

A hand holding a magnifying glass over a road, symbolizing focus and scrutiny. The background is a dark teal color with a subtle pattern of small white dots.

Diversity, Equity and Inclusion Transparency Report 2021-22

Foreword from the CEO

I am delighted to be able to present Ridgeway's Diversity, Equity and Inclusion report for 2021-22. Our business continues to grow, and I am absolutely clear that our active engagement with the issues, collectively known as DEI, is partly responsible for Ridgeway's continued expansion and overall success.

I am extremely proud of the people that make up Ridgeway – their attitudes and behaviours reflect and reinforce the core values of the company. These values are the cornerstones of who we are and what we do; as well as acting with integrity and a global perspective we also genuinely embrace human diversity, strive for equity and aim to be inclusive in all the ways we act.

For me, embracing diversity must be a real, lived approach and more than a series of statements, policies, and procedures. This report details some of the active ways in which Ridgeway continues to bring together people from different countries, cultures, ages and backgrounds to do important work to help shape our world for the better. There is however, still work to be done. We can and aim to do more to engage with, and be reflective of, the inner London communities of which we are part – we have a range of activities, aligned with our plans for growth, to do this in the coming year. This is detailed in the 'Looking ahead' section of the report.

There always will be other ways we can improve and do more in respect of DEI - if as a reader from any background, you have thoughts, comments and suggestions for this – please do not hesitate to get in touch with me direct.

Joanna Kidd
CEO

Executive summary

In Ridgeway's first annual DEI Transparency Report, we report on networks and initiatives we have joined.

First, this report details our annual commitments to the **Gender Champions in Nuclear Policy** (GCNP) network. GCNP is a leadership network that brings together heads of organizations working in nuclear policy who are committed to break down gender barriers and make gender equity a working reality in their spheres of influence. We set ourselves annual gender equity goals. In this reporting period, we set ourselves three SMARTIE commitments (Specific, Measurable, Ambitious, Relevant, Timely, Inclusive and Equitable). Our focus was to ensure our workplace is equitable for parents and carers, reflecting the multiple identities our teams have and bring to their work, especially in the COVID-19 context. We also committed to joining the UN Women's Empowerment Principles and creating the additional structures needed to advance them. We have successfully accomplished our commitments, and we will continue our work in pursuit of longer-term success and sustainability.

Second, we introduce our work within the **Women's Empowerment Principles** (WEPs). The Women's Empowerment Principles (WEPs) are a set of Principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Established by UN Global Compact and UN Women, the WEPs are informed by international labour and human rights standards. In 2021-22, we created our first Gender Action Plan. After taking our first Gap Analysis Tool – looking for areas of improvement within the WEPs, we started work on transparently presenting our policies and work. Our Gender Action Plan will inform all our future DEI work.

Third, this report outlines our updated commitments to **Organizations in Solidarity** (OrgsinSolidarity). OrgsinSolidarity is formed as a partnership among more than 300 organizations and individuals who are signatories to the Women of Color Advancing Peace, Security, and Conflict Transformation (WCAPS) United States or United Kingdom Standing Together Against Racism and Discrimination Statements. The statements signed Ridgeway up to twelve commitments. Until November 2021, Ridgeway was part of five working groups working for actionable solutions to each of the commitments. We have re-focused our work and will continue to be part of OrgsinSolidarity in two groups: *Forming the Future* and *Microaggressions in the Workplace*.

Fourth, we detail **early career opportunities** at Ridgeway. These include the non-proliferation Assistant Researchers Programme, and the five internship programmes ran over 2021-22.

Fifth and finally, we look towards our **DEI goals for the 2022-23** and our DEI work in the coming year.

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Gender Champions in Nuclear Policy (GCNP)

About GCNP

Gender Champions in Nuclear Policy is a leadership network that brings together heads of organisations working in nuclear policy who are committed to break down gender barriers and make gender equity a working reality in their spheres of influence. Gender Champions include Presidents, Directors and other institutional heads of organisations whose agendas and/or members address nuclear non-proliferation, nuclear weapons policy, nuclear disarmament, nuclear security, nuclear deterrence, nuclear energy and other related topics. GCNP was launched in November 2018 in Washington, DC. GCNP now encompasses over 70 organisations worldwide, working across the United States, and in Vienna, London and Chennai.¹



