

RIDGE

Gender pay **gap** report 2026

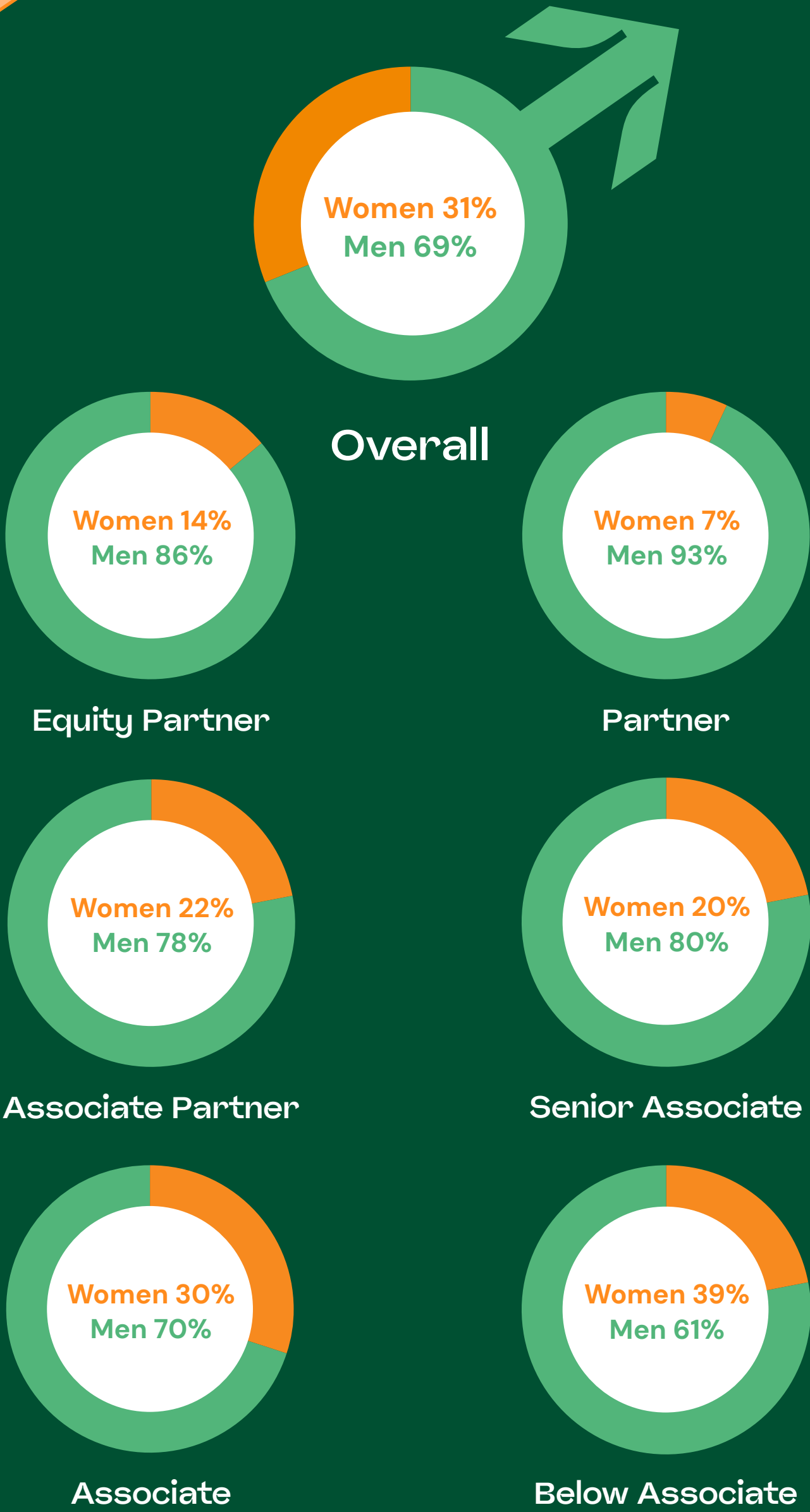


Introduction

This report presents our gender pay gap results based on the snapshot date of 5 April 2026 and the 12-month period ending on this date.

At Ridge, we want everyone to feel valued, respected and able to fulfil their potential. Our gender pay gap reporting is part of how we hold ourselves accountable. We share our data transparently to show where progress is being made and where further action is needed.

