

Gender Pay Gap Report

September 2023



CONTENTS

Introduction	2
Gender pay gap explained	3
What our data tells us	4
Steps to close our gap	6
Summary	7
Declaration	7

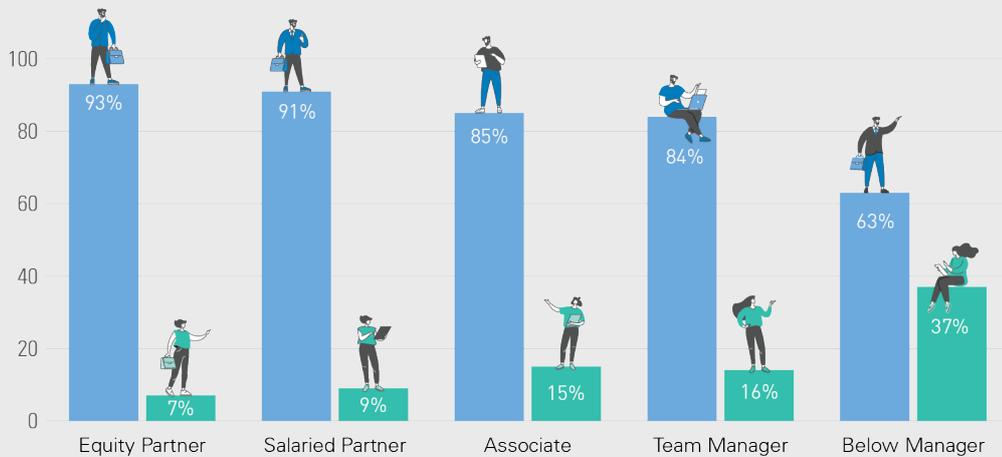
Version Control

Issue Date	1 September 2023
Originator	SWD
Checked	SWD
Version	1.0
Notes	



Introduction

At Ridge, we are committed to building an inclusive, diverse and equitable workplace, where everyone is enabled to reach their full potential. Our gender pay gap reporting is a key part of this as we know that transparency is critical to promoting change and driving progress. We are committed to taking steps to close our gap and have identified a number of targeted actions to address gender balance at all levels through recruitment, development and a focus on our culture.



This report shows our latest gender pay gap results for the 12-month period to April 2023.

The driver behind our gender pay gap continues to be the lower representation of women in senior and leadership roles – illustrated in the diagram below – which we recognise is a challenge faced across our industry. Changing this will take time. We are focused on continuing to build a strong pipeline of female talent that we are committed to supporting and elevating through targeted initiatives designed to support the development of women into senior roles. Furthermore, we are actively working to attract more women into built environment roles across all parts of our business.

We have invested heavily in our People team, with key roles focused on attracting, developing and retaining a diverse talent pool to support our progress and ambitions in closing the gap. Diversity and inclusion sits at the heart of our People Strategy and our aspiration is to continue to ensure a simple, fair and transparent approach to how we develop, recognise and reward our people, regardless of their gender or other protected characteristics.