Gender Champions in Nuclear Policy is designed to augment and complement decades of accomplishment in building networks, skills, mentorship, visibility, voice and community among women working in the nuclear policy field by adding commitment at the leadership level of the nuclear policy sector. The engagement of male and female leaders is critical to the kinds of policy, behavioural, environmental and cultural changes that are needed to achieve effective gender balance in the nuclear field.²

Every organisation appoints a Champion and a Focal Point. Ridgeway's Gender Champion is the CEO, Dr Joanna Kidd. Gender Champions are responsible for upholding the *Panel Parity Pledge* (Champions are to avoid wherever possible appearing on single-gender panels) and devising three commitments to be implemented by their organisations over one year. Ridgeway's Focal Point is Adina Pintilie. Focal Points are staff members who support the implantation of commitments, track their Gender Champion's public appearances and serve as points of contact with GCNP.

In addition to the Panel Parity Pledge and their commitments, Champions are expected to adhere to these values and to act in accordance with the highest ethical standards, including:

- Treating every person with respect and fairness.
- Actively including, investing in and valuing diverse and emergent perspectives.
- Creating and maintaining safe, inclusive workplaces free from harassment and discrimination.
- Promoting women leaders inside and outside our organisations.
- Working together with other Champions in a spirit of openness, honesty and transparency.

Ridgeway and GCNP

Ridgeway Information joined GCNP in July 2019. Like all GCNP members, we pledged to uphold the *Panel Parity Pledge*. Since joining GCNP, we have extended the *Panel Parity Pledge* to all panel appearances for all staff (see [Annex 1 for more on the Panel Parity Pledge](#)). To date, we have not participated in any single-gender panels.

As part of our GCNP membership, we set ourselves annual SMARTIE commitments (Specific, Measurable, Ambitious, Relevant, Timely, Inclusive and Equitable). Since 2019, we have championed gender-blind recruitment processes in all our

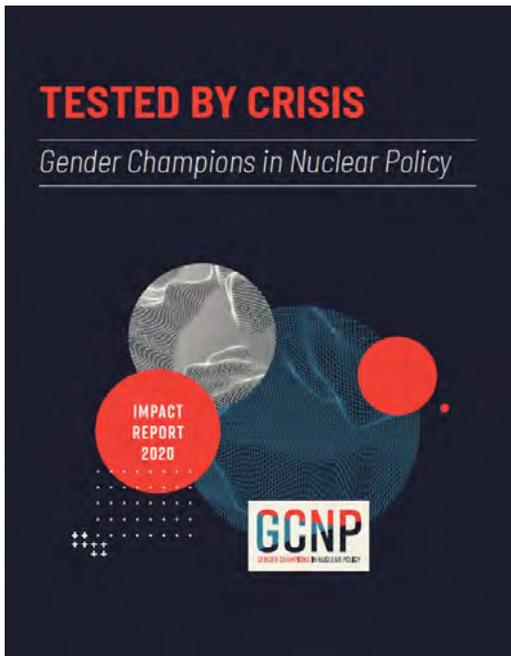
¹ For a complete list of GCNP members and Gender Champions, follow [this link](#).

² To become a Gender Champion, read more about [the process here](#).

teams, working to extend beyond our non-proliferation-related recruitment. We have conducted company-wide bias-awareness training and removed all gendered language from our staff on-boarding documents.

Being part of GCNP has emboldened us to set ourselves increasingly ambitious targets, which commit the whole of Ridgeway’s work to these gender equity values. We have learned from the successes and challenges of fellow members and shared our journey. The openness and community of Gender Champions has been a true resource.

Being a Gender Champion during the COVID-19 pandemic



The global pandemic that shut down offices around the world just a few months into 2020 created a true test for the Gender Champions in Nuclear Policy network in just its second year. At Ridgeway, we have added our efforts to those of our fellow members and worked to ensure the nuclear community would retain its gender equality gains.

Through late 2020 and into early 2021, GCNP conducted its own research on the gendered impacts of the COVID-19 pandemic, releasing an anonymous survey that gathered responses from 231 individuals. Broadly, the nuclear policy workforce is dominated by university-educated professionals, a group which is largely able to transition to remote working with relative ease. The trends noted in the GCNP data analysis therefore differ from broader economic analysis focused on sectors which operate in-person, such as retail, hospitality, entertainment and other public-facing sectors.

