



RPC GROUP  
GENDER PAY GAP REPORT  
2017



## 01 INTRODUCTION

“ We are pleased to publish our gender pay gap report for April 2017. The UK government introduced legislation this year which requires all companies with 250 or more employees to publish their gender pay gap. The regulations provide an opportunity to communicate our commitments and the initiatives we are taking to increase female representation throughout the organisation.

As a business we aim to promote diversity. Our culture and our everyday operations are gender neutral, however, the industry which we are within is largely male dominated and females are underrepresented, especially in engineering roles. As an organisation, we aim to make RPC\* a more diverse and inclusive place to work. I can confirm that the results set out below are accurate. ”



**PIM VERVAAT**  
Chief Executive, RPC Group Plc

## 02 WHAT IS THE GENDER PAY GAP?

The gender pay gap is the measure of the difference between men's and women's hourly earnings in the organisation. This includes base pay, allowances and any other bonus and incentive pay paid in April 2017. The gender bonus pay gap is the difference in all incentive pay received by men and women in the 12 months up to April 2017. This includes all bonuses and long-term incentives.

The gender pay gap in the UK should not be confused with 'equal pay' or 'pay equity'. These are legal requirements to pay men and women the same for performing the same work, and have been in place in the UK for over 40 years. We believe in the principle of equal pay - RPC\* is an equal opportunities and equal pay employer in the UK and across our global markets.

### Mean and median compared

#### Mean

The mean is calculated by adding up the total pay of employees and dividing by the employees in the list. This calculation is completed separately for men and women and the totals are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG.

#### Median

The median is the number which is in the middle of a ranking of pay from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.

#### Gender pay gap quartile figures

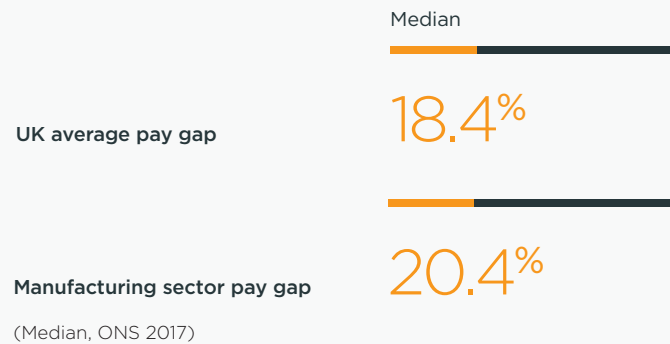
Gender pay gap quartile figures calculate an organisation's figures to show the proportion of male and female employees in four pay bands. To do this, employees are ranked from highest to lowest paid, then divided into four equal parts ('quartiles') to work out the percentage of men and women in each of the four parts.