Adrian O'Hickey

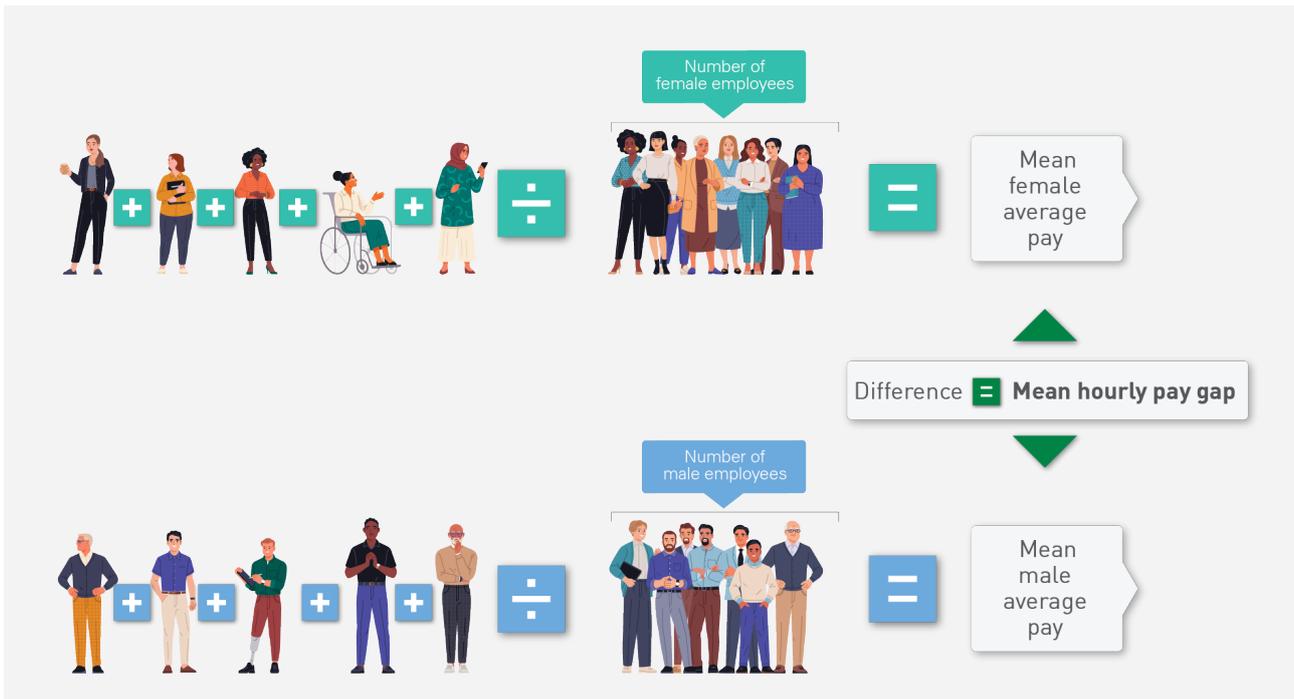
Senior Partner, Ridge and Partners LLP

Gender pay gap explained

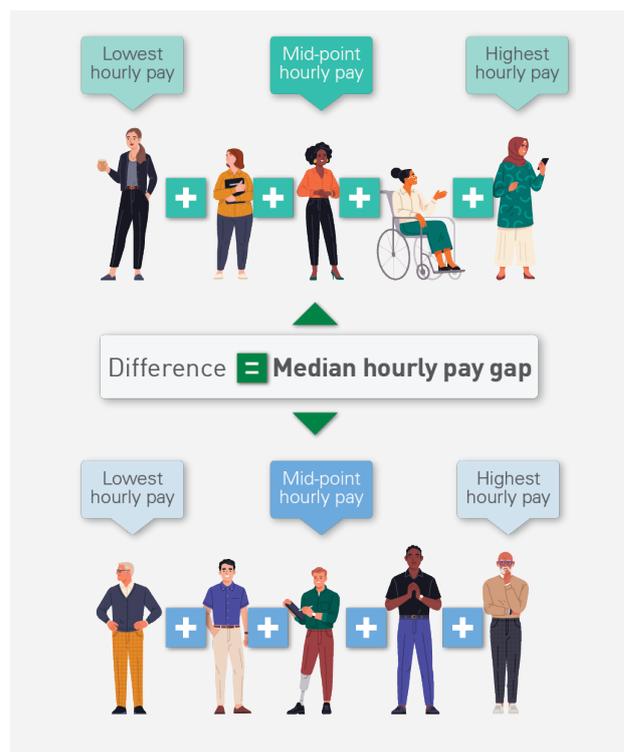
A gender pay gap looks at a company's workforce and measures the difference in average hourly earnings between its male and female employees across the whole organisation. This is different to equal pay, which relates to the difference in earnings between men and women who complete the same job, at the same level.

Since April 2018, organisations employing over 250 people are required to report their median and mean gender pay gap, bonus gap and distribution across pay quartiles using the [calculation methodology set out by the government](#).

The **mean** gender pay gap is calculated as the difference between average hourly earnings of men and women as a proportion of men's average hourly earnings.



The **median** pay gap is the difference between the mid-points in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

