Closing the Gap

Ryder Architecture Limited
Newcastle
London
Glasgow
Liverpool
Manchester
Bristol
Hong Kong
Vancouver
www.ryderarchitecture.com

Contents

Introduction	4
Our demographic	6
Our data	10
What next	12

Project number
0001:00

Document reference
ADMIN-RYD-00-XX-RP-A-0000-S2

Revision
P1

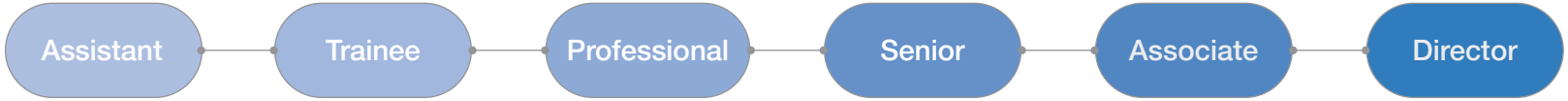
Date
30 June 20925

Author
Zoë Renwick

Checked by
Graeme Hurworth

This document has been designed to be viewed / printed A4 double sided.

Introduction



In the spirit of transparency, although not a statutory requirement, we have shared our gender pay across each rank internally since 2019. Due to our growth beyond 250 people, since 2022 we have been required to report our gender pay data to the UK government gender pay gap service.

Within each rank there are a range of salaries due to the breadth of experience. People new to the rank will be at the lower end of the range while those with more experience, and potentially pushing for promotion, will be at the higher end of the range.

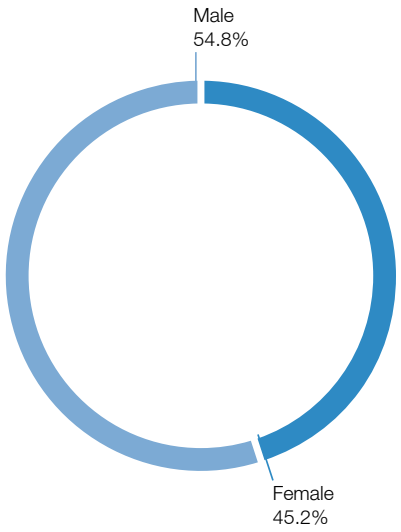

Ryder


Medical Architecture
FAULKNERBROWNS ARCHITECTS
xsite
ice
ARUP
SPACE
MOTT MACDONALD
G4C North East
Constructing Excellence
Ryder
FAULKNERBROWNS ARCHITECTS
ARCHITECTURE LGBT+
GRIMSHAW
nawic
CLYDE&CO
pryde&co
ARCHITECTURE LGBT+
Supporting Northern Pride

