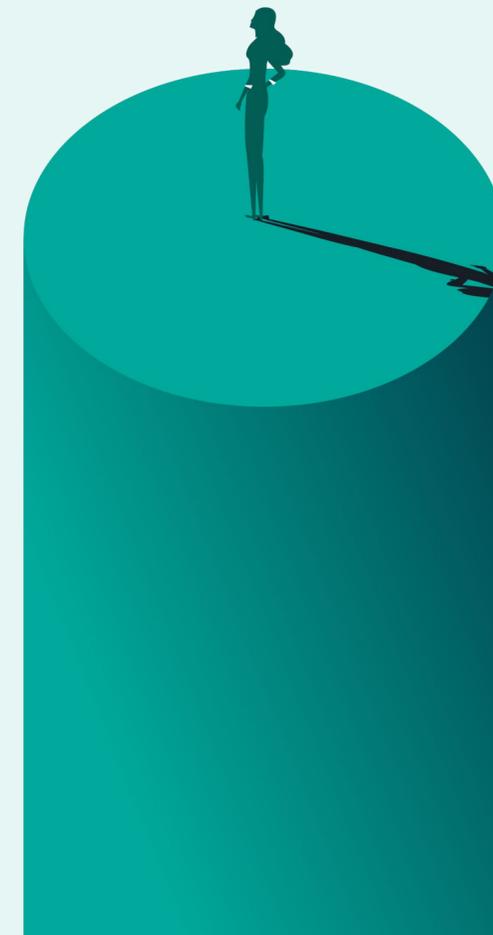
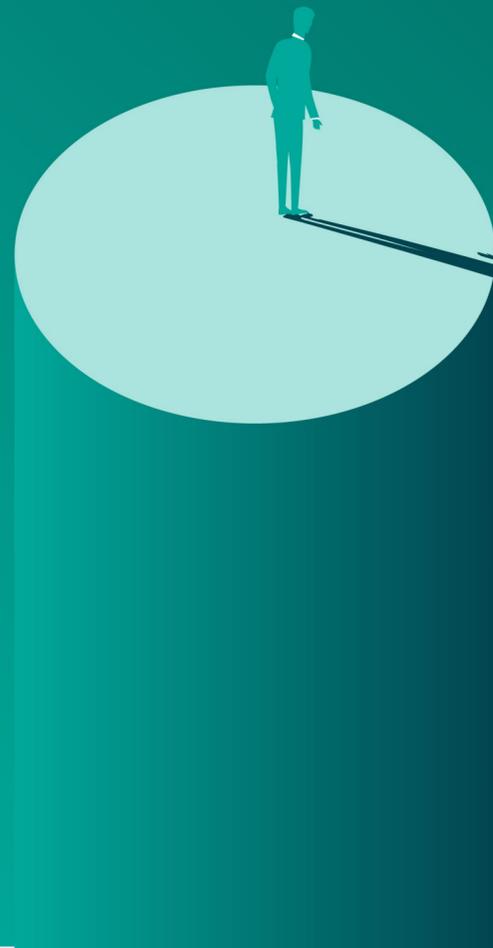


