

Gender pay gap report 2023

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RAPP 

Though we are pleased to see any improvement in our pay gap figures, the small improvement we've seen in the past year remains underwhelming. We are on the journey and while we have made inroads on some of our objectives set last year, there is much more work ahead of us to reach our goal.

The 2023 results are partially explained by our winning one of the biggest accounts in our sector in 2022. Within days of winning the account we needed to TUPE, recruit and onboard over 125 new staff members within weeks – growing by 25% over night and immediately reshaping our composition, size and pay gaps. The required speed to meet client commitments did not accommodate the standards we want to hold ourselves too – and, in a sense, making us victims of our own success.

This experience highlighted to us the critical importance of reviewing and interrogating business norms and conventions for real inclusion as well as opportunities to build in equity measures. Not satisfied with only looking at our gender pay gap, in Q3 of 2023 we committed to applying an intersectional lens to understand and tackle our pay gaps on the basis of ethnicity as well as gender.



The gender pay gap for the RAPP Group (encompassing RAPP in the UK)



Undertaking this exercise has highlighted some key areas for improvement as well as ways to better safeguard against pay gaps should extraordinary events like a big account win occur in future.

As we move into 2024, we have developed a comprehensive strategy to grow female and People of Colour representation across all quartiles, with a specific focus on the Upper Quartiles. Our focus is comprised of the tactical, infrastructure and influencer measures detailed below. Some of these measures will have a more immediate effect while others will be longer tail endeavours. We are confident that they will culminate in a more inclusive and equitable working environment where everyone can thrive.



Full reported gender pay gap data for RAPP Group

I confirm that the information contained in this report is accurate

Chris Freeland, RAPP Executive Chairman UK & APAC

% receiving a bonus:

Men 14.9%
Women 14.1%

Bonus gap:

