



Gender Pay Gap Report 2024

Introduction

This report shows our latest gender pay gap results for the 12-month period to April 2024.

At Ridge, we value diversity and are committed to creating a workplace where everyone feels respected, included and able to bring their whole self to work. Our focus on diversity and inclusion ensures that all our people can achieve their full potential.

Our gender pay gap reporting is a key part of our commitment to transparency, which we believe is critical for promoting change and driving progress. We have taken steps to close our gap, as reflected in our figures in this report. However, we recognise that there is still a long way to go which is why we continue to focus on addressing gender balance at all levels through recruitment, development and fostering an inclusive culture.

Our representation of women across all levels has improved slightly from last year.



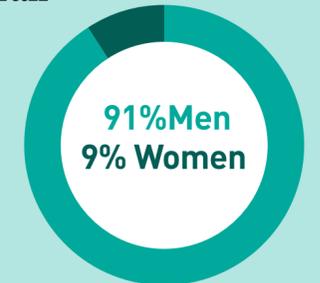
Gender split



Overall



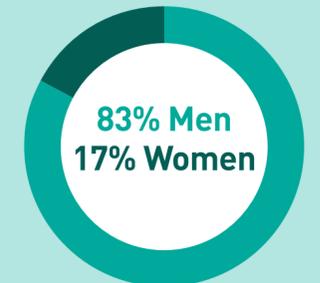
Equity Partner



Partner



Associate Partner



Senior Associate



Associate



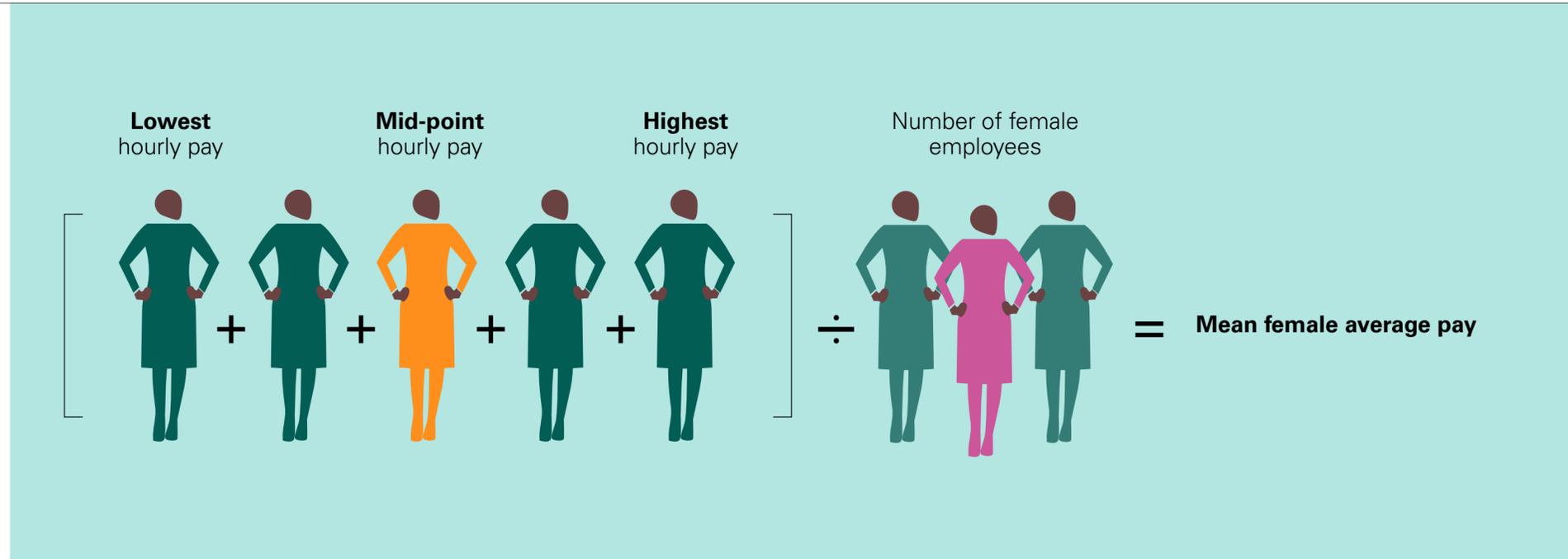
Below Associate

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.

