

Responsible Business Transparency Report

2024



Foreword from Ridgeway's CEO

I am delighted to share our annual Responsible Business Transparency report. During 2024, Ridgeway has continued to prosper as we continue to embrace responsible business in its many forms – from striving towards truly diverse and inclusive hiring, to providing young professionals with unique opportunities, to more comprehensively capturing our organisation's carbon footprint.

This report reflects some of the positive steps we have taken in the last year to put our people, the environment, and business ethics and sustainability at the heart of Ridgeway's decision-making and operations. These different areas are interconnected and ever-changing, and we recognise that there are many places in which we can continue to learn and improve. Particularly as an SME, we acknowledge the challenges that often come with an ambitious approach to monitoring and reporting on progress.

As we move into 2025 and beyond, we remain committed to deepening our understanding of responsible business, while engaging with initiatives that better support and protect the Ridgeway community, the environment around us, and our resilience as an organisation.

Thank you for your interest in Ridgeway's responsible business work. Please do reach out should you, as a reader or stakeholder, have any thoughts or recommendations; we would be delighted to hear from you.

Dr Joanna Kidd
CEO

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Introduction by Responsible Business Officer

In a world where the value of responsible business is increasingly under scrutiny, this report reflects Ridgeway's firm commitment to making positive and regular progress in various areas that support our community and the planet, while ensuring that labour ethics sits at the heart of business decisions.

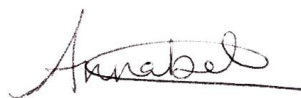
Marking a revival of our annual transparency reporting, the following pages outline Ridgeway's newly refreshed responsible business strategy, which is structured across three interconnected core pillars: **People**, **Planet**, and **Prosperity**. We share how these pillars connect to our responsible business purpose and mission, and how different frameworks have informed our approach.

We are pleased to highlight areas of progress from 2024; some are continuations of longstanding work, while others mark exciting new chapters in our responsible business journey. We are particularly proud of our continued commitment to our **Early Career and University Outreach** programme, and we were delighted to onboard and mentor 15 Assistant Researchers and interns during 2024. We also remain a fair and supportive employer and were recently awarded the **Good Work Standard 'Achievement' accreditation** in recognition of Ridgeway's progress in various areas, including fair pay and conditions, workplace wellbeing, skills and progression, and diversity and recruitment. In July, we became an Implementing Organisation of the **Misconduct Disclosure Scheme**, a network of 320+ organisations that shares misconduct data between employers to track and prevent perpetrators of sexual misconduct moving between employers. We have also strengthened our environmental data collection practices with an updated **Carbon Footprint Tracker** to better capture Ridgeway's impact on the planet.

Yet, we recognise that there is always room for improvement. Alongside three priority goals for 2025, beneath each workstream we have noted ambitions for the years ahead to ensure we are always looking forward and can hold ourselves accountable.

Annabel Miller

Responsible Business Officer

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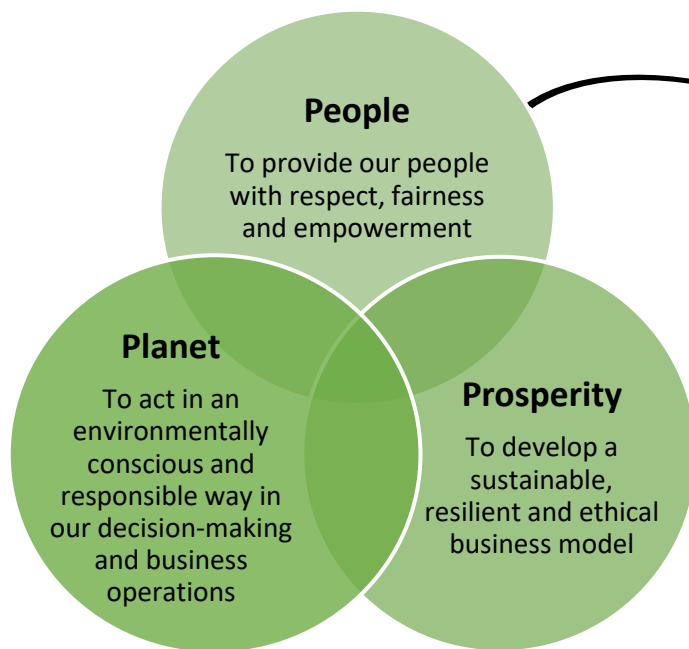
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Responsible Business Strategy



Our pillars

In 2024, we centred our responsible business strategy around three core pillars: **people**, **planet**, and **prosperity**. This framework is underpinned by core values of transparency and integrity, and we remain committed to consistent and comprehensive monitoring, evaluation and reporting of our responsible business activities.



Our community of stakeholders

Our 'people' sit at the heart of our responsible business strategy. This refers to our whole community of stakeholders in the spaces where we operate. This includes our core staff, consultants, clients, partners, subcontractors, network of UK universities, and other professionals and contacts within the international peace and security and international development sectors.

Our purpose

Our purpose represents the 'why', the underpinning values that motivate our responsible business work.

"We are committed to acting responsibly and respectfully in the best interests of our community of stakeholders, the planet, and the landscape in which our business operates."

Our mission

Our mission represents the 'how', the means through which we seek to achieve our purpose.

"To grow Ridgeway's impact through empowering our people, making climate-conscious choices, and developing the business ethically and sustainably".

We achieve this by:

Developing a comprehensive responsible business strategy

Engaging stakeholders internally and externally to ensure accountability and transparency

Investing in policies, practices and systems to collect, monitor and report on relevant data

Our responsible business landscape

Ridgeway's responsible business strategy is informed by various frameworks and initiatives that offer expert guidance. We aim to stay connected and committed to both the local and global communities in which we operate, whilst gaining varied perspectives on evolving challenges and opportunities across the wider responsible business landscape, including through using the frameworks below.

Alignment with global frameworks

UN Global Compact:

Ridgeway first joined the UN Global Compact¹ in 2021, and in 2022 we published our first [Communication on Progress](#). In this document, our CEO reaffirmed the company's commitment to the Compact's Ten Principles and outlined the steps taken to integrate these into our business strategy, culture and daily operations.

As an organisation we decided to withdraw our formal membership of the Compact in February 2023, as the introduction of new fees for SMEs did not align with our equity-based principles for responsible business. We remain firmly committed to its Principles and will continue to align our responsible business work with the Compact's objectives across the four areas of human rights, labour, environment, and anti-corruption.



Compact area	Principles	Alignment with Ridgeway's strategy
Human Rights	<ul style="list-style-type: none"> ➤ Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; ➤ Principle 2: make sure that they are not complicit in human rights abuses. 	Ridgeway's 'Prosperity' pillar, including our statement on human rights, reflects the objectives of Principles 1 and 2.
Labour	<ul style="list-style-type: none"> ➤ Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; ➤ Principle 4: the elimination of all forms of forced and compulsory labour; ➤ Principle 5: the effective abolition of child labour; ➤ Principle 6: the elimination of discrimination in respect of employment and occupation. 	Ridgeway's 'Prosperity' pillar, namely our Modern Slavery statement, reflects our commitment to Principles 3, 4, 5 and 6.
Environment	<ul style="list-style-type: none"> ➤ Principle 7: Businesses should support a precautionary approach to environmental challenges; ➤ Principle 8: undertake initiatives to promote greater environmental responsibility; ➤ Principle 9: encourage the development and diffusion of environmentally friendly technologies. 	Ridgeway's 'Planet' pillar, including the carbon footprint tracker, environmental compliance and commitments, reflects our commitment to Principles 7, 8 and 9.
Anti-corruption	<ul style="list-style-type: none"> ➤ Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. 	Ridgeway's 'Prosperity' pillar reflects our commitment to Principle 10.