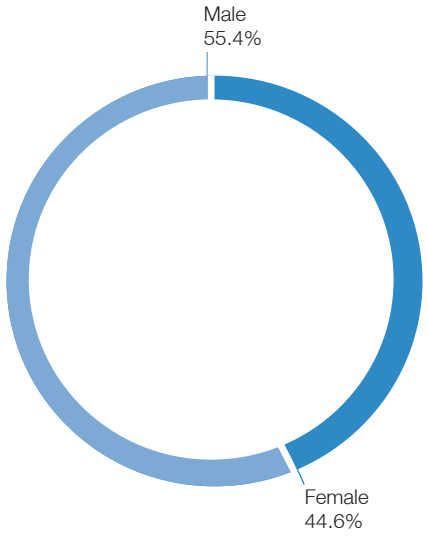
Our demographic

Gender split across everyone

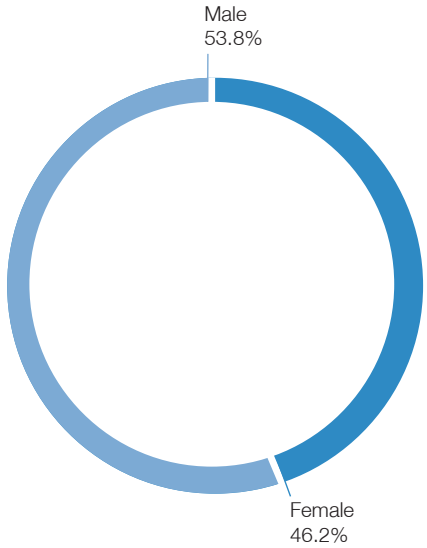
2023



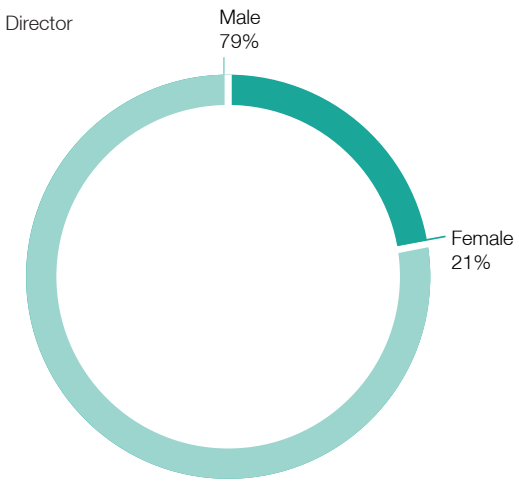
2024

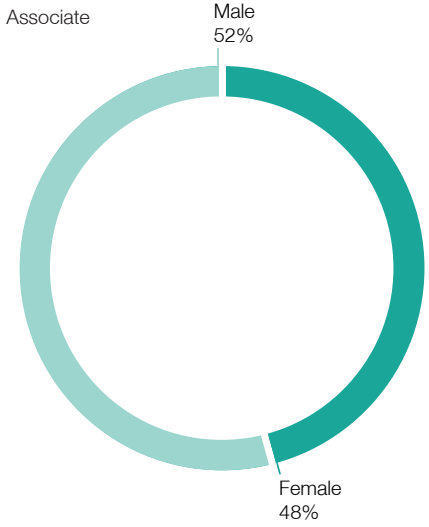


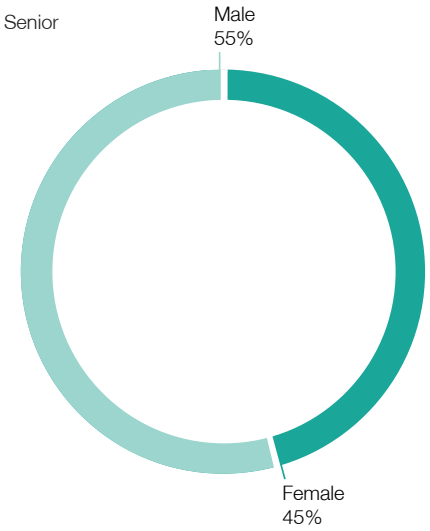
2025

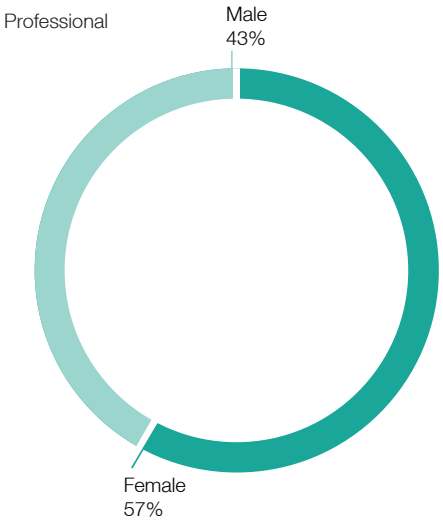


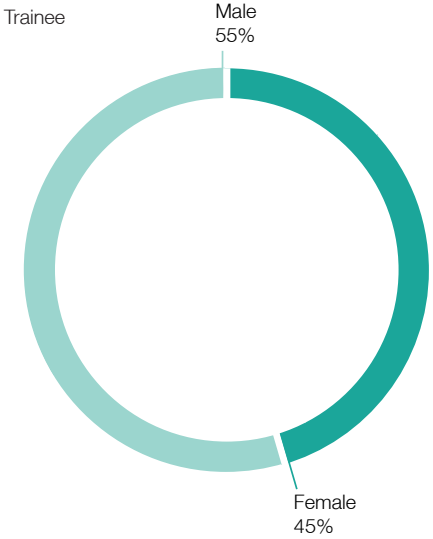
Gender split across ranks at 1 May 2025





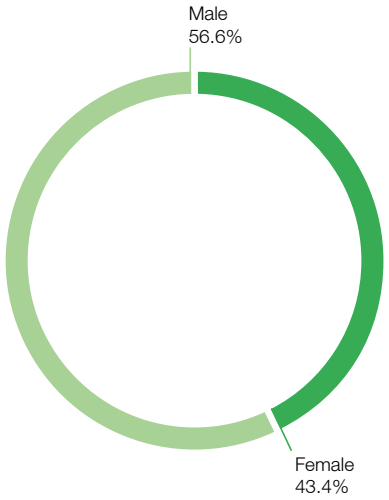