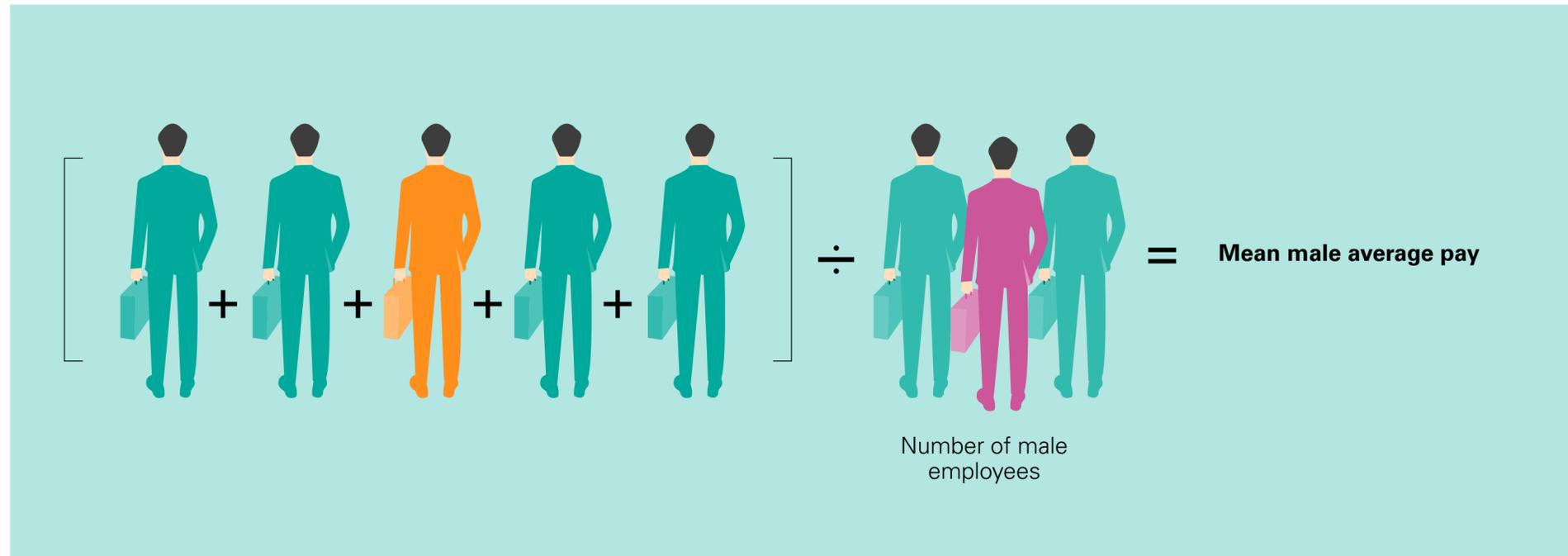
Since April 2018, organisations employing over 250 people are required to report their mean and median gender pay gap, bonus gap and distribution across pay quartiles using the calculation methodology set out by the government.

[Click here to view.](#)



The difference = Median hourly gap

The difference = Mean hourly gap



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.

Median gender 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



Our data is based on the snapshot date of 5 April 2024. The reported bonus figures reflect the bonuses paid over the 12-month period ending on this date.

Data related to hourly pay

Both our mean and median gender pay gaps have decreased from last year to 28% and 32% respectively.

We are pleased that the efforts we are making to address our gap are having a positive impact. Our gender balance within our upper mid and upper quartiles has improved and we remain committed to achieving greater gender balance within our apprentice and graduate population to improve the gender balance within our first and second pay quartiles.