# Gender Pay Gap Report 2025

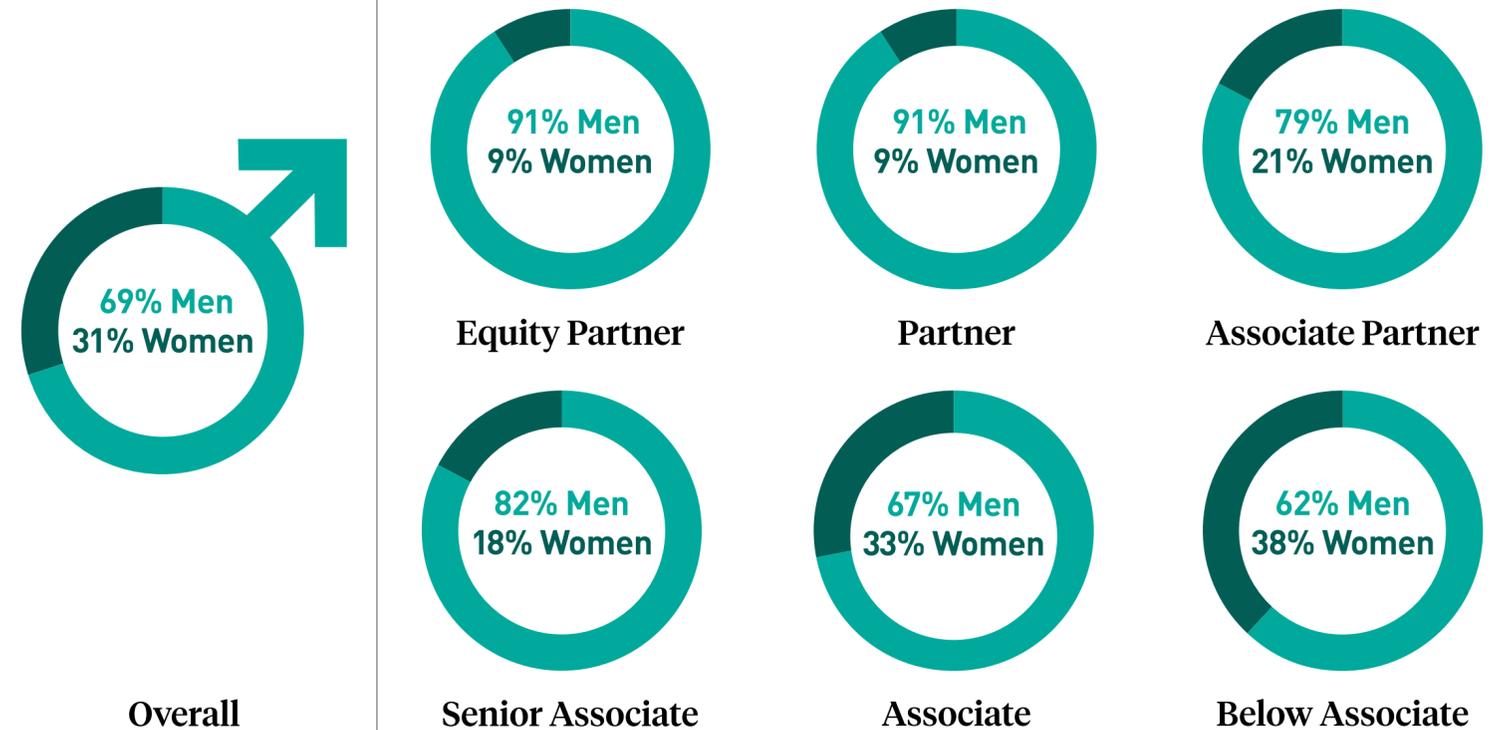


# Introduction

**This report shares our latest gender pay gap results for the 12-month period ending April 2025.**

At Ridge, we value diversity and are committed to creating a workplace where everyone feels respected, included and empowered to be themselves. Our gender pay gap reporting is an important part of that commitment. By sharing our data openly, we hold ourselves accountable, show progress and highlight where more work is needed.

This year's results demonstrate that while challenges remain, we're starting to see positive shifts in key areas — reflecting the impact of steps we've taken to support women across the business. Encouragingly, overall representation of women across Ridge, including at most levels, has improved slightly compared to last year.