¹ [UN Global Compact](#)

Sustainable Development Goals:

The UN Global Compact also sets out how businesses can positively contribute to the 17 Sustainable Development Goals (SDGs),² asking companies, small and large, to prioritise doing business responsibly and then pursue opportunities to solve societal challenges through business innovation and collaboration. At Ridgeway, many of our existing responsible business work aligns with the SDG goals and we will continue to explore the Compact's initiatives and resources to help us implement the SDGs. This might include growing our understanding of our [human rights responsibilities](#) (Goal 1), building on our existing engagement with the [Women's Empowerment Principles](#) (Goal 5), or looking to make our [carbon emission targets more science-based](#) (Goal 7).



Women's Empowerment Principles:

Established by the Global Compact, the Women's Empowerment Principles (WEPs)³ are seven principles that offer guidance to businesses on how to progress gender equality and women's empowerment in the workplace, marketplace and community. The WEPs form a critical part of gender equality elements of the UN's 2030 agenda and SDGs.

In addition to creating positive change for women and girls, adopting the WEPs also makes business sense; as noted by the UN Deputy Secretary-General in 2018, "Companies that invest in women and support women's leadership and decision-making... typically outperform their competitors."

As part of our wider DEI work, Ridgeway uses the WEPs Gender Gap Analysis Tool,⁴ designed to help companies assess gender equality performance, as a general guide on best practices and measurable indicators on gender equality and women's empowerment.



² [UN Sustainable Development Goals](#)

³ [Women's Empowerment Principles](#)

⁴ [WEPs Gender Analysis Tool](#)

Gender Champions in Nuclear Policy:

Gender Champions in Nuclear Policy (GCNP)⁵ is a leadership network that brings together heads of organisations in the nuclear policy industry who are committed to making gender equality a 'working reality' through building networks, skills, mentorship, visibility, voice and community among women in the field. Every member appoints a Champion and Focal Point, responsible for upholding the Panel Parity Pledge (ensuring gender balance at panels and events).

Ridgeway joined GCNP in 2019, pledging to uphold the panel parity pledge. In 2021-22, we then created our first Gender Action Plan using the SMARTIE approach (Specific, Measurable, Ambitious, Relevant, Timely, Inclusive and Equitable). During Covid-19, our focus was to ensure an equitable workplace for parents and carers, alongside championing gender-blind recruitment, and conducting company-wide bias awareness training. Being part of the GCNP community emboldened us to set increasingly ambitious targets against our gender equity values.



For 2025-26, we have set new SMARTIE goals to demonstrate our continues alignment with GCNP:

1. **Recruitment:** By November 2025, we will review our internal data to take stock of the gender composition of applicants at every stage of the recruitment process. Using this analysis, we will set appropriate and measurable targets to work towards a diverse gender balance.
2. **Operations:** By December 2025, we will update our staff due diligence questionnaire for suppliers and partners in order to better understand our network's DEI activities and commitments. Alongside this, we will create a set of signposting resources for suppliers and partners to strengthen their DEI work.
3. **Culture:** By February 2026, we will conduct a listening tour of core staff on their experiences of unconscious gender bias in the workplace, and ask for suggestions on any areas that could be improved. We will compile their reflections into a summary brief and aim to identify three gender bias indicators to measure by spring 2026.

⁵ [Gender Champions in Nuclear Policy](#)

Looking ahead

In 2025 and beyond, we hope to strengthen our understanding of the responsible business landscape by engaging with additional frameworks and organisations, including those relevant to our specific sector or geography, those which help us to better understand and communicate our activities, and those which have relevant regulatory requirements. These might include:



- **Heart of the City**,⁶ a London-based charity that provides resources to help businesses with responsible business, including their environmental/climate policies, employee support, wellbeing, and charity selection practices. Heart of the City has a Foundations for Responsible Business programme tailored for SMEs, such as Ridgeway, offering learning sessions, expert-led workshops, 1:1 support and networking events.
- **Business in the Community**,⁷ the UK's largest responsible business network that encourages companies to act responsibly and create positive economic, social and environmental change. BITC's Responsible Business Map⁸ centres upon creating healthy communities, a healthy environment, and a healthy business, each divided into actionable focus areas. BITC also uses the SDGs as a foundational framework.
- **Global Reporting Initiative (GRI)**,⁹ an independent organisation that offers an internationally recognised framework for sustainability reporting and communication. The GRI is focused on the effect that organisations can have on the economy, environment, and people (social impact). A potentially useful element of the GRI standards is its segmentation into 'universal' standards, 'sector' standards, and 'topic' standards, which could make Ridgeway's reporting more tailored to our specific context.
- **Corporate Sustainability Reporting Directive (CSRD)**,¹⁰ an EU directive that encourages sustainability practices and investment, formerly known as the Non-Financial Reporting Directive. As of 2025, the CSRD will apply to a broader range of companies, including SMEs and some non-EU companies that must disclose ESG information in line with the European Sustainability Reporting Standards (ESRS).
- **Close the Gap**,¹¹ an expert policy advocacy organisation based in Scotland working to improve women's labour market participation. Close the Gap provides advice on how to address gender pay gaps, and also offers a self-assessment tool to help employers take stock of employment practices on gender equality, including women's disproportionate care responsibilities, organisational culture that favours stereotypically male attributes, inflexible working arrangements, and assumptions about women's capabilities.

⁶ [The Heart of the City](#)

⁷ [Business in the Community](#)

⁸ [The Responsible Business Map](#)

⁹ [Global Reporting Initiative](#)

¹⁰ [Corporate Sustainability Reporting Directive](#)

¹¹ [Close the Gap](#)

Priority goals for 2025

For the year ahead, Ridgeway has set three priority goals for our responsible business work. We will:

1. **Establish the Ridgeway Peer Network** to create a space for current and former team members to connect, share experiences and exchange ideas and opportunities with like-minded people.



- By summer 2025, we will create a private online networking platform via LinkedIn and share a Virtual Address Book among members to facilitate 1-1 connections.
- By the end of 2025, we will plan the network's first networking event.
- Throughout the first year, the network coordinator will monitor engagement levels through regularly tracking LinkedIn interactions, event attendance, and survey participation.

2. **Grow our organisational understanding or neurodiversity in the workplace** as part of our Diversity, Equity and Inclusion practices.



- By summer 2025, we will identify relevant training courses or resources from trusted organisations and networks to offer to all staff.
- By autumn 2025, we will conduct a review of Ridgeway's flexible working arrangements and equipment to ensure a truly neurodiverse-friendly environment.
- By autumn 2025, we will develop a plan to encourage stronger internal communication about neurodiversity, including in the recruitment process and with new members of staff.