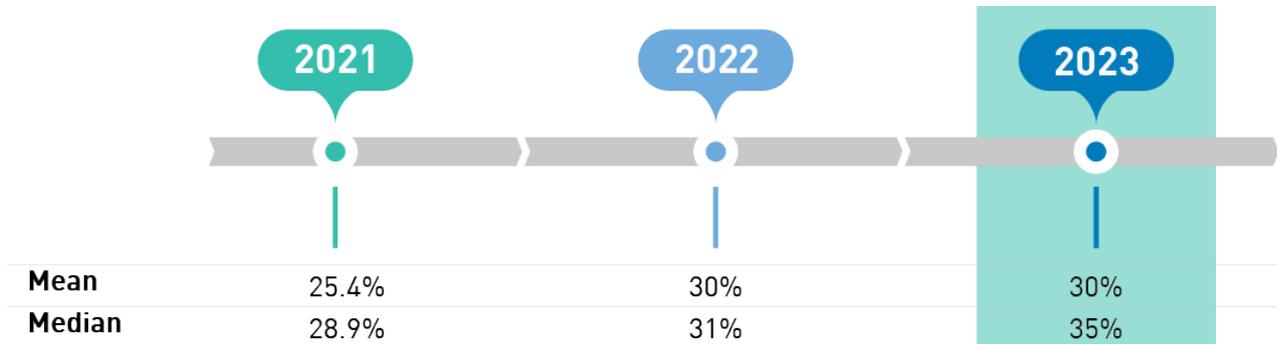


What our data tells us

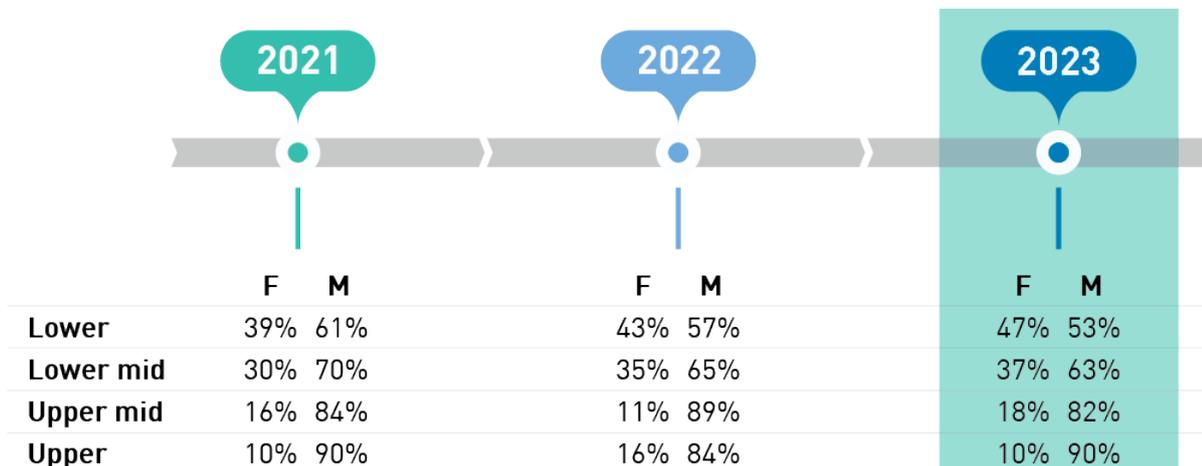
The below data is based on the snapshot date of 5 April 2023. The reported bonus figures are based on the bonuses paid during a 12-month period ending on the snapshot date.

Data related to hourly pay

Our mean gender pay gap has remained stable compared to last year at 30% while we have seen an increase in our median pay gap from 31% to 35%. This increase is in part driven by a concerted effort to achieve greater gender balance within our apprentice and graduate population – reflected in the gradual improvement of gender balance within our first and second pay quartiles. We are passionate about investing in building our pipeline of talent from these early careers stages – yet we know that addressing the gender balance at these levels will lead to a short-term impact on our gender pay gap.



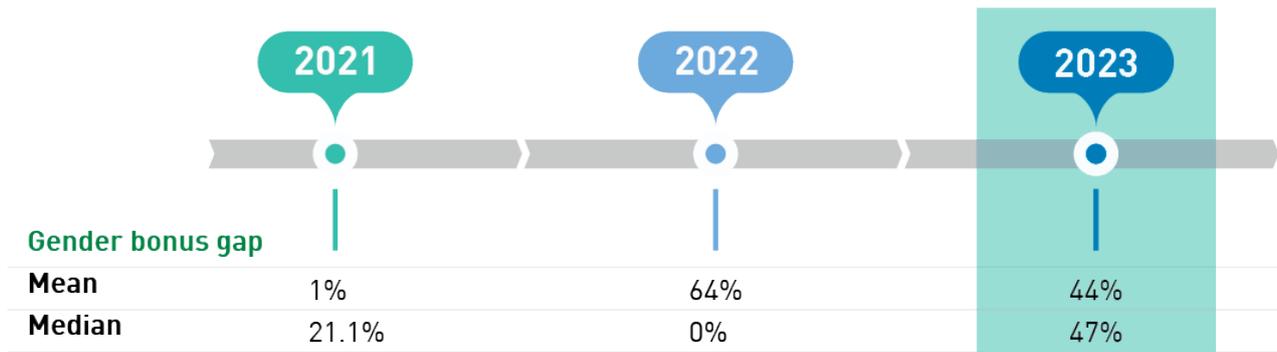
Proportion of men and women in each pay quartile



