

# Gender pay gap report 2022

Published April 2023

RAPP 



Although our gaps have fallen since last year, they remain higher than we had wished and we have had to recognise that making change will be a longer journey than we had hoped.

These results are the second set of gender pay gap statistics since the major merger referenced in our report last year. As we said then, this significantly affected our workforce composition and size and continues to impact our gender pay gap. We remain committed to taking the long-term action needed to reduce the gender pay gap, including changing the structures and processes of our business where needed.

We are encouraged to see that the percentage of women in the upper quartiles has increased again. This is an area where we will continue to focus our effort with our central strategy being the ongoing development and promotion of flexible and supportive working arrangements. This enables all staff to better accommodate family and work life and gives the best possible platform for talent to remain in the business.

The highly positive feedback we receive from our employees underscores its importance.

Talent scarcities, especially in the technical sectors, continue to impact on the ability to make change at pace. To address our pay gap, we need greater gender balance across all areas of our business, but particularly in our tech roles - 4.5 in 10 of all men in RAPP Group work in these roles versus just 2 out of 10 of all women in RAPP Group.

On a tactical level, we continue to evolve our remuneration practices using this as an opportunity to address areas where specific focus is needed.

**April 2022  
(reported April 2023)**

Mean pay gap 23.6%  
Median pay gap 20.5%

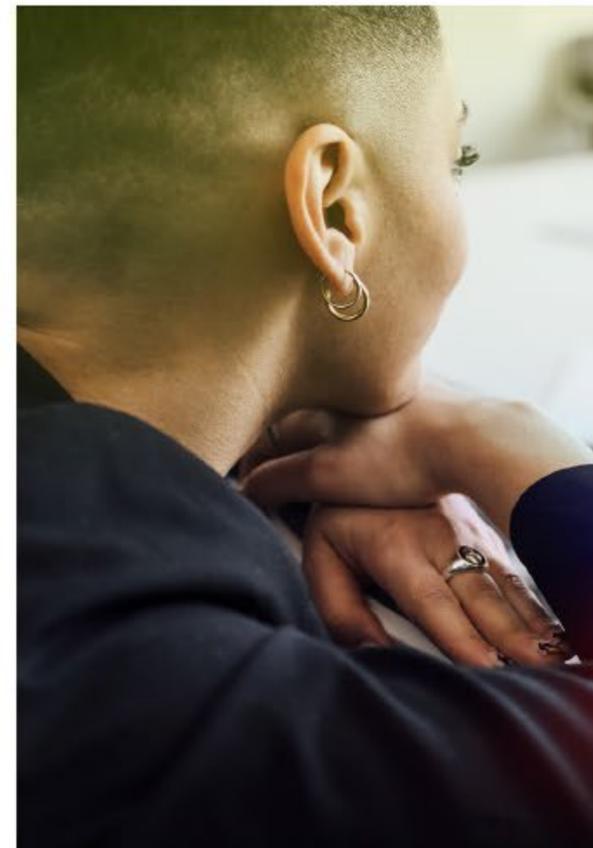
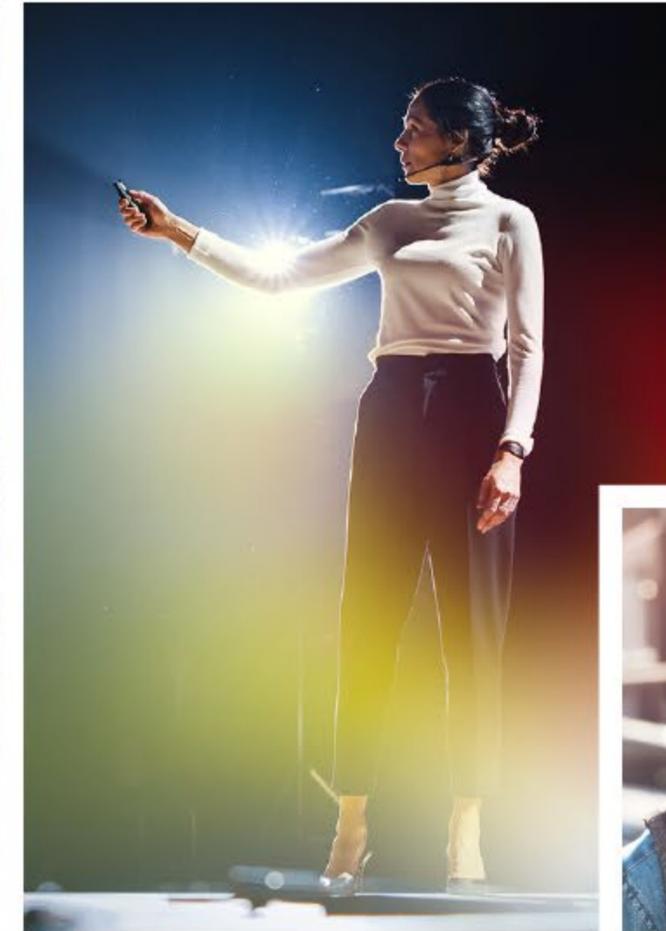
The gender pay gap for the RAPP Group (encompassing RAPP and Code in the UK)

**April 2021  
(reported April 2022)**

Mean pay gap 24.3%  
Median pay gap 20.6%

Reducing our pay gap continues to be a priority and we remain firmly committed to it through:

- Promoting our DE&I strategy which fosters an inclusive environment and values individuality.
- Gaining greater insight into the drivers of our pay gap via more regular measurement and analysis
- The appointment of a Chief Inclusion Officer and an employee representative group who work with our People Team to instigate and implement change
- Continued focus on reducing obstacles to diverse recruitment and progression through initiatives such as ongoing unconscious bias training, encouraging diverse candidate lists and more structured interviews.
- Persisting in our efforts to actively promote and support a range of industry change initiatives such as Omniwomen UK + Allies, and Women in Tech



# Appendix



# 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*

**Overall gender pay gap:**  
Mean 23.6%  
Median 20.5%

**% receiving a bonus:**  
Men 13.3%  
Women 13.8%

**Bonus gap:**  
Mean 80.0%  
Median 0.0%

**Pay quartiles  
(% women)**  
Lower 57.6%  
Lower mid 57.1%  
Upper mid 42.0%  
Upper 41.5%