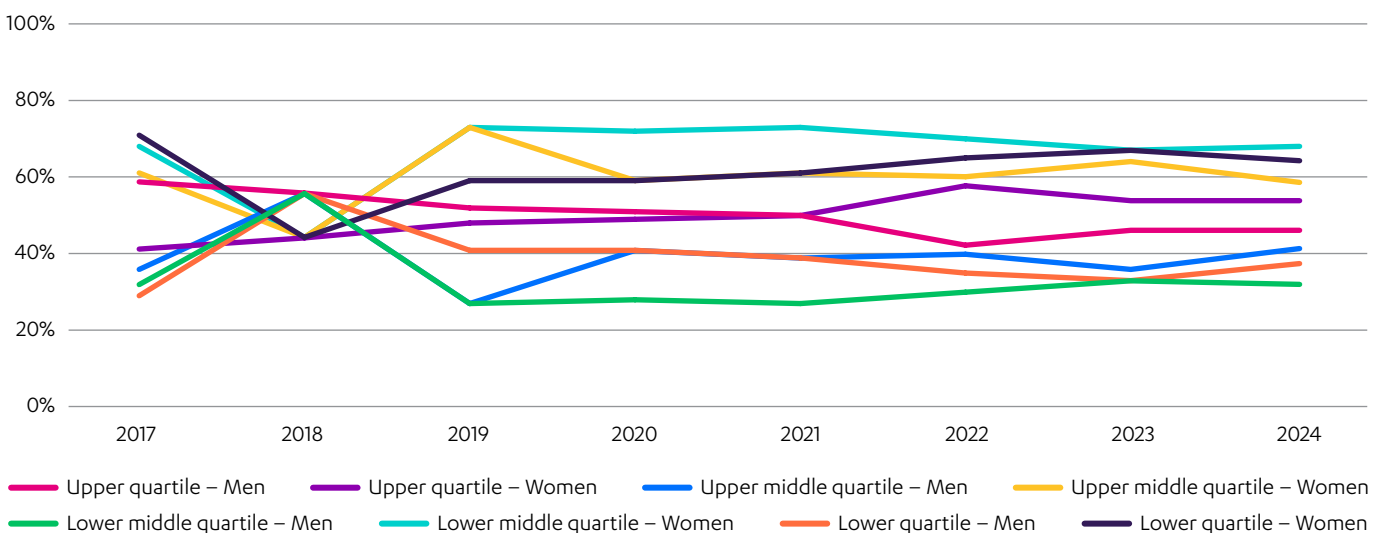
	2024	2023	2022	2021	2020	2019	2018	2017
Bonus pay (excluding Reward & Recognition awards)	Men: 36.2%	43.7%	75%	35%	35%	86%*	21%	48%
	Women: 30.4%	37%	75%	29%	30%	93%*	18%	41%
Bonus pay (including Reward & Recognition awards)	Men: 64.4%	65.7%	84%	68%	69%	87%*	56%	66%
	Women: 61.6%	64.5%	84%	62%	64%	93%*	51%	64%

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



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

Quartiles	2024	2023	2022	2021	2020	2019	2018	2017
Upper	Men: 46%	46%	42%	50%	51%	52%	56%	59%
	Women: 54%	54%	58%	50%	49%	48%	44%	41%
Upper middle	Men: 42%	36%	40%	39%	41%	27%	56%	36%
	Women: 58%	64%	60%	61%	59%	73%	44%	61%
Lower middle	Men: 32%	33%	30%	27%	28%	27%	56%	32%
	Women: 68%	67%	70%	73%	72%	73%	44%	68%
Lower	Men: 36%	33%	35%	39%	41%	41%	56%	29%
	Women: 64%	67%	65%	61%	59%	59%	44%	71%