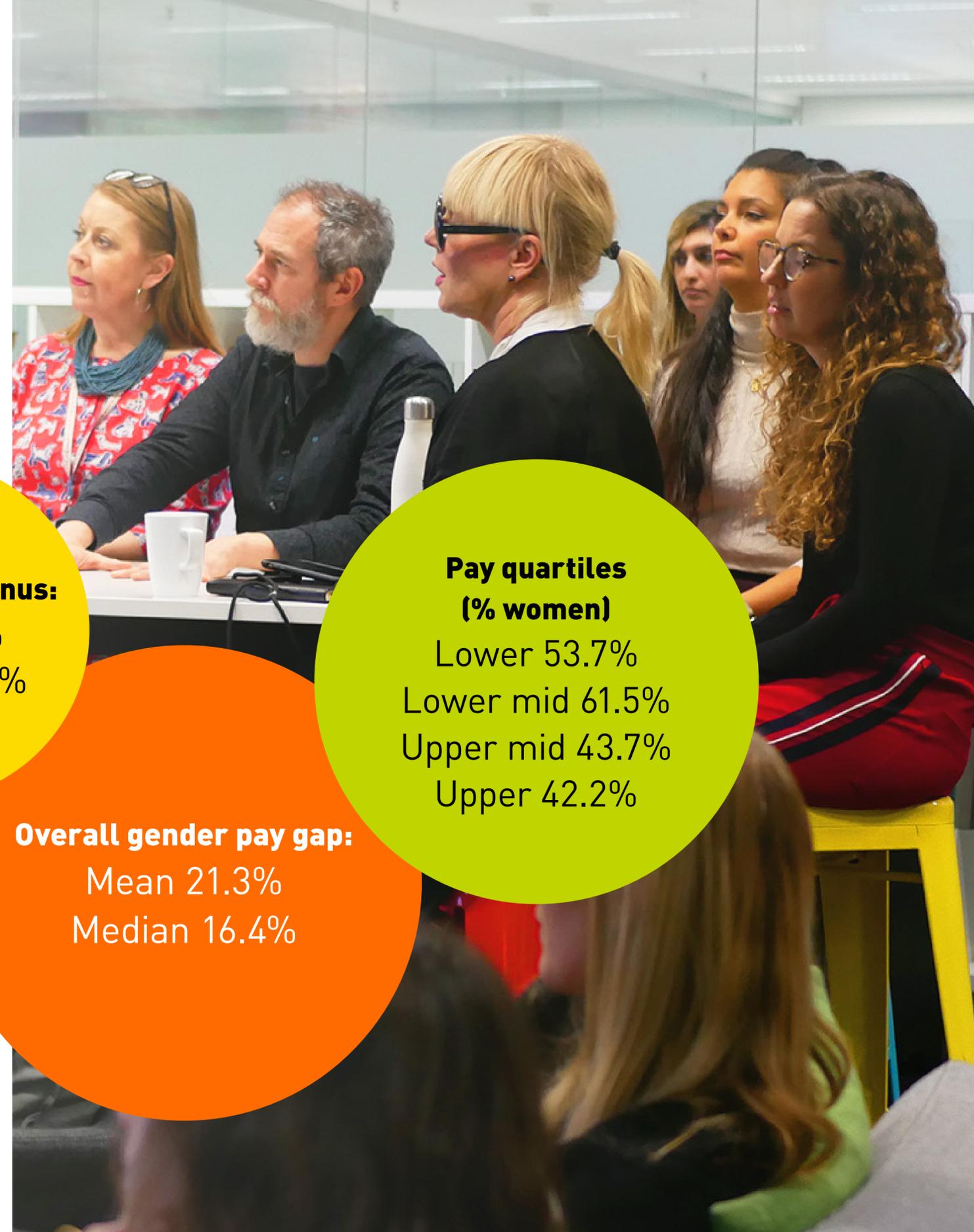
Mean 82.0%
Median -43.2%

Overall gender pay gap:

Mean 21.3%
Median 16.4%

Pay quartiles (% women)

Lower 53.7%
Lower mid 61.5%
Upper mid 43.7%
Upper 42.2%





Our actions

We are steadfast in our commitment to closing our pay gaps. We continue to interrogate our data, quantitatively as well as qualitatively. We look to share those findings on a regular basis with the Executive Leadership Team and broader agency audience. We believe it is this transparency of action that will help us make the change we need to see possible.

Opening Doors for entry and growth into the industry

- Extending our partnerships with schools, universities and apprenticeships
- Broadening our talent pools for recruitment
- Revising candidate criteria to ensure we're championing Culture Add
- Creating an internal opportunities and vacancies board to democratise growth and mobility opportunities for all

Setting individuals up for success

- Training more individuals with underrepresented backgrounds to join hiring panels
- Revising and evolving our onboarding strategy to ground us in **"intention over delivery"** and make everyone's start with us a roaring success
- Integrate DE&I needs, considerations and KPIs to our Learning and Development practice
- Improving our parental leave policy to encourage greater equality at home to foster greater equality at work by making significant improvements to our company parental leave policy for childbearing people, over doubling the number of paid weeks time off to 26-week full pay - in addition to a Return to Work bonus for eligible returning childbearing people. We also offer an enhanced Paternity policy and our Shared Parental Leave policy.
- Improving our benefits package for carers and parents by introducing a number of new offerings, a Carers at Work Policy, encompassing increased paid time off for planned and unplanned caring related absences and support resources, as well as Schools Out Support - a flexible work initiative designed to help all parents to better manage some of the challenges faced during the school holidays.

Data-driven approach

- We are using our makeup data to track our success and improvement across every department
- Grow transparency as it pertains to:
 - Role mapping across departments against competencies, behaviours and pay bands
 - Explainer video on how to progress your role and pay
 - Share when we have performed our annual review of salaries to benchmark against our competitors
- Develop a data-led standardised approach to succession planning for Upper Quartile roles to equalise representation on the basis of gender and ethnicity
- Perform career mapping to grow seniority in fields that tend to skew more marginalised in makeup - identifying areas for growth for these individuals.

Supporting Industry change

- Participation on the IPA (Institute of Practitioners in Advertising) Talent Leadership Group
- Relationships and activity with Omnicom's Omniwomen and Black Together ERGs (Employee Resource Group) local & global representation
- Women in Tech - Global Sponsorship