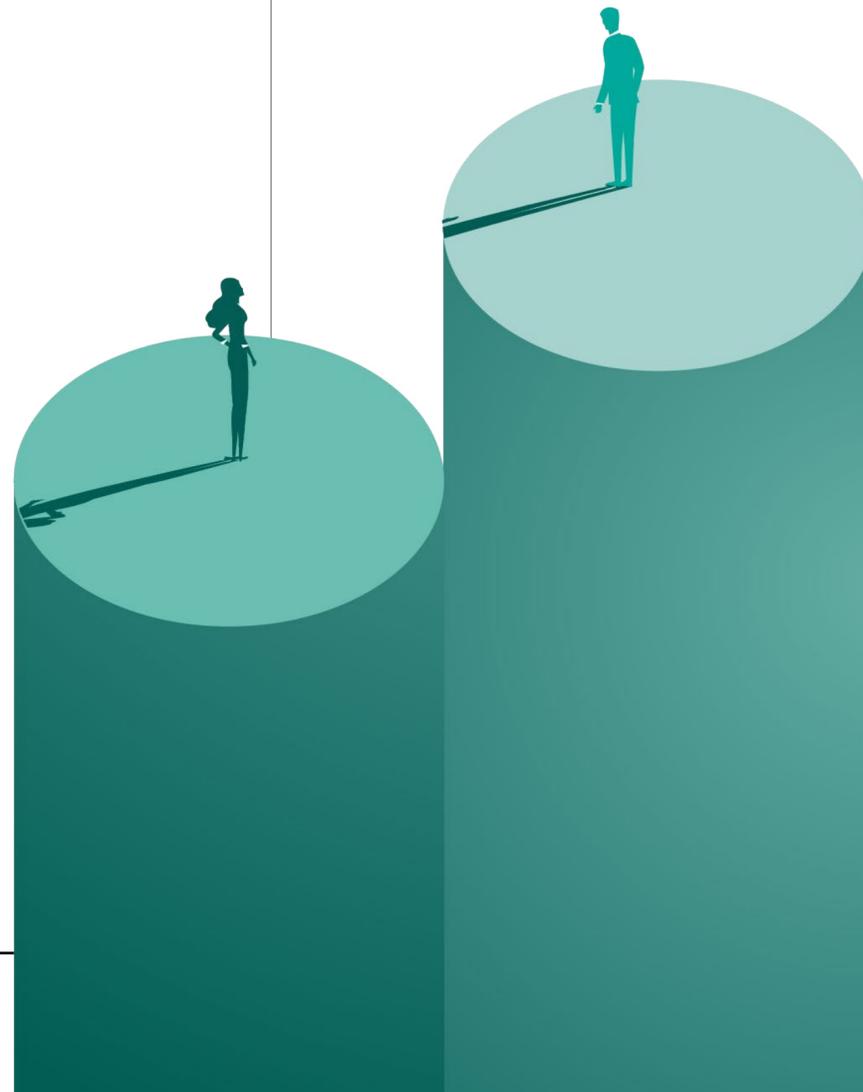
# What is the gender pay gap?

The gender pay gap looks at a company's workforce and measures the difference in average hourly pay between male and female employees across the whole organisation. This is different from equal pay, which compares pay between men and women doing the same job at the same level.

Since April 2018, organisations with over 250 employees have been required to report their mean and median gender pay gap, bonus gap and distribution across pay quartiles, using the calculation method set out by the government. [Click here to view.](#)

**Mean gender pay gap:** the difference between average hourly pay of men and women, shown as a percentage of men's average hourly pay.

**Median gender pay gap:** the difference between the mid-points in the ranges of hourly pay for men and women.



Lowest hourly pay

+

Mid-point hourly pay

+

Highest hourly pay

÷

Number of female employees



=

Mean female average pay

The difference = Median hourly gap

Lowest hourly pay

+

Mid-point hourly pay

+

Highest hourly pay

÷

Number of male employees



=

Mean male average pay

The difference = Mean hourly gap

# What our data tells us

Our data is based on the snapshot date of 5 April 2025.



## Hourly pay

Our mean gender pay gap stayed the same as last year at 28%, while our median gap rose slightly to 33% this year.

Although our gender balance across all pay quartiles has improved, we know that the underrepresentation of women in senior roles continues to impact our pay gap. We remain committed to improving greater gender balance across Ridge, with a particular focus on supporting more women to move into senior management roles.

Gender Pay Gap	2023	2024	2025
Mean	30%	28%	28%
Median	35%	32%	33%

## Proportion of men and women in each pay quartile

	2023		2024		2025	
	F	M	F	M	F	M
Lower	47%	53%	44%	56%	46%	54%
Lower Mid	37%	63%	39%	61%	40%	60%
Upper Mid	18%	82%	22%	78%	23%	77%
Upper	10%	90%	13%	87%	14%	86%

## Bonus pay

Both our mean and median gender bonus gaps have improved from last year, decreasing to 33% and 47% respectively.

The proportion of employees receiving bonus payments includes those who receive them through our annual bonus scheme (available to management roles) and ad hoc payments like recruitment referrals. The number of women receiving bonus pay has increased, showing the impact of more women progressing into bonus-eligible roles, although the gap remains due to fewer women in senior management.