We are encouraged by the changes to our Gender Pay Gap for 2024, but we recognise that there is still a way to go to reduce the gender pay gap. We appreciate that retention and progression of women is an issue that many firms face and we recognise that it is a complex issue that cannot be resolved overnight. But, we are committed to improving the representation of women in our Partnership and other senior roles and lowering our pay gap. To address this, we have been 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 – looking at areas such as recruitment, retention, procurement and development, especially in the Partnership and other senior roles.
 - We have set a new target of gender parity at Partnership level, to be achieved as soon as possible.
 - 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, The Hub and in RPCs Responsible Business Report.
- 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. From these groups we have established 'Bring your child to work day' and informal coffee catch ups to allow parents and carers to come together.
- In 2024, we undertook a caring audit, conducting anonymous internal interviews and collaborating with Next 100 Years and Law Care to extend those questions to the wider legal sector, publishing these results in our 'Mind the Caring Gap' report which can be found on our website. Caring responsibilities disproportionately impact women, and part of this research was to consider the impact that this has on the gender pay gap.
- We work with Carers UK, WorkLife Central and Unmind to provide on-demand support for parents, carers and those with additional familial responsibilities.
- 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 tax policy in place and we continue to run annual personal safety initiatives including regular self-defence classes for all our people.
- 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.
- We have introduced a number of new training modules, including our Workplace Wellbeing and Ethics training, and our Inclusive Leadership training which features in all of our learning and development initiatives.
- The firm runs a career development programme targeted at female talent (Springboard).
- The firm has introduced specific development programmes for our Business Services staff to support their development and career progression.
- 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.
- 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.

Gender: addressing our pay gap (continued)

- Continuing to participate in the Mission Gender Equity mentoring programme, now Mission Include. 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.
- 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. In 2024, FIG rebranded and relaunched 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.
- 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 inhouse 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'.
- We launched our 'How to be an effective ally' brochure, with dedicated, tangible actions for everyone to consider when it comes to gender inclusion.

Gender: coming this year

- We will be continuing our work on the implementation of the Gender Balance Plan and updating our plan in line with our achievements and new goals.
- We will continue to review of our non-chargeable time codes to help enable better recognition of non-chargeable hours contributions.
- We will be launching our new bonus and investment-time programme with the hope that this will support a reduction in the current gender pay gap amongst the bonuses given.
- Our Gender Community will continue to plan activities and initiatives throughout the year, including collaborative events with clients to ensure we are extending the conversation around gender equity beyond our firm and sector.
- We will continue to work with FIG, The Inclusive Insurance Network, to facilitate events, development and networking opportunities for women at all levels from across the insurance industry.
- We will continue to work with Carers UK, LawCare and Next 100 Years to advance on our research into caring in the legal sector, delving into more detail around the intersectionality around caring.
- We will be working more closely with the charity Hestia, a charity which supports survivors of modern slavery and domestic abuse by providing access to safe spaces, support and development opportunities.
- Continue to launch further rounds of our successful Reciprocal Mentoring Programme.