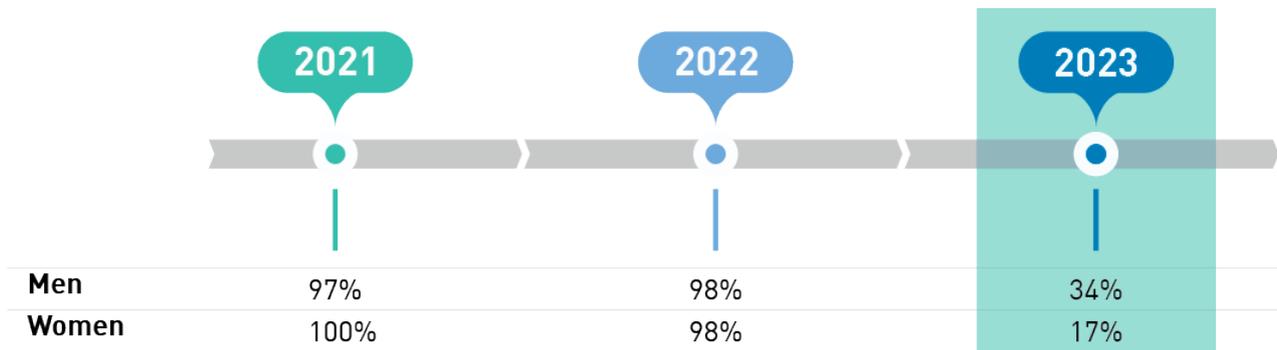
Data related to bonus pay

While we have seen an improvement in our mean gender bonus gap, we recognise that a true year-on-year comparison is challenging since our 2022 and 2021 gender pay gap reports included a 'Thank You' bonus, paid to all staff.

The proportion of employees receiving a bonus payment encompasses those individuals who receive a bonus through our annual bonus scheme, as well as those receiving adhoc payments such as recruitment referrals. Our annual bonus scheme is available to individuals in management positions – 13% of our women and 39% of our men fall into this category.



Proportion of employees who received a bonus



Steps to close the gap

We know our gender pay gap tells only part of the story for Ridge and that closing the gap will take time. We are committed to continuing to monitor our data, to hold ourselves accountable and understand where we need to focus our efforts to further improve the rate of progress we are making on reducing the gap. Our People Strategy is evolving but key areas of focus for us during the coming year are:

Attracting women into the sector

We are investing in our future talent pipeline; working with schools and colleges to promote opportunities in our sector to young people. Across our work experience placements, apprenticeships, and graduate schemes, we are actively promoting careers in the built environment to young women.

We want to help break down the barriers into built environment roles and have partnered with organisations such as Women into Construction to help open new entry routes and attract diverse talent.

Growing and retaining our own talent

As our data shows, female representation has improved in our lower quartiles, and we are passionate about nurturing this talent to progress through the business. We are working to develop a new career framework – to be launched in early 2024 – which will help to showcase pathways of career progression into leadership roles, supported by increased training and development on management and leadership skills to set our people up for success. Our diversity mentoring scheme – piloted this year – has created over 30 mentoring relationships across disciplines and locations. We believe that the programme will help to widen people’s networks, providing greater exposure to different parts of the business as well as fostering an inclusive culture.

Family-friendly policies

We have recently made a significant investment in enhancing our family-friendly policies following a comprehensive review. As an inclusive employer, we recognise the huge value working parents bring to our teams, so we have placed flexibility and support at the heart of our offering. We wanted to push the boundaries and deliver the best possible support for all working parents at Ridge and we are particularly proud of our industry-leading maternity/adoption policy which allows new parents to benefit from 12 months of paid leave. We also recognise the importance of supporting new parents as they transition back into the workplace and offer a programme of 1:1 virtual coaching pre, during, and post-leave. Our Parents and Carers network also provides support to parents at all stages of their parenting journey.



We are focused on continuing to build a strong pipeline of female talent that we are committed to supporting and elevating through targeted initiatives.



Providing an inclusive culture

We recognise that an inclusive culture is critical to attracting and retaining diverse talent and enabling all of our people to thrive. We have reviewed our Dignity at Work and Equal Opportunities policies to ensure that we are providing a clear and consistent statement around how we expect all of our people to behave and have introduced a new Whistleblowing policy to provide greater transparency over routes available to escalate concerns. All of our Partners recently attended an Inclusive Leadership workshop designed to challenge bias and encourage conversation around diversity and inclusion and we have plans to cascade similar training to our manager population over the coming year.

