



Our dynamic working principles

At RPC we believe that hybrid working can increase motivation, promote a better quality of life, reduce stress and improve performance and productivity. We have embraced the opportunities offered by a more varied and flexible way of working, balancing work in the office with work elsewhere. Saying that, we also want to hold onto the benefits of spending time together in our offices, fostering a community by giving a common place for collaborative interactions, innovation and learning.

Importantly, we want our way of working to enrich the RPC experience for our people and our clients and so we have moved to a hybrid way of working which means people will have more choice about where they work.

Guiding standards

At RPC we recognise that we must allow for individual and collective differences. We have chosen, therefore, not to set down strict rules, including the proportion of time each of us should spend in or out of our offices. To do this would ignore the individual circumstances of our people, our teams and our clients and would remove the very flexibility and sense of individual empowerment that we cherish.

We have, therefore, set down some guiding standards.

Our principles

- We trust, respect and have confidence in each other.
- Our office is important, nurturing community by giving a common place for collaborative interactions, learning, training, innovation and discourse.
- Every person will do the right thing, supporting one another, working hard and delivering results for our clients, themselves, and our firm – by extension, no person will benefit, whilst placing a disproportionate burden on another person.
- Every person will be supported in their career development, being taught, supervised and inspired.
- Every person will take personal responsibility for their knowledge, commitment and preparedness.
- Every person will be included, being and feeling part of team.
- Every person will be able to discuss from where they would prefer to work – we believe in supportive and sincere discussions between our people. While preferences may not always be met, we welcome the conversation.

Our goals

Our working arrangements will support:

- exceptional client service, the ambitions and aspirations of our people, and the value of cooperative teamwork
- equality of opportunity for our people, irrespective of where a person works

- a person's health and wellbeing, including for themselves and the people they are responsible for and to
- collaboration through clear communication
- effective training and learning
- the opportunity for career progression
- the hours we work and rest, reflecting the needs of our clients, our people, and our teams
- flexibility, adapting to and reflecting the changing demands and requirements of our clients, our people, our teams, and our firm.

Our understanding

Our working arrangements:

- will be discussed by individuals and teams with their team leaders with a view to reaching a common understanding with the final decision being the firm's
- may not be right first time, every time because we are learning at the same time, together
- will remain under regular review and subject to change – for example, if client, firm, team, or individual requirements call for alternative arrangements.

What is the RPC approach to hybrid working?

We want to empower everyone at RPC with the autonomy to shape how they split their time working in and out of the office, balancing their own preferences, their ability to support each other and their need to deliver exceptional client service.

Will working from home be an option post COVID?

Yes, absolutely. We had people working from home one or more days a week long before the current pandemic started. We believe it is important to give everyone the choice as to where they work and the autonomy to decide how they split their time working both in and out of the office. Our dynamic working principles form an important part of our culture.

How often can I work from home?

There are no rules around how often anybody needs to be in the office or at home in any given week but there may be some tasks which are better undertaken in the office and others which are more suited to home working. Every team will have their own expectations and ways of working so it's important to discuss this with your line manager to agree what will work best for both you and the team.

Can I choose set days to work from home?

We appreciate that you may need to work from home on a particular day(s) each week due to personal commitments, eg childcare. RPC are happy to support this flexibility and encourage you to discuss these commitments with your line manager as soon as you can.

Will RPC provide me with the equipment I need to work effectively from home?

Yes. As part of your onboarding we will arrange for a laptop and a headset to be sent to your home (or you can pick this up from the office if you are joining the new starter induction at one of our offices). In addition, the firm will provide you with an allowance to purchase any further equipment that is essential for you to perform your role. This may include; keyboard, mouse, monitors, desk, office chair. Further details will be provided to you on joining.

Can I work from anywhere in the UK?

Yes, this could be an option as long as you are prepared to come into the office when required. Hybrid working involves people splitting their time between the office and home. In order to work in this way you will need to be prepared and able to attend the office in line with client or team needs. We welcome conversations with people who are interested in working remotely although recognise that not all our roles suit exclusive homeworking. We will be offering regional salaries to people who want to work exclusively from home.

Can I work from a public space, with a secure and private internet connection?

Yes, that's fine. As a precaution we would ask that you discuss this first with our information security team so that they can ascertain that your internet connection is secure.

Can I work flexible hours from home, to accommodate things such as childcare, going to the gym and any personal commitments that I might have?

Yes, as long as this is in line with the firm's hybrid working principles and it can be done without negatively impacting the service to clients or your colleagues. This should be discussed and agreed with your line manager at the appropriate time.

How will my onboarding and induction be handled if I'm working remotely?

In March 2020 the firm had to quickly adapt to a new way of working, with the majority of our people working from home. This included re-designing our onboarding and new joiner processes to ensure we could still provide people with an engaging and useful induction to life at RPC. Once we are

in a position to work more from the office we would like to encourage any new joiner to attend their induction at the office so that they can meet colleagues and people across the firm in person as well as experience the facilities that are on offer at our offices.

How will working from home affect my promotion prospects in comparison to those who work more from the office?

Any promotion at RPC is based around a sound business case for a role at a particular level and an individual meeting the skills and behavioural criteria for that promotion. This question is something the firm is very alive to and we will be monitoring promotion and progression opportunities closely as part of our hybrid working principles. We will conduct regular surveys and encourage people to discuss their own career development as part of their quarterly conversation with their line manager. We already carry out extensive analysis of our promotion and salary data to ensure that people are being reviewed fairly and consistently, regardless of their working pattern or where they spend the majority of their working week. It is worth noting that we expect the majority of our people to split their time between the office and home and that only certain roles will lend themselves to exclusive homeworking.

How will I be supervised if I'm working remotely?

It is important that people are able to have access to more senior team members on a weekly basis for the purposes of supervision and learning. This can be achieved through a combination of virtual and "in person" interactions, and with a variety of team members rather than just the allocated "supervisor". All of our line managers are being asked to consider how junior team members will learn and to ensure that there are supervisors present in the office on a regular basis so that people have the chance to learn and network in an office environment. Of course, it is also possible to learn and develop whilst working remotely too and there will be structured learning opportunities that will be delivered virtually which everyone will have access to.

How will team meetings be conducted – will it be a mixture of virtual/in person? Will there be an expectation to be in the office for any team meetings?

Each team will discuss and agree how to approach regular meetings and which ones will be done remotely versus in person. It will however, be critical that all meetings are fully inclusive of both home and office workers.