Ethnicity pay gap

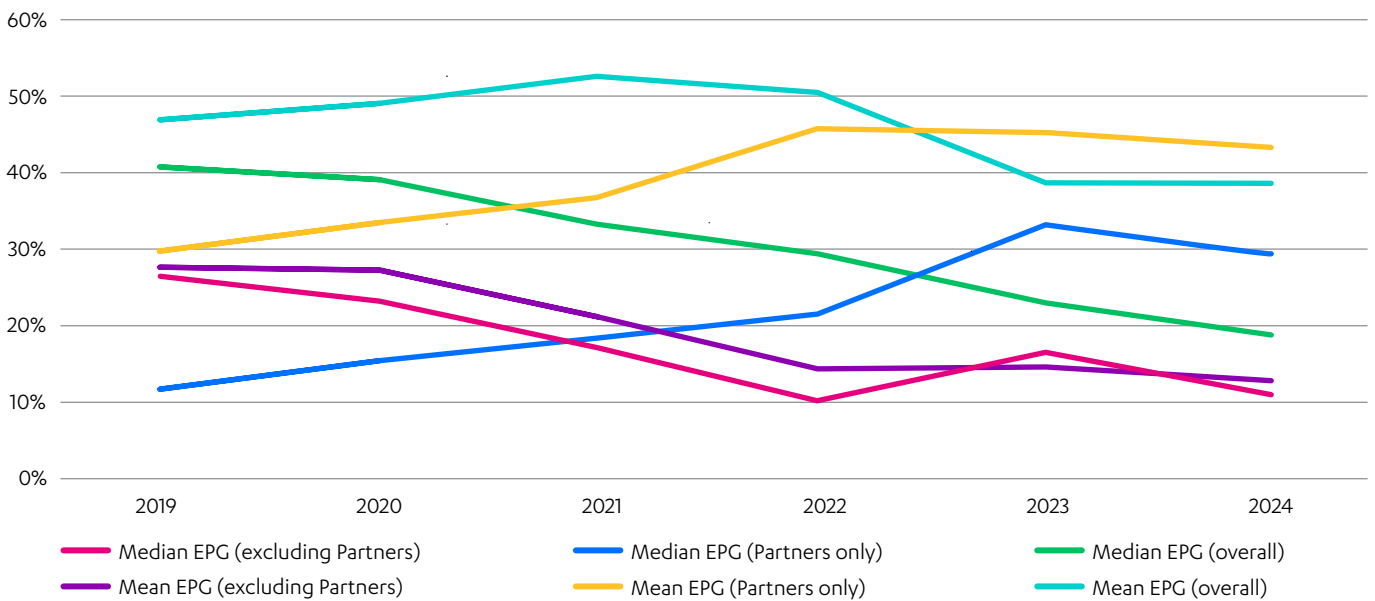
While we recognise that we are not required to publish our ethnicity pay gap statistics, we are keen to do so as we see it as an opportunity to (a) be as transparent as possible and (b) give us the opportunity to analyse the data and make meaningful changes as soon as possible

to address any gap. The majority of our people have self-reported their ethnicity on our HR system; however, we have 95 people who, for one reason or another, have not provided this data. Therefore, we have not included these 95 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.

	2024	2023	2022	2021	2020	2019
Median EPG (excluding Partners)	11.3%	16.8%	10.2%	17.1%	23.3%	26.6%
Mean EPG (excluding Partners)	12.8%	14.7%	14.3%	21.2%	27.4%	27.8%
Median EPG (Partners only)	29.8%	33.6%	21.4%	18.4%	15.4%	11.6%
Mean EPG (Partners only)	43.0%	44.9%	45.8%	37.0%	33.7%	29.9%
Median EPG (overall)	18.4%	23.1%	29.5%	33.5%	39.4%	41.1%
Mean EPG (overall)	38.4%	38.0%	50.9%	53.1%	49.5%	47.3%

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



We have a 12.8% mean Ethnicity pay gap between our ethnic minority and non-ethnic minority people (compared to 14.7% in 2023) and a 11.3% median pay gap (compared to 16.8% in 2023). These numbers have improved since we started