3. **Develop our carbon reduction plan to target priority areas** that affect Ridgeway's carbon footprint.



- By autumn 2025, we will take stock of the carbon footprint calculator results for 2024 (shared in this report) to how different types of emissions contribute to Ridgeway's overall footprint.
- Following this review, in late 2025 we will use these results to develop our first carbon reduction plan to raise staff awareness and provide clear recommendations.

Progress in 2024

Pillar 1: People – to provide our people with respect, fairness and empowerment



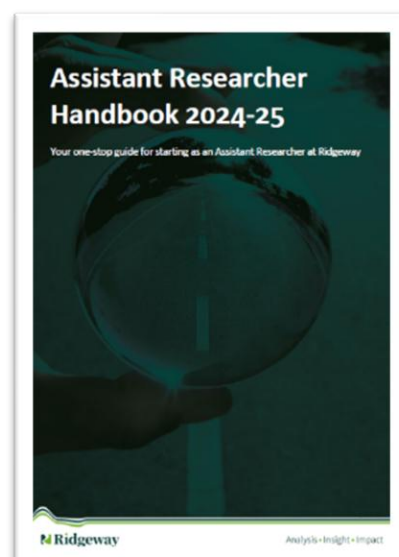
Workstream (i) – Early careers and university outreach

Assistant Researcher Programme:

Since 2009, Ridgeway has recruited a yearly cohort of part-time Assistant Researchers (AR). The AR Programme helps to kickstart careers for budding young professionals interested in Ridgeway’s areas of expertise, and we intend to continue this initiative for many years. Following their 12-month paid placement at Ridgeway, many ARs have gone on to secure roles at multilateral institutions, research institutes, thinktanks, and organisations across the public and non-profit sectors. We implement a gender-blind process while hiring for the AR positions, in line with our ‘Inclusive Hiring’ practices (see DEI Policies and Practices).

For our 2023-24 cohort, we enhanced their experience with Ridgeway through several personal and career development-focused sessions and social events. Our 2024 ‘summer training day’ received positive feedback via an anonymous survey, including 100% of respondents saying they found the day either ‘very helpful’ or ‘mostly helpful’, while one respondent mentioned the “great collegiality between ARs and rest of staff”.

Testimonial from one AR from the 2023-24 cohort: “As a Political Science student, the work at Ridgeway has tied really well with my interests and studies and enriched my thinking about them. I have applied to a few opportunities thanks to signposting from people within the company... and I’ve used my work experience there as proof of eligibility. While I haven’t started looking into full-time careers in the field yet, I think this experience and the skills and knowledge I’ve gained through it will definitely be very useful when I do!”



For our 2024-25 cohort of Assistant Researchers, we developed a new comprehensive Starter Handbook to support their time at Ridgeway. We have hosted several development sessions since their induction, with plans underway for our summer training day.

University and School Engagement Plan:

Ridgeway recognises the enriching value that people from different backgrounds can bring to our company and work culture. As part of our efforts to create a diverse and inclusive organisation, during 2024 we have reaffirmed our commitment to creating opportunities for students from a variety of socioeconomic backgrounds. Our dedicated Early Careers and University Outreach Lead role builds and manages Ridgeway's relationships with universities and local schools, including those focused on social mobility initiatives.

We have remained an active part of University College London's (UCL) internship programme for second-year crime science students, with several Ridgeway staff attending UCL's annual work placement event last spring. We were delighted to onboard a student through this scheme for one university term, who conducted semi-independent research projects during their time at Ridgeway.

Ridgeway Peer Network:

We recognise the rich network of people that currently or have formerly worked at Ridgeway who share common interests and areas of expertise. In 2024, we initiated plans to establish a peer Network to create a space for current and former team members to connect, share experiences and exchange ideas and opportunities with like-minded people. The network will particularly be focused on empowering those at early career stages, whilst aiming to:

- Enhance the sense of Ridgeway community, company culture and morale
- Facilitate contact sharing and referral opportunities
- Create mentorship, networking and knowledge/skill-sharing opportunities
- Build stronger relationships between employees and former employees
- Act as a potential talent pool for future recruitment

Looking ahead: Early Careers and University Outreach

We aim to continue our AR Programme for many years to come, and for our 2025-26 cohort, we hope to review our recruitment processes to put DEI considerations at the centre of decision-making. For example, we intend to consider more diverse recruitment channels, more inclusive language and greater transparency about Ridgeway's DEI commitments in the job description, and undertake unconscious bias training for staff who will be conducting the interviews.

Workstream (ii) – Supportive and empowering workplace

Reflecting Ridgeway's efforts to create a truly supportive and empowering workplace, in 2024 we were delighted to receive an accreditation from the Mayor of London's Good Work Standard, an organisation which sets the benchmark for best employment practices in London. As an accredited employer, Ridgeway has demonstrated commitments to fair pay, security, and employee wellbeing, whilst ensuring our workplace offers stability, support and opportunities for all. In line with the Good Work Standard's values, we acknowledge that fair and responsible business practices create various organisational benefits, including: higher staff retention and engagement through more motivated and productive employees; recognised leadership; and a more inclusive workforce that helps attract and retain top talent from all backgrounds. Ridgeway received the 'Achievement' level accreditation, with the panel being particularly impressed with our:

- Excellent provision of company sick pay and commitment to wellbeing support for staff.
- Provision of an Employee Assistance Programme.
- Approach to career development through regular reviews, 6-monthly personal development reviews, and a range of training and courses.



Employee Assistance Programme:

Since 2018, Ridgeway has offered the Employee Assistance Programme (EAP) to all staff. The EAP is a valuable tool that provides counselling, personal legal support and financial guidance among other services, all of which are free, available 24 hours a day, and completely confidential.



Alongside the EAP, Ridgeway continues to maintain and regularly review our Mental Health Policy which outlines Ridgeway's provisions to prevent and address mental health issues among employees. This includes Sick Pay Provisions, whereby any mental health issues are treated the same as physical illness.

Ways of working:

Ridgeway recognises the individual and company-wide value of staff maintaining a healthy work-life balance, with our ways of working seeking to meet our staff's varied and evolving needs. In 2024, we continued to facilitate flexible working and working from home policies, alongside time-off-in-lieu (TOIL) for working overtime. We also offer the opportunity for London-based staff to work away from our central London office for up to four weeks per year. We foster strong company communication through informal daily 'check in' calls, regular all-company meetings to discuss growth and opportunities, and 1-1 meetings between employees and line managers to support personal development and performance.

Safe and comfortable workspace:

Our health and safety related policies seek to ensure all staff feel safe and comfortable while on Ridgeway premises and at home. This includes access to trained First Aiders, fire safety guidance and dedicated trained Fire Wardens, and a Display Screen Equipment (DSE) checklist by the Health and Safety Executive (HSE). Other Ridgeway policies that seek to protect staff data, interests and wellbeing include:

- *Employee Privacy Notice*, which outlines Ridgeway's commitment to transparency with regard to the collection and use of data, and fulfilling data protection obligations.
- *Information Disclosure*, which outlines Ridgeway's alignment with the Public Interest Disclosure Act 1998 which provides legal protection to 'workers' against being dismissed or penalised as a result of disclosing to their employers certain serious concerns. Ridgeway has expanded the application of the Act to also include all persons officially connected with Ridgeway.
- *Secondary Trauma*, which recognises potentially distressing topics or content Ridgeway staff might be exposed to during their open source research, and provides guidance on coping strategies.