This year’s results show encouraging improvements in our hourly pay gap, as both our mean and median gaps reduced compared to the previous year. We are also seeing positive movement in parts of our leadership pipeline and in the proportion of women receiving bonus payments. However, women remain underrepresented in senior roles, which continues to be the main driver of our gender pay and bonus gaps.



What is the gender pay gap?

The gender pay gap measures the difference in average hourly pay between male and female employees. It is not the same as equal pay, which compares pay between men and women doing the same or equivalent work.

Using the calculation method set out by the government, organisations with 250 or more employees are required to publish: the distribution of men and women across their pay quartiles; their gender pay gap; the proportion of men and women receiving bonus pay; and their bonus gap.



Click here for government guidance

Mean gender pay gap: the difference between the 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.

We have achieved a notable reduction in both our mean and median gender pay gaps, which now stand at 26% and 29% respectively.



What our data tells us

Our data is based on the snapshot date of 5 April 2026. The reported bonus figures relate to bonuses paid during the 12-month period ending on this date.

Hourly pay

Pay gap	2026	2025	2024	2023
Mean	26%	28%	28%	30%
Median	29%	33%	32%	35%

The notable reduction in our mean and median gender pay gaps, which now stand at 26% and 29% respectively, represents a positive step forward. This suggests our continued focus on career development, representation and fair reward decision-making is beginning to have an impact.

Proportion of employees	2026		2025		2024		2023	
	Male	Female	Male	Female	Male	Female	Male	Female
Upper hourly pay quarter	87%	13%	86%	14%	87%	13%	90%	10%
Upper middle hourly pay quarter	73%	27%	77%	23%	78%	22%	82%	18%
Lower middle hourly pay quarter	62%	38%	60%	40%	61%	39%	63%	37%
Lower hourly pay quarter	54%	46%	54%	46%	56%	44%	53%	47%

The proportion of women in the upper middle hourly pay quartile increased, which is encouraging. Improving representation in senior and leadership roles remains our priority, as this will reduce our pay gap over time.



Bonus pay

Proportion of employees receiving a bonus	2026	2025	2024	2023
Male	36%	36%	29%	34%
Female	25%	18%	14%	17%

The proportion of women receiving a bonus increased to 25%. This is a positive indicator of broader access to bonus opportunities.

Bonus gap	2026	2025	2024	2023
Mean	45%	33%	40%	44%
Median	43%	47%	49%	47%

Our median bonus gap reduced, although our mean bonus gap increased, reflecting the continued concentration of men in the most senior bonus-eligible roles. There is more work to do, and our focus remains on progressing more women into leadership and building a more balanced talent pipeline for the future.

Steps we've taken to close our pay gap

We are committed to the sustained action required across recruitment, development, progression, leadership, reward and culture to reduce our gender pay gap over the long term.

Over the past year, we have continued to invest in initiatives that support career development, strengthen inclusion, improve fairness and transparency, and create an environment where women can build and progress successful careers at Ridge.

We recognise that life stages and wellbeing can have a significant impact on career progression and confidence at work, so over the past year we have continued to strengthen our support for female colleagues across all stages of their careers.

Attracting more women into the profession

Women remain underrepresented across many areas of the built environment sector, so encouraging more women to enter the profession is a key priority. Through our engagement with schools, careers events and work experience opportunities, we continue to raise awareness of the opportunities available within our industry and inspire the next generation of talent.

We are encouraged that 33% of those joining our apprentice and graduate programmes this year were women, a positive increase that is helping to strengthen our future talent pipeline.

To support fair and inclusive recruiting practices, we launched our Recruiting the Ridge Way training programme for hiring managers. It helps them strengthen awareness of unconscious bias, apply objective assessment methods and make consistent recruitment decisions, all supporting our ambition to improve gender representation across all levels of the business. →

Over the past year we have continued to strengthen our support for female colleagues across all stages of their careers.



Facilitating progression and leadership representation

Building on the success of previous years, we hosted our Women in Leadership event, creating opportunities for colleagues to share experiences, build networks and explore the barriers that can affect career growth. These conversations help us understand how we can create the conditions for more equitable advancement and strengthen the retention and development of women in senior roles.

Access to development opportunities and support during key career transitions helps colleagues gain confidence and achieve their potential. To support this, we have expanded access to coaching and mentoring across the business, including continued access to Bright Horizons coaching for colleagues taking and returning from maternity leave,

alongside our mentoring programme and Bounce Mindset Coaching for female senior leaders.