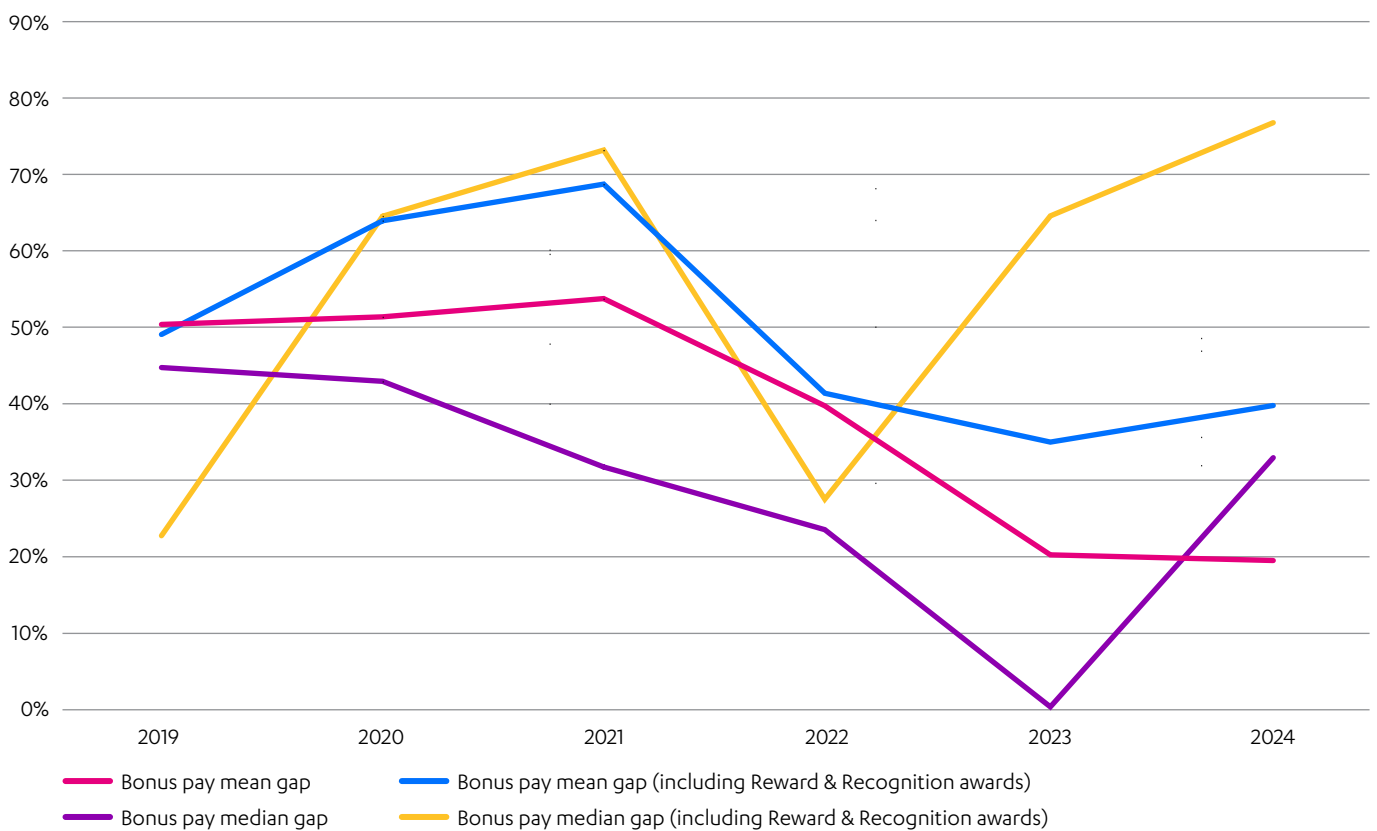
reporting in 2019, however dipped slightly in 2023. While it is reassuring that we have seen an improvement this year, we know that we have a higher number of ethnic minority individuals in junior business services, secretarial and junior fee-earner

roles, and a higher number of non-ethnic minority people in senior business services and senior fee earner roles which contributes to our overall Ethnicity Pay Gap.

Ethnicity bonus gap

	2024	2023	2022	2021	2020	2019
Bonus pay mean gap	19.6%	20.1%	39.7%	53.8%	51.4%	50.4%
Bonus pay median gap	33.3%	0%	23.5%	31.7%	42.9%	44.7%
Bonus pay mean gap*	39.6%	34.7%	41.5%	68.9%	64.1%	49.2%
Bonus pay median gap*	76.5%	64.1%	27.5%	73.4%	64.7%	22.7%

* Including Reward & Recognition awards



The ethnicity bonus pay gap shows an average mean difference of 19.6% (20.1% in 2023) and a median pay gap of 33.3% (0.0% in 2022), an increase on last year. 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 and that the increase in median pay gap may also be impacted by a high proportion of our ethnic minority employees being

in more junior or business services roles. To address this, we have been working to implement various programmes and initiatives aimed at increasing and sustaining ethnic diversity across our organisation. Some examples of these initiatives are listed on the next page.