Gender Bonus Gap	2023	2024	2025
Mean	44%	40%	33%
Median	47%	49%	47%

## Proportion of employees who received a bonus

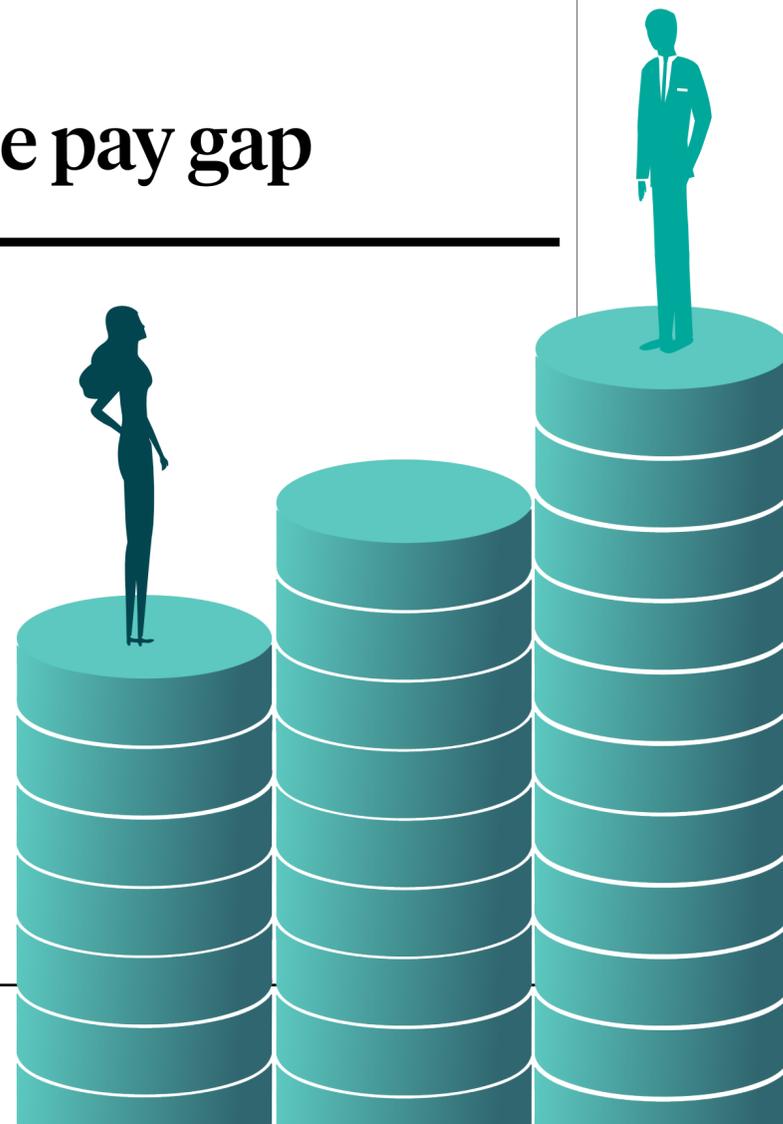
	2023	2024	2025
Men	34%	29%	36%
Women	17%	14%	18%

Both our mean and median gender bonus gaps have improved from last year, decreasing to 33% and 47% respectively.

## Steps we've taken to close the pay gap

**Closing the gender pay gap requires long-term action across many areas. Over the past year, we have focused on initiatives that build networks, ensure fairness, support wellbeing, strengthen policies and make development opportunities more accessible. While the impact of these steps is gradual, they are beginning to deliver measurable outcomes.**

Earlier this year we hosted our second dedicated Women's Event, bringing together female colleagues to share experiences, highlight challenges and build stronger peer networks. It gave us valuable insights into how we can better support women at every career stage. This, alongside celebrating International Women's Day, has helped raise awareness of allyship and support. By listening and acting



on these insights, we continue to create the conditions for greater representation. **Women now make up 31% of our workforce**, an increase from 2024.

Our pay review and promotion cycles are critical moments that shape careers and build confidence in fairness. We closely monitor gender balance during these processes, providing data to decision-makers to ensure consistency and reduce bias. This approach has supported women's progression, helped us maintain transparency and reinforces our commitment to fair recognition of performance and contribution.

While our pay gap has remained at 28%, it demonstrates that business growth has not widened the gap.

We know that wellbeing and life circumstances can significantly impact career progression. That's why we continue to invest in a wide range of wellbeing initiatives, including dedicated wellbeing rooms, access to resources such as the **Calm app** and practical wellbeing guides. We are especially proud of the progress we've made on menopause support. Working with experts **Henpicked**, we have trained menopause champions and are progressing towards accreditation as a menopause-friendly employer. By tackling what has traditionally been a taboo subject, we are reducing stigma and ensuring women experiencing menopause can continue their careers without disadvantage.