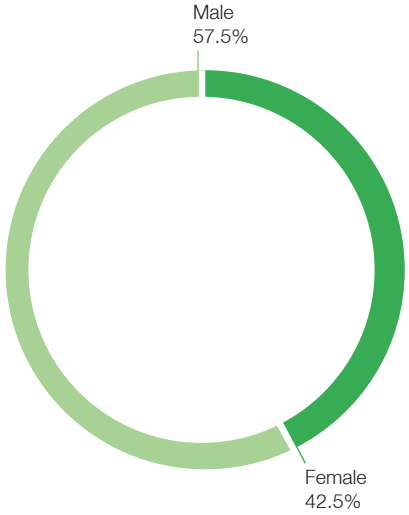


Gender split across project teams

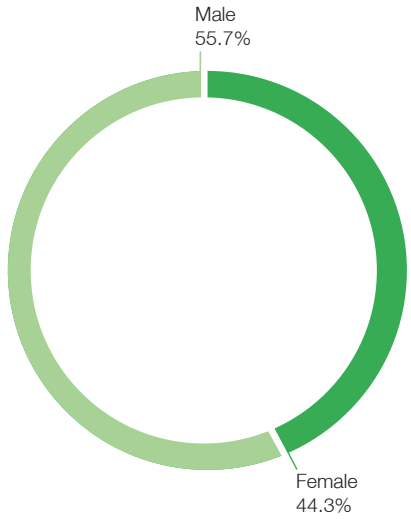
2023



2024

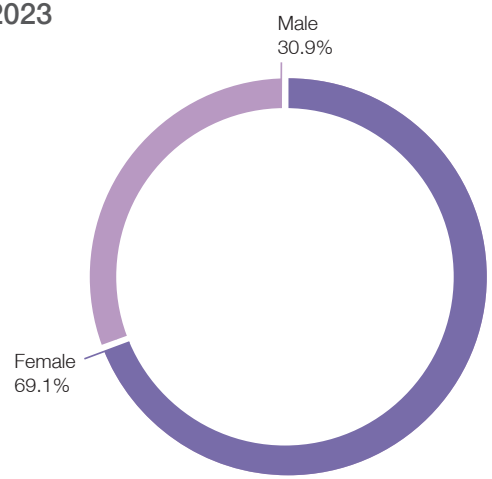


2025

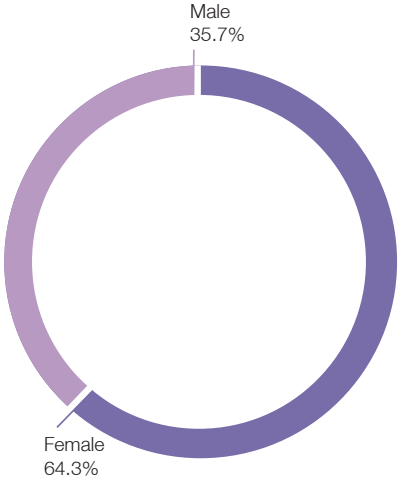


Gender split across practice support teams

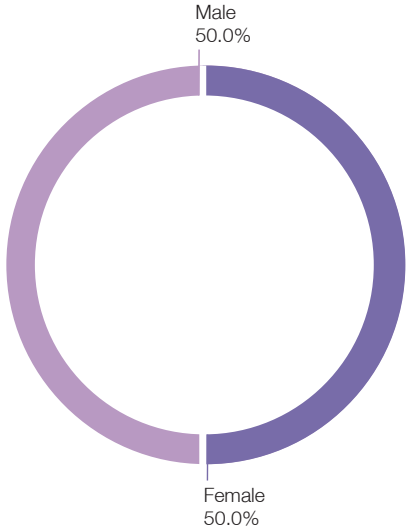
2023



2024

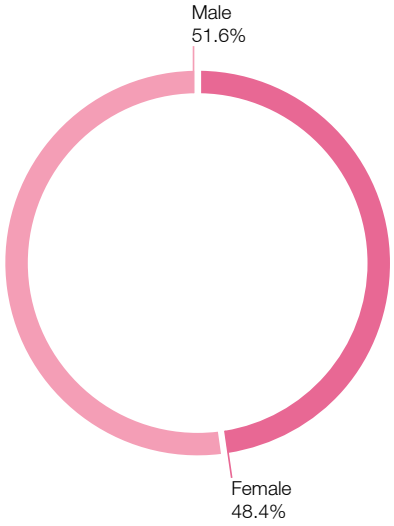


2025

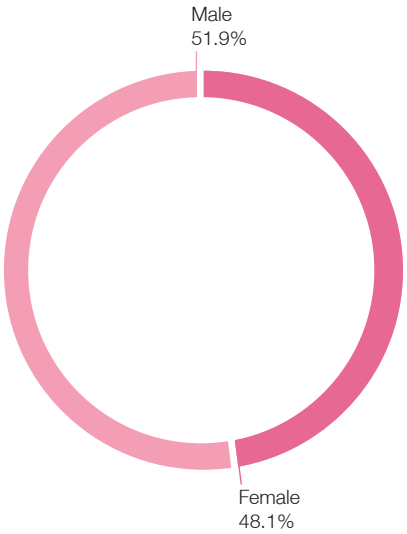


Gender split across new starters