Gender Pay Gap	2022	2023	2024
Mean	30%	30%	28%
Median	31%	35%	32%

Proportion of men and women in each pay quartile

	2022		2023		2024	
	F	M	F	M	F	M
Lower	43%	57%	47%	53%	44%	56%
Lower Mid	35%	65%	37%	63%	39%	61%
Upper Mid	11%	89%	18%	82%	22%	78%
Upper	16%	84%	10%	90%	13%	87%

Data related to bonus pay

We have seen an improvement in our mean gender bonus gap, which has reduced from 44% to 40% in 2024.

The proportion of employees receiving bonus payments includes those who receive a bonus through our annual bonus scheme (which is available to individuals in management positions), and those receiving ad hoc payments such as recruitment referrals. Due to the lower number of women currently in management positions (Partners and Associates), a lower proportion of our women received bonus payments compared to our men. As mentioned above, we are looking to address the gender balance in management positions through targeted recruitment and thorough succession planning.

Gender Bonus Gap	2022	2023	2024
Mean	64%	44%	40%
Median	0%	47%	49%

Proportion of employees who received a bonus

	2022	2023	2024
Men	98%	34%	29%
Women	98%	17%	14%



Steps taken to close our pay gap

We continue to be dedicated to attracting more women into the industry through our future talent programmes. Our commitment extends to building a strong pipeline of female talent across the business and supporting their development into senior roles, ensuring equitable opportunities and helping us to continue to close our pay gap.

At the beginning of this year we launched our **Career Development Framework**, providing greater transparency on career progression at Ridge. This framework encourages open discussions about performance and future career aspirations through regular career conversations, ensuring that each of our people has a clear path and the support needed to succeed.

We also held an event to establish a network of female leaders and learn more about their experiences and raise awareness of the barriers that women can face in the workplace. The event was a great success and provided



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further insights on how we can attract, develop and retain more women.

Earlier this year, we celebrated International Women’s Day and encouraged our people to focus on the importance of allyship and how we can take positive action to promote equality both professionally and personally.

We encourage our managers to consider gender balance during our pay review and promotion cycles, providing relevant data insights to support recommendations.

Our enhanced family friendly policies continue to offer flexibility and support for our working parents, including parental transition coaching. These initiatives are designed to ensure that all parents, regardless of gender, can balance their professional and personal responsibilities effectively. Additionally, our Parents and Carers network provides support to parents at all stages of their parenting journey. By fostering an inclusive environment and offering these resources, we aim to reduce career interruptions and support the continuous professional development of all employees.

Finally, we have partnered with menopause in the workplace experts **Henpicked**, as we work towards becoming accredited as a menopause friendly employer. By providing practical and meaningful education and support for our people, we aim to ensure that women experiencing menopause are not disadvantaged in their careers, reducing potential career interruptions and supporting their continuous professional development.



Key focus areas for the coming year

We know our gender pay gap report tells only part of the story for Ridge. We are committed to continuously monitoring our data, holding ourselves accountable and understanding where we need to focus our efforts to further improve our progress in reducing the gap.

Attracting women into the sector

We will continue to invest 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 have opened our future talent programmes to welcome any individual from any educational background, not just from a construction related subject, enabling applications from a wider pool of candidates, particularly female candidates. Of our 2024 apprentice and graduate intake, 35% are female and we will look to improve this even further in the coming years.

Women's Network

We're committed to growing our Women's Network by focusing on role modelling, sponsorships and mentoring. These initiatives are designed to encourage more women to chase their career goals and create opportunities for



them to move into senior roles. By highlighting successful female leaders in our organisation, we provide clear examples of career progression and inspire others to follow their lead. Sponsorships will ensure that women have advocates who actively promote their talents and potential, while mentoring programmes will offer guidance and support to help them navigate their career paths. These efforts are key to creating an inclusive environment where women feel empowered to reach their full potential.