Supporting women through different life stages

Over the past year, we have continued to strengthen our menopause support as part of our wider commitment to inclusion, wellbeing and gender equity. This has included expanding our Menopause Support Hub, growing our network of trained Menopause Champions, developing our Pause and Connect peer community, and increasing access to specialist resources, guidance and support.

Creating an inclusive workplace requires support throughout every stage of a career. Through Thrive 55, a wellbeing and age-inclusion programme that supports colleagues aged 55+, we champion the contribution and value of experienced colleagues, providing opportunities for connection, learning and open conversations about later career experiences. By recognising the diverse needs of our workforce, we aim to create an environment where people feel valued, supported and able to thrive throughout their careers.

Fair and equitable reward

Ensuring fairness in pay and reward remains key to reducing the gender pay gap. Salary and bonus review cycles influence career progression, recognition and employee experience, so we continue to evaluate reward decisions through a gender lens to support equitable outcomes.

Ensuring fairness
in pay and reward
remains a key
component of
our approach to
reducing the
gender pay gap.

During the past year, we gave senior leaders greater access to gender pay data and insights, enabling more informed decision-making and constructive challenge where appropriate. While we are pleased to report progress in several areas of our gender pay gap this year, fairness, consistency and accountability remain our focus within reward processes.



Our key areas of focus

While this year’s reduction in our gender pay gap is encouraging, we recognise that meaningful and sustainable progress takes time.



Improving gender representation, particularly at senior levels, remains a long-term priority. Our focus for the coming year is to accelerate change where it will have the greatest impact.

Enabling women to develop and progress their careers

The underrepresentation of women in our most senior roles remains one of the most significant contributors to our gender pay gap, so supporting women into leadership positions continues to be a key focus.

We will continue to invest in our Women in Leadership events, creating opportunities for networking, development and open discussion about the challenges and opportunities women may experience throughout their careers. This year, we will expand the programme to include male colleagues, fostering greater allyship, understanding and shared accountability for a more inclusive workplace.

Alongside this, we will host our largest Future Talent event to date, bringing together young professionals

from across Ridge. By broadening awareness of our career development opportunities, facilitating connections with senior leaders and sharing diverse career journeys, we aim to inspire and support the next generation of female talent to pursue long-term careers with Ridge.

Continuing to raise awareness and remove barriers

Creating a culture where everyone can succeed remains central to our approach. This year, we will refresh our Inclusion Networks, including our Gender Equity Network, providing greater structure, support and visibility to enable more meaningful action and stronger accountability across the business.

We will also continue to expand awareness and support around menopause and women’s health, including progressing our ambition to achieve Menopause Friendly Employer accreditation through Henpicked. By increasing understanding, encouraging open conversations and ensuring appropriate workplace support is available, we aim to create an environment where colleagues thrive at every stage of their careers.

Using data to drive fairness and accountability

Data continues to play a vital role in helping us understand where progress is being made and where further action is needed. We will continue to review our diversity and inclusion

data throughout our pay and reward cycles to monitor outcomes, identify trends and support fair and equitable decision-making.

We are also increasing the visibility of gender pay data so that diversity insights are considered throughout the year rather than solely at reporting time. By strengthening the link between performance and reward, we aim to ensure decisions are transparent, evidence-based and consistently applied.

We will also continue to use employee feedback, including insights from our Great Place to Work survey, to understand colleagues’ experiences and focus our actions where they can deliver the greatest impact.

Summary



This year's report demonstrates encouraging progress, with reductions in both our mean and median hourly gender pay gaps and an increase in the proportion of women receiving bonus payments. Gender pay gap outcomes are influenced by a range of factors. Regularly reviewing our gender pay data helps us identify areas for improvement and supports informed decision-making. Monitoring and sharing our data also holds us accountable.

The report outlines our ongoing work to support career development, promote fair reward practices and strengthen representation across the business. While we are pleased with the progress made, women remaining underrepresented in senior roles

continues to be a key driver of both our pay and bonus gaps. Addressing this remains a long-term priority and will require sustained focus on attracting, developing, retaining and advancing female talent.

Closing our gender pay gap is a long-term commitment. Through continued investment in inclusive practices, robust data analysis and ongoing review of our people processes, we aim to support sustainable progress and create an environment where everyone has the opportunity to thrive and develop their career. We look forward to sharing our data, strategic initiatives and the results of our ongoing efforts next year.

Adrian O'Hickey
Senior Partner

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.

A handwritten signature in black ink, appearing to read 'A O'Hickey', with a stylized flourish at the end.