Since 2022, through annual renewals, Ridgeway has been certified by the UK government agency National Cyber Security Centre's CyberEssentials¹² scheme. This certification demonstrates Ridgeway's organisational commitment to mitigating cyber security threats, and protecting the confidentiality, integrity and availability of stored data connected to the internet. In early 2025, through an independent audit of networks and devices, Ridgeway became certificated with CyberEssentials Plus.



Looking ahead: Supportive and empowering workplace

We plan to review various policies and practices to strengthen our accreditation status with the Good Work Standard and move from 'Achievement' level to 'Excellence' level. Specifically, we hope to implement formal guidance on use of work communications outside hours to further protect employees' work-life balance.

¹² [Cyber Essentials](#)

Workstream (iii) – Fair pay and benefits

Staff benefits:

Alongside providing fair pay through the London Living Wage and the Fair Payment Code, Ridgeway also offers staff additional perks to support staff motivation and job satisfaction, company morale, and retention of top talent. In 2024, we introduced a new health insurance scheme which offers incentives to maintain a healthy lifestyle in and outside work. We also continued our membership of the People's Pension Scheme, Co-operative's 'Cycle to Work' initiative, Payroll Giving whereby employees can choose a charity of their choice to donate to, and a Financial Times subscription for core staff. Ridgeway also provides paid annual leave exceeding the UK statutory requirements, alongside comprehensive policies on maternity, paternity, shared parental, adoption, and dependent leave and pay, alongside retirement.

Looking ahead: Fair pay and benefits

Moving forward, we intend to review our pay-related benefits to enhance the experiences of staff at Ridgeway. This will include developing a feedback survey for pay-related benefits to understand the value they bring among staff to shape future initiatives.

Workstream (iv) – DEI policies and practices

Inclusive hiring:

As part of Ridgeway's wider Diversity, Equity and Inclusion (DEI) strategy, we ensure that we facilitate fair and inclusive recruitment processes to limit the influence of any (un)conscious bias and discrimination and to attract a more diverse talent pool. This includes specific practices around:



- Gender-blind recruitment for our annual cohorts of Assistant Researchers.
- Providing the exact salary or salary band clearly on job advertisements, with an explanation where applicable of salary negotiation or change processes.
- Providing reference to Ridgeway's flexible working policy in recognition of different backgrounds and individual working styles, alongside noting the parents and carers policy.
- Diversifying our staff base outside of London, including expanding our existing 'northern hubs' in Newcastle and York.
- Considering the diversity of interviewers, ensuring the panel represent a range of backgrounds, perspectives and experiences where possible.

DEI for staff:

Our staff are central to our DEI policies and practices, which include:

- ✓ Maintaining a DEI policy, including DEI provisions in our company handbook.
- ✓ Adopting the Women's Empowerment Principles (WEPs) as a set of principles to help us promote gender equality and women's empowerment.
- ✓ Conducting annual data collection activities through the annual DEI Staff Survey, to monitor representation, promotion opportunities, and work performance (positive/corrective) across protected characteristics and socio-economic indicators.



Results from 2024 DEI Staff Survey:

Ridgeway believes that people from different backgrounds bring different ideas, approaches, and experiences that can enrich our work. We conducted an anonymous staff survey for 2024 as part of efforts to monitor the diversity and inclusivity of our workforce and culture. We used trusted resources to build the survey, including language on ethnicity from the latest census,¹³ Social Mobility Commission's understanding of socioeconomic indicators,¹⁴ and guidance from an independent DEI strategy organisation.¹⁵ The survey covered **protected characteristics, socio-economic background, and information on their situation at Ridgeway** – including their position, contract type, and whether they received a promotion in the last year.

The survey saw a **79% response rate, covering 22 staff members**. We recognise that this small population size can limit our ability to generalise and draw broad conclusions on our findings. While **individual findings may not be indicative of wider trends**, we hope to gain greater insights into patterns over time as we continue to collect this data annually.

Survey results are provided in Annex 1. We have also shared data in Annex 2 to compare **two situational variables** (position at Ridgeway; promotion in the last year) against **two protected characteristics** (gender identity; ethnic identity or background) and **one socio-economic indicator** (highest earning occupation in their household at age 14). The latter is an accurate measure of socio-economic background, typically seeing high survey response rates and is accessible for individuals of all nationalities.¹⁶

Key findings:

Ridgeway collected gender-disaggregated staff data in 2022 so we do have some indication of trends over time. Compared to a majority of female staff in 2022 (comprising 60% of all staff), there is now more of a gender balance between female (45%) and male (41%) according to 2024 data, with 5% of staff identifying as non-binary/ gender non-conforming in 2024. The proportion of female-identifying staff in Director, Board Member or Manager positions has risen from 36% in 2022 to 80% in 2024.

The 2024 survey found that nearly two thirds (64%) of all staff described their ethnic identity or background as white, while 18% cited Asian or Asian British, 9% cited Mixed of multiple ethnic groups, and 5% cited 'Other ethnic group (including Arab or any other ethnic group)'. Linguists and Assistant Researchers/Interns were the most ethnically diverse positions.

The 2024 survey results also found that nearly two thirds (64%) of all respondents cited occupations for the main or highest earner in their household at age 14 as those which fall under the 'Professional or managerial background' category defined by the Sutton Trust.¹⁷ Only 14% cited occupations from 'Intermediate backgrounds', and another 14% cited 'Working class/lower socio-economic background'. Notably, 71% of Assistant Researchers/Interns cited 'Professional or managerial background'.

Looking ahead: DEI policies and practices

We hope to review our DEI recruitment processes to ensure a consistent and comprehensive approach. Specifically, we hope to incorporate **guidance on inclusive recruitment by the Chartered Institute of Personnel and Development (CIPD)**, including using non-biased language in job advertisements, such as identity-based stereotypes or potentially alienating phrases such as 'cultural fit', and identifying platforms that could be accessed by a broader range of applicants from more diverse backgrounds.

¹³ [List of ethnic groups - UK Government](#)

¹⁴ [Socio-economic background harmonised standard – Government Analysis Function](#)

¹⁵ [72 Diversity and Inclusion Survey Questions - Diversity](#)

¹⁶ [Simplifying how employers measure socio-economic background: An accompanying report to new guidance - UK Government](#)

¹⁷ [Social Mobility in the Workplace: An Employer's Guide - The Sutton Trust](#)

Workstream (v) – Upskilling and personal development

Personal development plans:

To support ongoing career growth and learning, all core staff have a tailored personal development plan, including a yearly appraisal and ringfenced budget for training opportunities in line with their personal goals.

Managing and mentorship:

To ensure staff feel supported and empowered at work, Ridgeway ensures that all managers and mentors understand best practices. Ridgeway supports staff to undertake people management training courses, including through ACAS, on matters such as absence, discipline and grievance, having difficult conversations, and performance and appraisals.