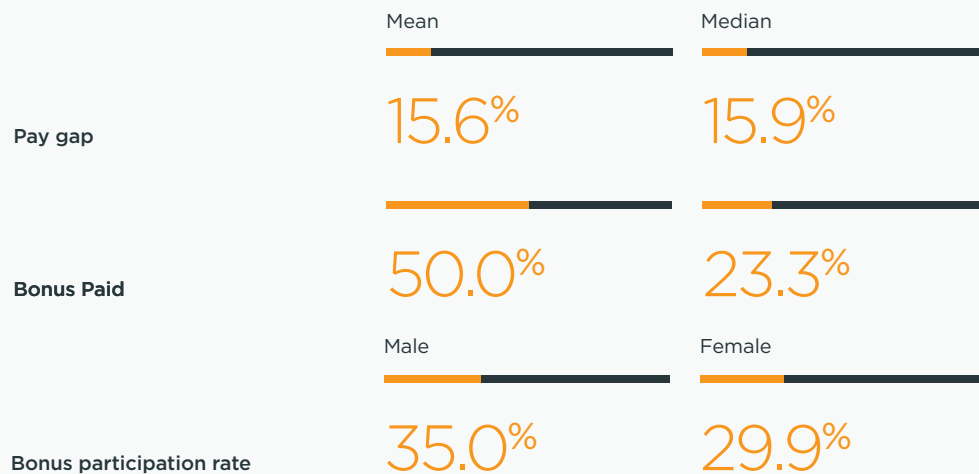
## 03 OUR GENDER PAY GAP

### Gender Pay Gap Results - UK Averages

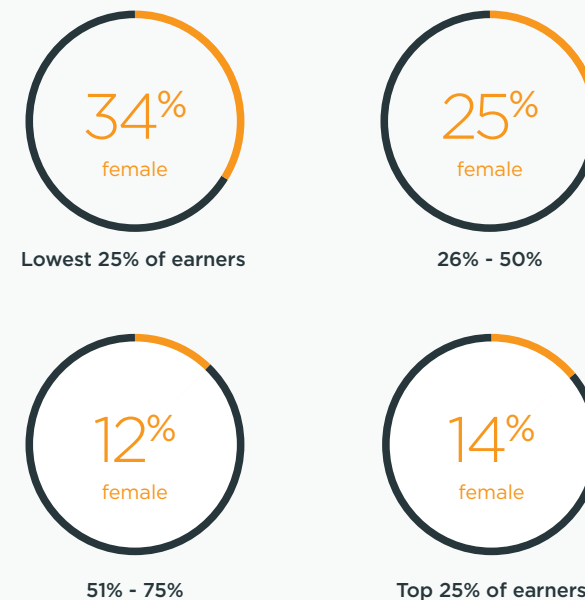
As the figures below show, according to the ONS 2017, the overall gender pay gap for RPC is lower than both the UK average overall as well as for those companies operating in the manufacturing sector.



### Gender Pay Gap Results - UK employees of RPC



### Distribution in each quartile of company pay



The graphic above shows that RPC\* has a predominantly male workforce and that the proportion of females is lower in the upper quartile than in the lower quartile. The composition of our workforce is the reason for our gender pay gap and can explain the majority of the pay difference.

## 04 HOW CAN WE INCREASE FEMALE REPRESENTATION?

Females only represent 21% of the overall workforce at RPC\*. We need passionate and talented individuals with a diversity of views that drive our innovation. We are committed to achieving an increase in female representation in the following ways:

### Increasing female graduate and apprentice applications

RPC\* invests in staff and provides a range of appropriate training - this starts at the very beginning of our employee's careers. We want to build our pipeline of women and this starts by increasing female representation at the Apprentice level by making our brand better known to female school leavers. We have had 31 apprentices go through the academy since 2013 - only two of whom have been female. However, we are already improving this. In total this year, of the 46 apprentices hired across the RPC Group\*, 15% are female. This also applies to our graduates - we need to ensure we are attracting top female graduate talent by partnering with universities and colleges to create a brand and culture that is attractive. Launching in 2018, our International Graduate Development programme will look to develop an effective recruitment strategy using multiple sources and will aim to further build our employer brand.

### Overall gender balanced recruitment

Ensuring we attract the right talent is crucial and retaining our commitment to gender balanced recruitment is important to us. We believe that achieving a stronger gender balance will bring benefits, and we continue to review how we can deliver stronger female representation through recruitment and accelerated development.



## 04 HOW CAN WE INCREASE FEMALE REPRESENTATION?

### Training and development of our existing staff

We want to give our employees the right skills to progress through the organisation and believe that there is no perceived glass ceiling for advancement. Our talent development programmes are significant in making this happen. We are building the next generation of our leaders through five programmes including Silver, Gold and Platinum relating to individual level in the organisation. The development programmes focus on identifying high potentials and creating a talent pool to get people ready to attain the next level.

At RPC\* we are entrepreneurial, customer focussed and fast growing, factors which are supported and enabled by workforce diversity. We are committed to delivering on the initiatives set out in this report to build our future talent pipeline. Please see the statutory reporting requirements below:



	Gender Pay Gap		Bonus Pay Gap				1 <sup>st</sup> quartile (highest paid)		2 <sup>nd</sup> quartile		3 <sup>rd</sup> quartile		4 <sup>th</sup> quartile (lowest paid)	
	Mean	Median	Male Proportion	Female Proportion	Mean Gap	Median Gap	Male	Female	Male	Female	Male	Female	Male	Female
United Closures and Plastics Ltd	5.8%	4.9%	6.5%	9.9%	42.8%	7.6%	83.7%	16.3%	88.2%	11.8%	86.2%	13.8%	75.7%	24.3%
British Polythene Ltd	7.6%	10.1%	88.6%	88.4%	7.2%	3.8%	86.6%	13.4%	90.3%	9.7%	88.7%	11.3%	79.3%	20.7%
RPC Containers Ltd	18.1%	12.4%	7.9%	7.5%	78.1%	73.7%	85.0%	15.0%	77.4%	22.6%	72.2%	27.8%	62.9%	37.1%
Maynard & Harris Plastics	22.6%	14.0%	6.0%	8.6%	65.4%	75.9%	91.8%	8.2%	84.8%	15.2%	76.0%	24.0%	58.5%	41.5%

\* Any reference to RPC Group or RPC includes, for the purposes of Gender Pay Gap reporting, all the legal entities with employees in the UK whose ultimate parent is RPC Group Plc.



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