Ethnicity: addressing our pay gap

- We have a dedicated Race and Ethnicity Diversity plan with objectives, 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. In 2024 we updated this plan alongside our Ethnicity Community (one of our DEIB Communities) for their thoughts and to ensure we are continuously adapting and setting new goals.
- We continue to annually 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 mark Black History Month 2024, we hosted cultural creative workshops to celebrate black heritage, alongside hosting authentic Afro-Caribbean lunches in both our London and Bristol offices as part of our Black History Month celebrations. Additionally, to help raise awareness about the Black Maternal health experience we collaborated with the charity FiveXMore and our employment podcast, the Work Couch to learn more about how to support expectant mothers and increase awareness about the risks that black women and birthing people face.
- 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 their activity. For the past couple of years, we have been involved in the 'AS 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 with 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, hosting four interns last year across our legal and business services teams (hosting 14 over the last three years).
- 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 2024 we worked in close partnership with Bright Network to attend their FESTIVAL, Diverse Legal Leaders and Neurodiverse Leaders events.
- In 2024 we were a 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.
- We 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.
- We continued with our #MyNames Campaign following the campaign by Race Equality Matters to encourage more awareness around the importance of pronouncing and spelling someone's name correctly, with dedicated templates to add phonetic spelling to signatures.
- We are signatories of the Halo Code – a pledge to commit to embracing all natural, protective and cultural hairstyles in the workplace.
- We launched our 'How to be an effective ally' brochure, with dedicated, tangible actions for everyone to consider when it comes to race and ethnicity inclusion.
- We collaborated with other law firms in Bristol to take part in the UWE Futures programme – a work experience initiative designed to give students from ethnic minority backgrounds or from low socio-economic backgrounds access to business services opportunities in the legal sector.
- We have introduced a number of new training modules, including our Workplace Wellbeing and Ethics training, and our Inclusive Leadership training which features in all of our learning and development initiatives.
- We launched our 'How to be an effective ally' brochure, with dedicated, tangible actions for everyone to consider when it comes to gender inclusion.
- We supported six employees and a client in attending the Black Counsel Forum for the second year.

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 focus on targeted recruitment and retention efforts
- 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 2025 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.
- We will be continuing to work with Mission Include, which is now a broader mentoring opportunity aimed at providing those from ethnic minority backgrounds with a cross-sector mentor.
- Continue to take part in the sector-wide initiative in Bristol as part of the UWE Futures programme. The programme consists of a week's work experience with mentoring for students interested in business services sector.
- Continue to launch further rounds of our successful Reciprocal Mentoring Programme.
- We will be working with Bridging Barriers to support young black talent.



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



Kate Ruch
People Director

In 2024, we had

33% female representation
at **Partner** level

50% of **Partner** promotions
were **female**

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

60% of our
Associate

&

63% of our **Senior Associate**
populations were **female**

May 2024 senior promotions

55% of **female Senior Associates** who attended **RPC Gateway** were
promoted to **Partner** or **Of Counsel** in the 2024 senior promotions

2023/2024 trainee cohort

50% of our **trainee** cohort
population was **female**

33% of our **trainee** cohort
population was
ethnically diverse

Evolve Programme – L&D Programme for Lawyers

59% of **participants**
were **female**

24% of **participants** were
ethnically diverse

Empower Programme – L&D Programme for Business Services

70% of **participants**
were **female**

35% of **participants** were
ethnically diverse