Staff volunteering:

In 2024, Ridgeway began exploring the possibility of an annual volunteering day for core staff. Volunteering activities would seek to support team morale, create skill building opportunities, promote engagement with a cause and/or our local community, and create a positive societal impact.

Subject matter-based training:

Ridgeway equips all staff with skills relevant to their roles, including open-source intelligence (OSINT) training and wider guidance and resources with regard to research ethics.

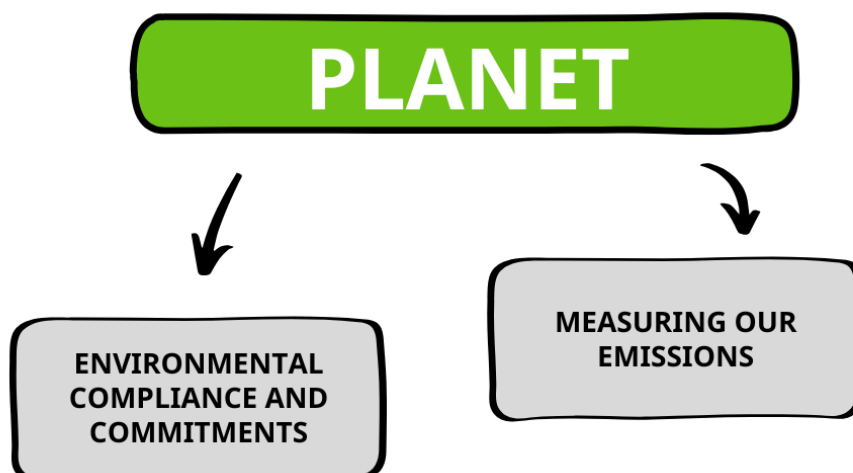


Looking ahead: Upskilling and personal development

We will formally gauge staff interests and priorities for corporate volunteering, and select a charity.



Pillar 2: Planet – to act in an environmentally conscious and responsible way in our decision-making and business operations



Workstream (i) – Environmental compliance and commitments

Internal policies and schemes:

Ridgeway has various internal policies and schemes in place to outline the company's commitments in supporting staff to act in a sustainable, environmentally friendly and healthy way, both within and outside the workplace. These include our:

1. Environmental policy
2. C2W scheme
3. Sustainable business travel policy
4. Travel to work loan scheme
5. Health insurance

Environmental policy: Ridgeway's environmental policy is a broad outline of our environmental sustainability commitments as a business, including aiming for net zero status by 2050, minimising resource consumption, promoting waste reduction, promoting sustainable practices, and compliance with applicable environmental laws, regulations and requirements.

Cycle to work scheme: Ridgeway has signed up to the Co-op's 'cycle to work' (C2W) scheme in partnership with Halfords, in part to encourage more environmentally friendly travel and a healthy lifestyle among staff. The scheme works through a salary sacrifice arrangement whereby staff receive tax and National Insurance savings by covering the cost of a bike and permitted accessories through instalments taken from their gross salary.



Sustainable business travel policy: Our sustainable business travel policy recognises the direct and indirect impact that Ridgeway’s operations and decision-making can have on the environment, and takes steps to minimise these effects and promote environmental sustainability. The policy outlines our commitment to net zero status by 2050, including through collating annual data, communicating environmental policies, targets and performance with staff, and regularly reviewing and adapting our policies.



Travel to work loan scheme: This scheme helps promote more sustainable travel among staff whilst helping reduce travel costs. This involves the availability of an interest free loan of up to £7,500 yearly for all core staff to purchase an annual bus or annual rail ticket for standard class travel. Repayment of the loan will be in instalments via deduction from the staff member’s monthly pay over a period of no longer than one year.

Health insurance: Our chosen health insurance, Vitality, promotes sustainable and healthy lifestyles among staff, including through incentive schemes.



Environmentally-friendly workspace:

Together with our landlord, MIGSO-PCUBED, we monitor the emissions produced from our office building. This includes capturing data on emissions from our usage of gas (including in fridge and air conditioning appliances), location-based and market-based electricity, and water. PCUBED also monitor their recycling activities, using First Mile to capture their waste disposal, and, as an organisation was categorised as the ‘silver’ Recycling Standard in 2024.

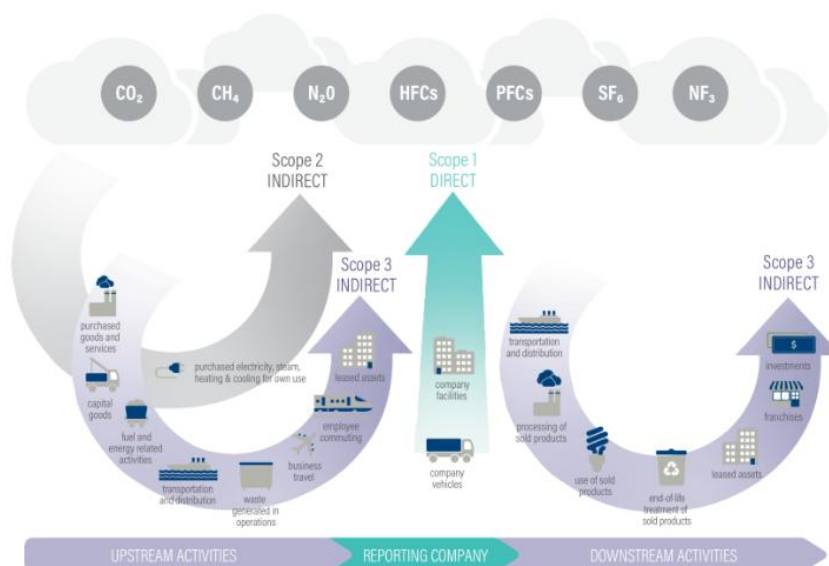


Looking ahead: Environmental compliance and commitments

Ridgeway will seek to engage with external organisations and initiatives committed to good environmental practices, such as the SME Climate Hub, a global initiative that empowers SMEs to take measured pledges on climate action in line with the UN Climate Change High Level Champion’s Race to Zero Campaign and Exponential Roadmap Initiative.

Workstream (ii): Measuring our emissions

The World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) developed the concept of Scope 1, 2, and 3 emissions to internationally standardise corporate measuring and reporting of greenhouse gas emissions. WRI and WBCSD own the Greenhouse Gas Protocol (GHG Protocol), which first introduced the Scope 1, 2, 3 framework in 2001.



Applying the scope framework, we use Heart of the City's [Carbon Footprint Data Collection guidance](#), the Climate Impact Partners' [Calculator for Small Businesses](#) and [UK Government's Greenhouse gas reporting: conversion factors 2024](#) to measure and track Ridgeway's emissions in tonnes of carbon dioxide (CO₂).

Ridgeway is working towards comprehensive reporting across the three scopes; below are the measures we recorded in 2024, beneath which are the specific data we collected. As our office is one floor within a building shared with other companies, we have estimated our building-related emissions (across scopes 1 and 2) by calculating the total consumption divided by the total number of floors in the building.

Scope 1:

- Our office building's total gas consumption, and the percentage of this that is renewable.
- Type and global warming potential of gas used in refrigerants (such as fridge or air conditioning).

Scope 2:¹⁸

- Location-based electricity usage.
- Percentage of market-based electricity usage that is renewable.

