



Helping your business deliver its diversity, equity and inclusion priorities

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Whatever its sector, shape or size, for every organisation, people are the glue. And to thrive in an increasingly disrupted world, businesses need to nurture an environment in which every one of their people can perform at their best.

This means building an inclusive organisational culture where differences are not just tolerated (or perhaps not even tolerated) but are valued. This doesn't happen by accident. And there is no quick fix "**silver bullet**". After all, this is a core responsible business priority just like financial health, governance and operational sustainability. And just like these drivers, achieving a truly inclusive culture requires proactive steps, taken on a sustained basis with understanding and clear accountability.

RPC's **employment, engagement & equality** team can help your organisation move the needle towards a more diverse, equitable and inclusive business in accordance with your own strategic priorities. We think you'll find our approach is refreshingly different. Our clients tell us we are unique in the marketplace. Yes, we are lawyers (and proud of it!) and that's important because the law underpinning these issues is both broad and complex. Organisations and individuals are fixed with equalities obligations under domestic legislation, case law, European law and myriad regulatory rules. We have decades of technical legal expertise and experience in successfully navigating this maze for our clients. That's everything from conducting equal pay audits and advising on risk management strategies, dealing with allegations of harassment, advising on pay gap

reporting and narrative strategy, litigating discrimination claims and designing policies, processes and interventions to manage inequality risks and much more besides.

But we are not **just** lawyers and we do not approach this work in a traditionally “**lawyerly**” way. Whilst we understand our clients’ needs to defend and protect their businesses, we want also to help them proactively work to build more inclusive organisations and foster a culture of equality through practices, policies, behaviours and structures that will both reduce the likelihood of claims and help future proof their organisations. We work with our clients to achieve this whilst balancing the competing demands of societal pressures, political movements, employee expectations and requirements of customers, investors and other stakeholders.

The British Retail Consortium (BRC) recently invited us to be their exclusive legal partner for their flagship Diversity & Inclusion Charter, which was launched in March 2021. The Charter has the single aim of supporting retailers to take decisive action in reducing inequality in their workforces. The Charter has over 70 signatories, including many of the biggest and most well-known retailers operating in the UK market (including Greggs, Ted Baker, Matalan, Kingfisher, Homebase). Each signatory has pledged their commitment to better the industry when it comes to diversity and inclusion. We’ve already had some tremendous feedback from the BRC and its members.

A Retail CEO

“Both groups of speakers agreed working with the Charter signatories and RPC had enabled their businesses to better assess the situation they were currently in and working out how best to move forward in a way that works for their organisation.”

Tom Ironside, Director of Business & Regulation at the BRC, stated

“RPC’s extensive legal expertise and deep retail understanding is making a strong positive contribution towards tackling key industry priorities. Their flexibility and responsiveness ensure that they provide effective support to companies from across the sector. Our partnership on Diversity and Inclusion issues in particular is a great case study – tackling real industry challenges and coming up with innovative and effective solutions.”

Here are the five key ingredients of our approach:

1. Investment in thought leadership to benefit our clients

- We have a bank of creative thought leadership delivered through media to those outside of just the legal profession and of broader interest. For example:
 - We co-hosted with Equality Forward, Reimagine! 2021, held in support of the UN Foundation’s Girl Up campaign in partnership with Spotify, Coca Cola Europacific Partners, the Wealthier Women’s Network, DesignIt and the Economist Group. The event featured world renowned innovation and design experts, business leaders, entrepreneurs, economists, inclusion specialists, financial and technology experts, social change activists and next generation leaders who shared tools, knowledge and corporate actions to accelerate progress towards a more sustainable world. The 6 hours of content is available [here](#).

- RPC Partner, Kelly Thomson, is co-host of acclaimed weekly equality podcast [The Fix](#) along with renowned gender equality author and academic Michelle King. The podcast has almost 200 episodes and over 130,000 downloads. Together they interview remarkable people who are taking action and innovating towards greater diversity, equity and inclusion in the workplace and beyond. 100 of their actions to fix inequity can be downloaded [here](#).

2. Human-centred solution design

- We pride ourselves on breaking down complex issues and solving problems into business-savvy and solutions-oriented advice.
- Our advice is useful, practical and understandable – we know you need practical solutions, not issue echo chambers.

3. Tailored to your business

- We don't do "off the shelf" advice – we have a breadth of knowledge and treat each client issue on its merits.
- We understand that culture is unique to an organisation – we can apply solutions that have worked elsewhere, but we will always tailor these to your organisation and its needs, strategy and appetite for risk.

4. Harnessing our lived experience as an organisation

- We've been applying / testing some of the most progressive policies in the market since long before it became a business priority for most companies (certainly most law firms).
- We have extensive experience navigating challenges alongside our own protected characteristics communities and have invaluable experience to share.
- We're deeply passionate about this and ESG, embracing DEI, is a strategic priority for RPC. You can read about some of our recent DEI activity [here](#).

4. Fluency in interacting with senior stakeholders at C-suite and board level

- Culture is a product of leadership and without leadership buy-in, culture change will simply not be sustained. But leaders are increasingly balancing myriad pressures and demands and DEI does not always make it to the top of the Board agenda.
- We think a big part of the answer to this is proactively equipping leaders with the knowledge as to why DEI is critical to them and their business and with the practical tools with which they can move the dial.
- In our work we regularly deal with senior stakeholders on the most sensitive issues and have no difficulty in navigating this arena.

We would love to talk to you about your organisation's DEI priorities and how we might support you.

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