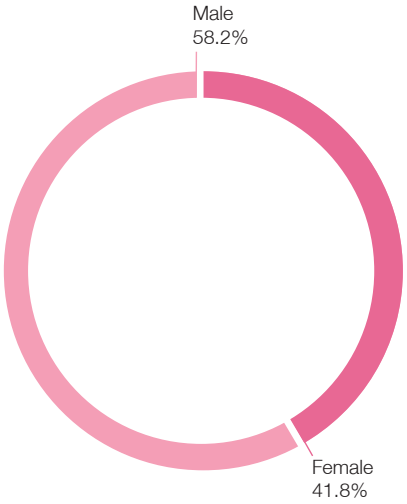
2023



2024

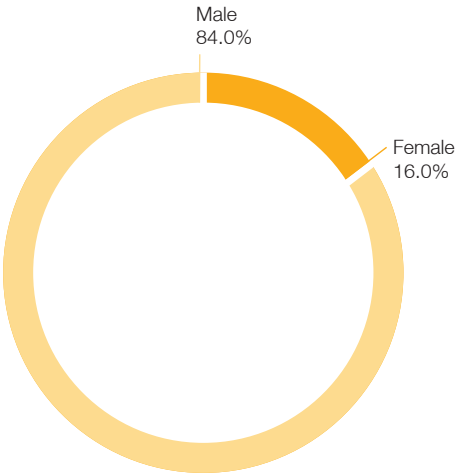


2025

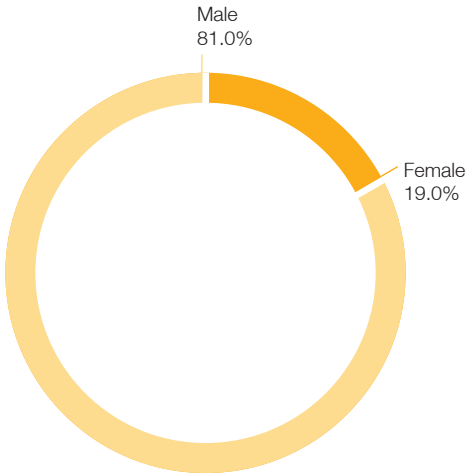


Gender split across the leadership board

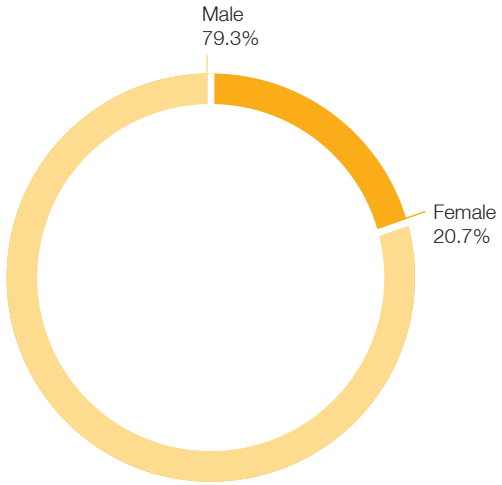
2023



2024



2025



Our data

Generalised gender pay gap

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile	Mean	Median
2025	2.1%	0.9%	1.6%	8.4%	16.3%	17.3%
2024	-4.0%	2.1%	2.0%	15.1%	21.3%	21.5%
2023	-0.3%	2.2%	-3.2%	17.1%	20.1%	16.3%