Scope 3:

- Emissions of employee commuting.
- Electricity and heating from employees working from home.
- Emissions from business travel transportation.
- Emissions from business travel accommodation.
- Water usage.

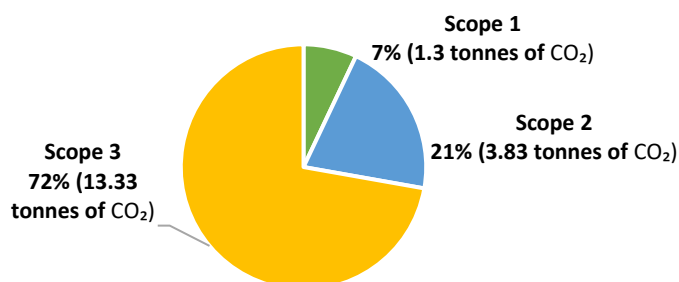
¹⁸ Please note that location-based reporting refers to the emissions calculated based on the average emission intensity of the power grid a company is physically connected to, while market-based reporting refers to the emissions from the specific electricity a company purchases (therefore accounting for any energy contracts agreed).

Overview of 2024 emissions

Ridgeway's 2024 emissions totalled **18.46 tonnes of CO₂**, with Scope 3 comprising the majority (72%) of total emissions as visualised below. Notably, flights and accommodation from business travel accounted for almost half (47%) of all emissions, indicating a key area for carbon reduction going forward.

18.46 tonnes of CO₂ is the equivalent to any of the below:

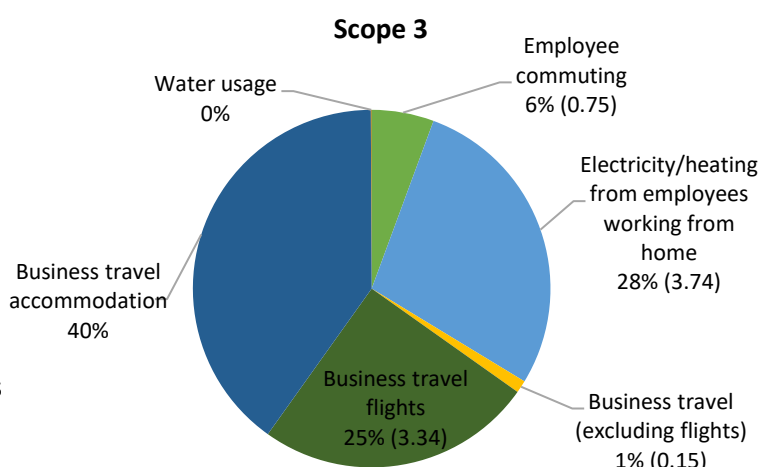
- 2.2+ million smartphone charges¹⁹
- 46,000+ miles driven by an average gasoline-powered passenger vehicle²⁰
- 18+ one-way trips from Paris to New York by plane²¹



Ridgeway's total carbon emissions for 2024 scored slightly higher than the estimated average carbon footprint of a UK SME. According to the Carbon Trust, the average SME generates approximately 15 tonnes of CO₂ per year, comprising nearly half (44%) of the UK's total non-household emissions.²² Ridgeway is however in the minority (33%) of SMEs that have an active business strategy to reduce their footprint.

Breakdown by Scope:

Our **Scope 1** emissions were comprised of 100% refrigerants (1.3 tonnes of CO₂) as no gas was recorded on our building's site. Our **Scope 2** emissions were made up of location-based electricity usage (3.83 tonnes of CO₂) only; as all our building's energy contracts are renewable under market-based electricity, no CO₂ emissions were recorded. The breakdown of our **Scope 3** emissions was more diverse, as pictured to the right.



Looking ahead: Measuring our emissions

We hope to hone and expand our data collection on carbon emissions over the coming years to more comprehensively capture the impact that our business is having on the planet. This might include capturing data on the waste from our operations (such as general office waste) and measuring the emissions from purchased goods and services.

¹⁹ [What does a tonne of CO₂ look like? - EdenSeven](#)

²⁰ [What does a tonne of CO₂ look like? - EdenSeven](#)

²¹ [What is a ton of CO₂, and how much CO₂ do we emit? - Tapio](#)

²² [UK SMEs emit nearly 15m tonnes of CO₂ a year - Water Magazine](#)

Pillar 3: Prosperity – to develop an ethical, sustainable and resilient business model



Workstream (i): Labour ethics and compliance

Modern slavery: Modern slavery is a term used to encapsulate both offences in the UK Modern Slavery Act 2015: slavery servitude and forced or compulsory labour; and human trafficking.²³ As outlined in the company's **Anti-Slavery Policy**, Ridgeway has a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships to ensure modern slavery is not taking place anywhere in our own business or in our supply chain. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we require that our suppliers will hold their own suppliers to the same high standards. To demonstrate Ridgeway's commitment to the prevention, detection and reporting of modern slavery, our external **Modern Slavery Statement**²⁴ seeks to increase understanding among staff by providing comprehensive definitions of slavery, servitude, forced or compulsory labour, and human trafficking.

Anti-corruption and anti-bribery: In line with the UN Global Compact's Anti-Corruption principle, Ridgeway's **Anti-Bribery and Anti-Corruption Policy** outlines our zero-tolerance position on bribery and corruption, and sets out the responsibilities of Ridgeway and its employees with regard to observing and upholding this position. The policy also acts as a source of information and guidance for those working for Ridgeway, helping them to recognise and deal with bribery and corruption issues, alongside understanding their own responsibilities. Namely, the policy states:



- Ridgeway is committed to conducting business in an ethical and honest manner, and is committed to implementing and enforcing systems that ensure bribery is prevented. We are committed to acting professionally, fairly, and with integrity in all business dealings and relationships.
- Ridgeway will constantly uphold all laws relating to anti-bribery and corruption in all the jurisdictions in which we operate. We are bound by the laws of the UK, including the Bribery Act 2010.
- Ridgeway recognises that bribery and corruption are punishable by up to ten years of imprisonment and a fine. If our company is discovered to have taken part in corrupt activities, we may be subjected to an unlimited fine, be excluded from tendering for public contracts, and face serious damage to our reputation. We commit to preventing bribery and corruption in our business, and take our legal responsibilities seriously.

²³ [Modern Slavery Act 2015](#)

²⁴ [Ridgeway Information's Modern Slavery Statement](#)

Anti-sexual harassment, abuse and exploitation:

In July, Ridgeway became an Implementing Organisation of the **Misconduct Disclosure Scheme**,²⁵ a network of 320+ organisations that shares misconduct data between employers to track and prevent perpetrators of sexual misconduct moving between employers. We are currently reviewing our recruitment practices, including liaising with previous employers, to ensure we identify potential perpetrators who have been subject to disciplinary processes or ongoing investigations but who may not have committed crimes or been formally investigated by the police.



HR reporting mechanisms

Ridgeway has various reporting mechanisms to ensure the safety of employees and to provide clear and fair structures for dealing with difficulties which may arise. This includes our *Disciplinary and grievance policy*, which outlines various internal procedures such as suspension, counselling, or formal investigation and highlights the aggrieved employee's rights and responsibilities. Additionally, our *Information disclosure policy* outlines Ridgeway's commitment to high standards of openness, probity and accountability, and the company's alignment with the Public Interest Disclosure Act 1998 for all persons officially connected with Ridgeway Information Ltd.