Listening to and engaging with our people

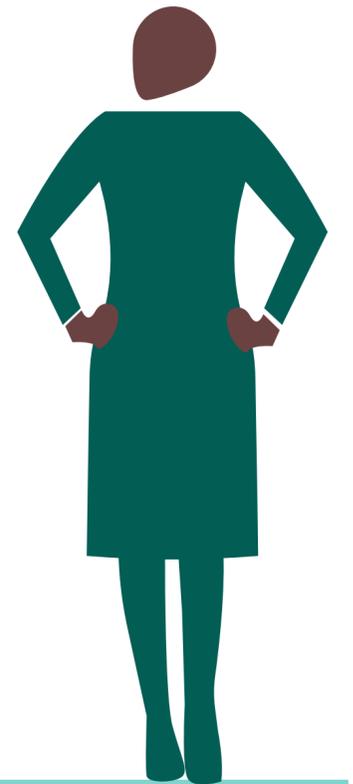
We have recently carried out our first company-wide engagement survey to help us better understand what's important to our people, inform our strategic thinking and support our diversity and inclusion commitments. We are delighted that 82% of our people think Ridge is a great place to work and that 87% think people are treated fairly regardless of their gender and we are determined to build

on this going forward. We will look to improve areas that we need to work on whilst building on our key strengths, encouraging our people to feed into action plans that will be put into place to continue to make Ridge a great place to work.

Our Gender Impact Group – one of seven employee resource groups at Ridge- provides a forum for everyone to have a voice and share ideas to improve gender equality and drive positive change across the business. Employee listening tools and initiatives, such as our impact groups, will continue to provide us with valuable insights into areas of opportunity to enhance the experience our people have at work. We will also be introducing senior sponsors across our impact groups to help support and embed initiatives.

Supporting our people

We will continue to work towards becoming an accredited menopause friendly employer and will be introducing a



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menopause focus group and policy, aimed at educating managers and team members, raising awareness and providing support across the company.

We will continue to encourage our people to have regular and meaningful career conversations, to help us better understand and support their career development and wellbeing. We will be further expanding the learning and development offering we provide to our people including a new manager development programme. We are also developing a leadership model to define what leadership means at Ridge, aligned to our culture and values.

Improving our data

As mentioned in last year's report, the data we currently hold surrounding other protected characteristics, such as ethnicity, is limited. We will be actively encouraging our people to share their personal data, to help improve our understanding of the demographics of our workforce and

support our diversity and inclusion aspirations that extend beyond gender pay gap reporting. By collecting this data, we can analyse other key metrics such as our ethnicity and disability pay gaps and look to address these accordingly.

Introducing new technology

Ridge is committed to creating equal opportunities in employment practices and fostering a diverse and inclusive workforce. We are launching a new Applicant Tracking System (ATS) to reach a wider, more diverse pool of candidates. This system will provide valuable data insights into where we find, lose or progress female candidates within our vacancies. These insights will help inform our attraction strategy and attract more female candidates to Ridge.

We will also be launching a new Learning Management System (LMS), which will not only provide a wider array of learning and development support, but also enable everyone to have equal access to career development and learning opportunities.

Enhancing our reward and recognition

We will continually evaluate how we reward and recognise the hard work and efforts of our people, ensuring it remains fair, equitable and meaningful. We also recognise that one size does not fit all and will use our data insights to inform and adapt our reward, benefits and recognition strategy, ensuring it aligns with the needs of our diverse workforce.



Summary



This report shows the continued progress we have made towards reducing our gender pay gap, but we know there's more to do and we are committed to addressing the key areas of improvement that we have outlined in this report. We also understand that reducing the gap is a long-term commitment and the actions we put into place will take time to impact our reported figures.

We truly believe that a diverse and inclusive workforce leads to better outcomes, both for Ridge and our people, and are confident in the steps we are taking.

We look forward to reporting our progress for next year.

Adrian O'Hickey

SENIOR PARTNER
RIDGE AND PARTNERS LLP

Declaration

I can 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.