Engaging our people

Our Gender Impact Group – one of seven employee resource groups at Ridge – provides a forum for everyone to share ideas to help improve gender equality and make positive change across the business. Employee listening initiatives, such as our impact groups, will continue to provide us with rich insight into areas of opportunity to enhance the experience of our people have at work.

Summary

This report shows our progress towards reducing our gender pay gap, whilst acknowledging and addressing key areas for improvement.

We are committed to being an equal opportunities employer and expanding our inclusion efforts over the year ahead, through our growing team of People professionals and delivery of the initiatives we have outlined as priorities for the year ahead.

The data we currently hold surrounding other protected characteristics, such as ethnicity, is limited. A key priority for us will be to encourage our people to share their personal data, to help improve our understanding of the demographics of our workforce. We are committed to creating a truly diverse and inclusive workforce and our aspiration is to go further than gender pay gap reporting by collecting data which will enable us to analyse other key metrics such as our ethnicity pay gap and put plans in place to address this.

We look forward to reporting our progress for next year.

Declaration

I confirm that the gender pay gap data for Ridge and Partners LLP has been collected and presented within this report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

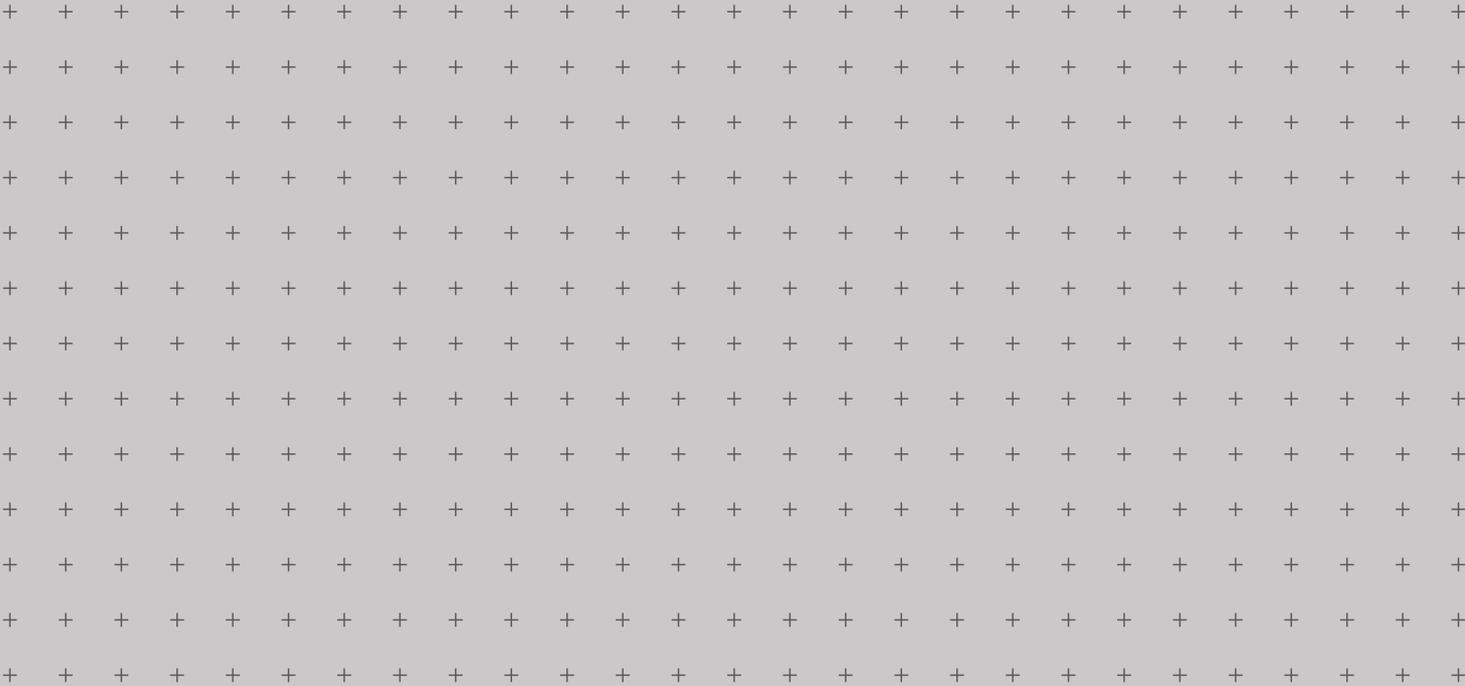


Adrian O'Hickey

Senior Partner, Ridge and Partners LLP

RIDGE

MULTIDISCIPLINE PROPERTY AND
CONSTRUCTION CONSULTANTS



www.ridge.co.uk