London Living Wage Employer:

Ridgeway has been officially registered as a London Living Wage Employer (LLW)²⁶ since 2019 and paid at least the LLW before this point. The LLW is an hourly rate of pay, currently set at £13.85, that is calculated independently to reflect the higher cost of living in London and captures the amount required to afford the essentials and to save. This figure is reviewed annually and comes into effect from 1st of April each year and is applied automatically to any staff members earning that amount. Ridgeway's accredited status as a living wage employer²⁷ reflects our recognition of the value of staff across all seniority levels.



Fair Payment Code:

We recognise the importance of fair payment processes in ensuring healthy cash flows for small business survival and growth. For many years, Ridgeway was registered and worked in line with the Prompt Payment Code, a voluntary practice for UK businesses to ensure good payment practices between organisations and suppliers. In December 2024, the Prompt Payment Code was replaced with the Fair Payment Code²⁸ by the Office of the Small Business Commissioner (OSBC). Ridgeway is currently in the process of qualifying for the 'gold' standard award of the Fair Payment Code in recognition of our prompt within-30-day payments to suppliers and clients, clear and understandable contracts, and readiness to resolve any payment disputes quickly should they arise.

Looking ahead: Labour ethics and compliance

While we are now part of the Misconduct Disclosure Scheme's network as an Implementing Organisation, we hope to now take steps to update our internal practices to ensure we are making full use of our membership; this may include engaging with and learning from other member organisations and identifying elements of our recruitment processes to best monitor potential perpetrators of sexual misconduct.

²⁵ [The Misconduct Disclosure Scheme](#)

²⁶ [London Living Wage](#)

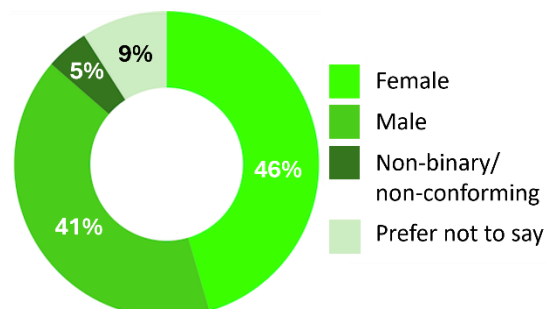
²⁷ Ridgeway Information is listed on the Living Wage Foundation website: [Accredited Living Wage Employers](#)

²⁸ [Fair Payment Code](#)

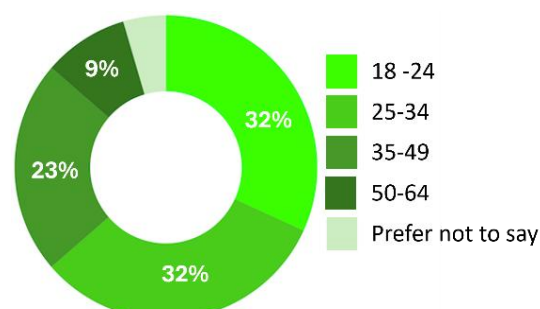
Annex 1: DEI staff data for 2024, including from survey

Survey results completed in March-April 2025 for Ridgeway staff who worked at least two days in 2024, with a 79% response rate. Data on 'discrimination/corrective actions' and 'risk/injury' collected separately.

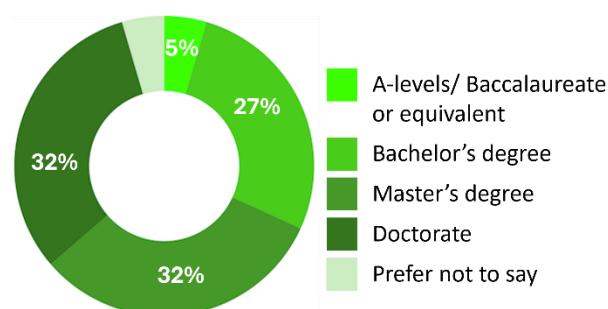
Which of these options most closely describes your gender identity?



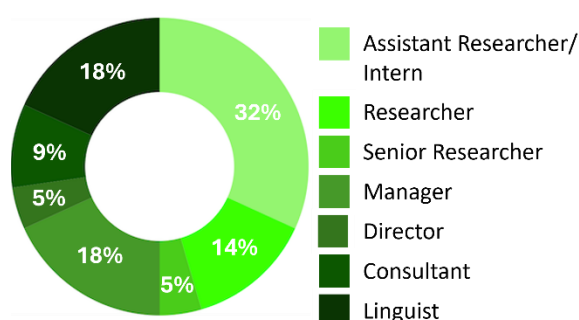
What is your age?



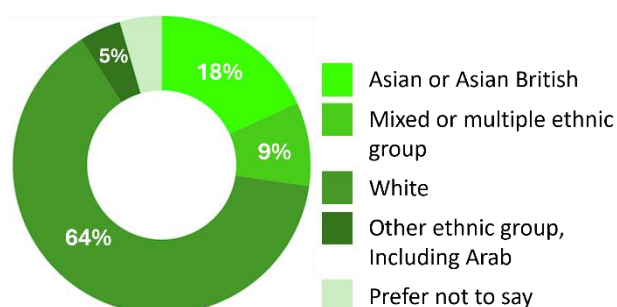
What is the highest academic level you have completed?



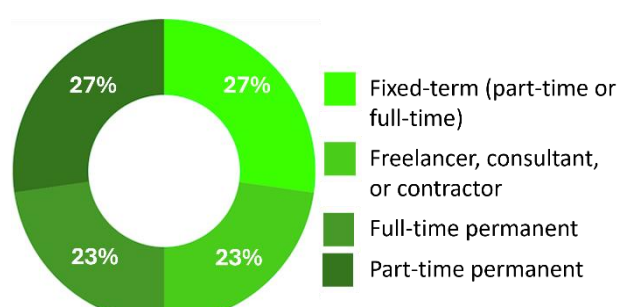
What is your position at Ridgeway



How do you describe your ethnic identity or background?*

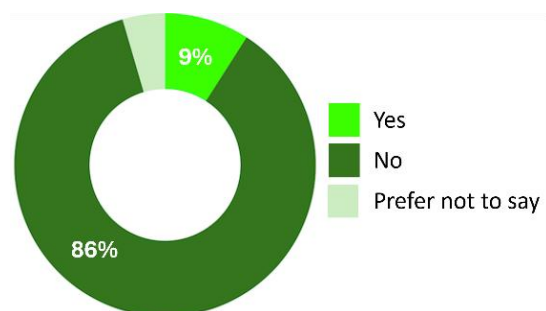


What type of contract do you hold with Ridgeway?