Everyone on a permanent contract benefits from the Ryder profit share scheme. Given stable economic conditions, we aspire to achieve 10% of salary. In addition to profit share, from time to time our partners may choose to make additional payments to everyone. In 2022 and 2023 these included £500 to everyone for achieving certain business goals, and £600 as a cost of living subsidy. All these amounts are included in the following:

Additional payments

	Male	Female	Median	Mean
2025	57.6%	65.7%	20.3%	25.5%
2024	57.6%	48.2%	28.2%	28.7%
2023	98.0%	96.8%	22.5%	1.9%

We are proud of the progress being made. The hourly rates take no account of regional differences, or areas of expertise. The gaps relate to people moving up the ranks with each having a spread of salaries, and even some overlaps with ranks below and above. We will continue to work with Ryder360 to help inform our approach to remuneration across all roles and ranks.

	Percentages						£/hour									
	Female			Male			Female			Male			Gap			Proportion at 30 April 2025
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	
Assistant	58%	50%	54%	42%	50%	46%	£11.35	£11.08	£11.03	£11.00	£10.86	£11.51	-3%	-2%	4% ♂	11%
Trainee	45%	51%	45%	55%	49%	55%	£13.00	£13.05	£13.18	£12.22	£11.57	£12.34	-6%	-13%	-7% ♀	14%
Professional	55%	55%	57%	45%	45%	43%	£17.07	£15.25	£15.58	£17.47	£16.00	£17.96	2%	5%	13% ♂	23%
Senior	45%	47%	45%	55%	53%	55%	£20.89	£17.71	£19.27	£21.05	£20.80	£21.07	1%	15%	9% ♂	23%
Associate	44%	49%	48%	56%	51%	52%	£23.81	£21.38	£22.16	£26.09	£23.40	£24.02	9%	9%	8% ♂	17%
Director	8%	13%	21%	92%	87%	79%	£26.23	£24.38	£29.20	£32.84	£30.90	£30.07	20%	21%	5% ♂	12%

♀ Female highest paid ♂ Male highest paid

What next

We remain committed to improving earnings for everyone at Ryder and will continue the recent progress in bringing greater diversity to our team leader roles and the leadership board. The gender diversity workshops with our senior women and the subsequent task and finish group are working towards removing any real or perceived barriers women face whilst progressing their careers. We continue to refine our reboarding protocols for those returning from extended periods of leave, for whatever reason, and look forward to those people developing long and successful careers at Ryder.

Francesca Harrison, associate

Ryder has taken important steps over the last year to tackle issues raised by our people. The gender diversity T+F group aimed to address the perceived barriers women face, which is a significant move towards more women progressing to leadership positions, and the remuneration T+F group have undertaken a detailed review of salary, rewards and study leave to ensure what Ryder is offering is transparent, consistent and competitive.

Gabrielle Fryett, associate

Returning from maternity leave and stepping straight into a leadership role was a significant transition, but the support I've received from the leadership board has been incredibly empowering. I've felt confident speaking openly about current and future challenges - particularly those that may be shaped by my experience as a woman - and those conversations have always been met with genuine understanding and encouragement

Jason Braithwaite, architectural director

When I started at Ryder as a graduate, I couldn't have anticipated where this path would lead. What's made the difference is the way the practice supports and invests in people from all backgrounds and disciplines. I've been encouraged to grow, take on new challenges, and ultimately step into a leadership role and that kind of support has had a lasting impact, both professionally and personally.

Definitions

Gender pay gap is the percentage difference in average hourly pay between men and women, at the same company - eg a +25% gender pay gap means that the average hourly pay for men is 25% more than the average hourly pay for women. There is not one reason behind the gender pay gap, but for many companies it is often largely the result of men holding the majority of the senior higher paid roles. Therefore, a gender pay gap can exist despite a company paying its male and female employees equally for the same or similar roles.

Equal pay is to pay men and women equally when they carry out the same or similar jobs, or work of equal value. This is a legal requirement under the Equal Pay Act 1970 and Equality Act 2010.

Mean is the sum of values of a data set divided by the number of values.

Median is the middle value of a group when they are ranked in order.

Everyone is ranked from highest to lowest by hourly pay. They are then divided into four equally sized groups, each group is known as a **pay quartile**.

www.ryderarchitecture.com