We have continued to enhance our family-friendly and inclusion policies, supporting people through our carer's leave policy and strengthening our approach to sexual harassment and gender-based discrimination. These



“  
Women now  
account for **21%**  
of our **Associate  
Partners**,  
strengthening  
the leadership  
pipeline



policies help create a safe, supportive environment and a foundation of trust that underpins retention and progression, especially into senior positions where women remain underrepresented.

Development opportunities are one of the clearest routes to progression. To ensure everyone can access learning, we launched Empower — our new learning platform — designed to make development opportunities transparent and available to everyone. We also introduced **Leading the Ridge Way**, a leadership framework that clearly defines the behaviours and capabilities expected of our leaders. Together, these initiatives create clearer pathways for women to advance into leadership roles.

We are already seeing progress: women now account for 21% of Associate Partners, strengthening the leadership pipeline — although representation at Partner level remains at 9%.

## Our key areas of focus

**While progress is being made, we know we must go further. Our focus for 2025 and beyond is to tackle the root causes of our gap and accelerate change.**

### **Attracting more women into the sector**

Women are underrepresented in the built environment sector, particularly in technical and senior roles. At Ridge, we are committed to changing this by strengthening our future talent pipeline.

This year, **29% of our apprentices and graduates are women**, and we want to build on this in the future. By widening entry routes, working with schools and universities, and promoting the diverse career opportunities



our industry offers, we can inspire more women to join the profession. Over time, this will not only shift our overall representation but also create the conditions for more women to progress into mid- and senior-level roles, where the gap is most pronounced.

### **Strengthening networks and sponsorship**

Representation alone isn't enough; support and advocacy are critical. That's why we continue to invest in growing our internal networks and support systems.

Our Impact Groups, with senior sponsors who provide visibility and accountability, will continue to drive action from the ground up. We are also launching mentoring toolkits and a dedicated female coaching programme focused on resilience and empowerment. These initiatives build confidence, strengthen leadership and make sure women have advocates at every stage of their careers.

### **Embedding inclusive learning and career development**

We know that access to development is a key driver of progression. We'll build on this by embedding inclusive learning at every level.

Our diversity and inclusion education initiatives, including how we recruit at Ridge and our diversity and inclusion training programmes, will help break down barriers and bias in the hiring and promotion process.

We will also be launching **Perform** — the next phase of our Empower platform — to support meaningful career conversations between our people and their managers.

This ensures development pathways are transparent and accessible, and that everyone, regardless of gender, has the tools and support they need to grow their career at Ridge. Over time, this will support greater mobility into senior positions, directly influencing the balance of our upper quartiles.

**Improving data and listening to our people**

Creating real change requires us to understand the lived experiences of our people. We are continuing to develop our diversity data to provide a clearer picture of workforce demographics and areas of focus.

Alongside this, our regular engagement surveys and the work of our Impact Groups give us valuable feedback on what's working and where we need to improve. As part of this, we will continue to apply a diversity lens to our Great Place to Work survey results, helping us identify specific issues and opportunities across different groups of colleagues. This commitment to listening helps ensure that our initiatives are targeted, relevant and impactful, and that our people feel genuinely heard.

**Ongoing fairness and transparency**

We remain focused on the key decisions that shape fairness at work — pay, reward and recognition. We will continue to monitor gender balance closely during annual pay reviews, ensuring consistency, fairness and transparency across all decisions. We will also keep reviewing our approach to reward and recognition, making sure they reflect the contributions of a diverse workforce.

These steps are about more than just compliance; they're about building trust, supporting engagement and ensuring Ridge remains a place where everyone feels valued.



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We are launching a dedicated **female coaching** programme focused on resilience and empowerment.”





## Summary



This report reflects both progress and challenge. Our mean pay gap remains steady at 28%, while our median pay gap has increased slightly to 33%.

Encouragingly, our bonus gaps have narrowed significantly, driven by more women receiving a bonus. Representation of women across Ridge has also increased, with notable growth in our future talent and leadership pipeline. These outcomes are linked to the steps we've taken so far, and we're clear on where we need to focus to drive long-term change.

We are committed to developing a diverse and inclusive workforce — one that leads to better outcomes for our people, our clients and Ridge as a whole. We believe in the actions we're taking to help close the gap further, and we look forward to sharing our continued progress next year.

**Adrian O'Hickey**

SENIOR PARTNER  
RIDGE AND PARTNERS LLP

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### 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.