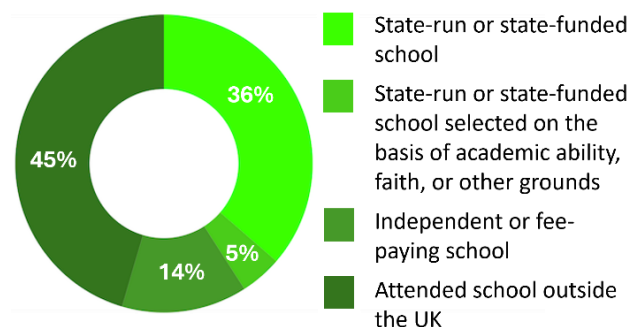


**Please note that we also collected more detailed disaggregated data against each group of ethnic identity or background. For further information on groupings, see <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/ethnic-groups/#2021-census>.*

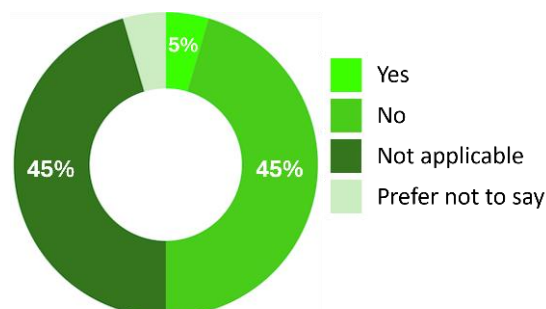
In the past year, have you been promoted to a more senior role?



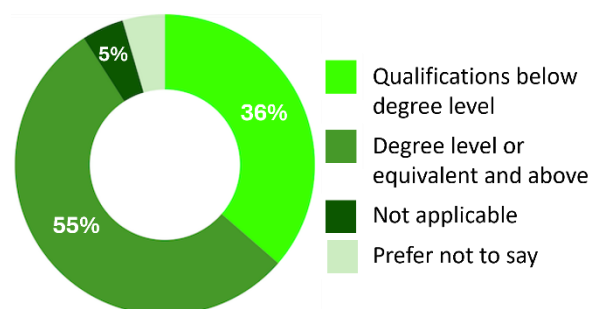
Which type of school did you attend for the most time between the ages of 11 and 16?



If you finished school in the UK after 1980, were you eligible for free school meals at any time between the ages of 11 and 16?



When you were aged about 14, what was the highest level of qualification achieved by either of your parents or guardians?



What was the occupation of your main household earner when you were aged about 14?

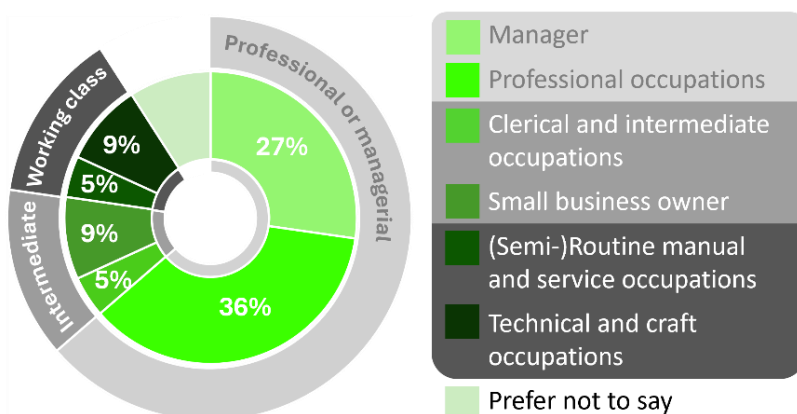


Table 1.1: Discrimination and corrective actions

	Female	Male	Non-binary/ non-conforming	Total
Total number of incidents of discrimination (related to sex/gender) and corrective actions taken	0	0	0	0

Table 1.2: Risk and injury

	Female	Male	Non-binary/ non-conforming	Total
Rates of injury	0	0	0	0
Occupational diseases	0	0	0	0
Lost days	0	0	0	0
Absenteeism	0	0	0	0
Work-related fatalities	0	0	0	0

Annex 2: Comparative tables from DEI staff survey 2024

These tables show the results of comparing three select characteristics (gender, ethnicity, and socio-economic background indicator) against staff position and promotion to a more senior role in the last year.

Table 2.1: Gender identity and job role

	Assistant Researcher/ Intern	Consultant/ Linguist	Director/ Manager	Researcher/ Senior Researcher
Female	2	2	4	2
Male	2	4	1	2
Non-binary/ non-conforming	1			
I prefer not to say	2			
Total	7	6	5	4

Table 2.2: Ethnicity and job role

	Assistant Researcher/ Intern	Consultant/ Linguist	Director/ Manager	Researcher/ Senior Researcher
Asian or Asian British (includes Indian, Pakistani, Bangladeshi, Chinese, or any other Asian background)	1	2	1	
Mixed or multiple ethnic groups (includes White and Black Caribbean, White and Black African, White and Asian, or any other Mixed or multiple background)	2			
White (includes British, English, Welsh, Scottish, Northern Irish, Irish, Gypsy or Irish Traveller, Roma, or any other White background)	4	2	4	4
Other ethnic group (includes Arab, or any other ethnic group)				
I prefer not to say		2		
Total	7	6	5	4

Table 2.3: Socioeconomic background (parent's occupation group at age 14) and job role

	Assistant Researcher/ Intern	Consultant/ Linguist	Director/ Manager	Researcher/ Senior Researcher
Professional or managerial background	5	4	2	3
Intermediate background		1	2	
Working class/lower socio-economic background	1		1	1
I prefer not to say	1	1		
Total ²⁹	7	6	5	4

Table 2.4: Gender identity and promotion

	Promoted to a more senior role in last year?		
	Yes	No	I prefer not to say
Female	2	8	
Male		8	1
Non-binary/ non-conforming		1	
I prefer not to say		2	
Total	2	19	1

Table 2.5: Ethnicity and promotion

	Promoted to a more senior role in last year?		
	Yes	No	I prefer not to say
Asian or Asian British (includes Indian, Pakistani, Bangladeshi, Chinese, or any other Asian background)		4	
Mixed or multiple ethnic groups (includes White and Black Caribbean, White and Black African, White and Asian, or any other Mixed or multiple background)		2	
White (includes British, English, Welsh, Scottish, Northern Irish, Irish, Gypsy or Irish Traveler, Roma, or any other White background)	2	12	
Other ethnic group (includes Arab, or any other ethnic group)		1	
I prefer not to say			1
Total	2	19	1

Table 2.6: Socioeconomic background (parent's occupation group at age 14) and promotion

	Promoted to a more senior role in last year?		
	Yes	No	I prefer not to say
Professional or managerial background	2	12	
Intermediate background		3	
Working class/lower socio-economic background		3	
I prefer not to say		1	1
Total ³⁰	2	19	1

²⁹ [Social Mobility in the Workplace: An Employer's Guide](#). Ridgeway's staff DEI survey provided various occupation groups and related examples for this question, including: clerical and intermediate occupations; routine, semi-routine, manual and service occupations; managers; professional occupations; small business owners who employed less than 25 people; and technical and craft occupations. For ease of reading this data, we have grouped these occupations into three overarching groups as recommended by The Sutton Trust in their employer's guide on social mobility in the workplace (p.40).

³⁰ Ibid.

For further information, please contact:

Annabel Miller

Responsible Business Officer

annabel.miller@ridgeway-information.com

Ridgeway Information Ltd

3-5 Crutched Friars

London

EC3N 2HT

+44 (0) 2039 101 902

ridgeway-information.com