The *Tested By Crisis, Impact Report 2020*, GCNP’s survey results:

showed that women were nearly twice as likely to have experienced economic hardship as men, and more than three times as likely to have had their work hours reduced. Among those whose work hours were reduced, 86% of women attributed reductions to an increased volume of care work while 0% of men did the same. Women also tended to spend more time overall on care work (almost twice as much).

GCNP signatories may have been better equipped to address the challenges of the pandemic than their peers. The voluntary commitments each organisation had made prior to the pandemic either supported or lent themselves to new ways of working during the pandemic. At Ridgeway, our strong resolve to meet our SMARTIE commitments shaped the way we faced the second- and third-order effects of the pandemic on gender equity. By making DEI commitments an integral part of conversations internally, and in the communities where we operate, we have tried to minimise the inequity brought on by this challenging year.

METRIC	Difference between GCNP and Non-GCNP Organizations*
• Was not separated from employment during the pandemic	+7.1%
• Own work hours or colleagues’ hours not reduced due to pandemic	+18.2%
• Own pay or colleagues’ pay not reduced due to pandemic	+14.7%
• Considered leaving the nuclear policy field or changing careers due to pandemic	-5.4%
• Concerned that the pandemic would have a negative impact on professional development or advancement	-19.8%
• Still had access to professional development funds or resources during pandemic	+17.6%
• Regularly scheduled performance review conducted during pandemic	+27.4%
• Felt adequately supported by their employer during the pandemic	+20.3%
• Had access to remote work prior to the pandemic	+5%
• Had access to “other” flexible work options prior to the pandemic	+10.7%
• Received a stipend from their employer to offset home office expenses	+24.8%

* Survey results drawn from 231 unique responses; respondents were asked to self-identify whether their employer was a member of Gender Champions in Nuclear Policy.

Tested By Crisis, 2021, p.13

2021-22 SMARTIE Goals

During the first wave of the COVID-19 pandemic, our team, as many in other workplaces, took on more roles. Early in 2021, we decided to move beyond gender representation in numbers and focus on reviewing our parent and carer policies. We were determined continue equitable hiring and elevating the voices of women and marginalised communities. We also wanted to focus our GCNP work to consider the multiple identities everyone brings into their work and workplace. By reviewing our parent and carer policies, we wanted to make sure we are thinking about the unpaid labour parents and carers do outside of their work and support them as best we can. We are also mindful that all changes we choose to implement should be fair and equitable to those who are not parenting or caring.

Between 2021-22, in alignment with our previous commitments, Ridgeway has

Continued to:

1. Recruit all Assistant Researchers through a gender-blind recruitment process.
2. Uphold the *Panel Parity Pledge*.

Committed to:

1. By June 2021, conduct a listening tour of parents and carers in the company. Compile their reflections of parenting and caring into a brief by end of September 2021.
2. By March 2022, consider cultural and policy changes to improve parental and care provisions. Report on these changes by April 2022.
3. Join the Women's Empowerment Principles framework by August 2021. By December 2021, in consultation with representatives at all levels in the company, create a Gender Action Plan. Set up the structures to enact the Plan by April 2022.

1. **By June 2021, conduct a listening tour of parents and carers in the company. Compile their reflections of parenting and caring into a brief by end of September 2021.**

Between January and July 2021, Ridgeway's Focal Point conducted four interviews with parents³, and two interviews with carers.⁴ A summary of the key take-aways from interviews can be found below.

Parents

All parents interviewed mentioned the difficulty of adjusting to **a new work-life balance**. For some, returning from paternal leave brought pressures to conform to a "full working life with not a lot of balance, where working hours had to be completed irrespective of the family commitments." Returning to work was "overwhelming and hugely isolating" and an "empowering" move for others.

Flexibility was - and remains - crucial for all the parents interviewed. Broadly, workplaces who had been flexible with parents were perceived more positively. In pre-natal appointments, where stress levels are high for both parents, flexible working patterns and appropriate welfare were key. While being a working parent, one interviewee shared their experiences while schooling from home:

Flexibility translates in being able to sometimes shift work, especially when schooling: kids need routines more than adults, who can learn to perform outside of usual business hours.

³ For this listening tour, we considered parents all team members who had primary or secondary caring responsibilities for children.

⁴ According to the [National Health Service](#), a [carer](#) is anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support.

Working from home was mentioned by three of the four parents interviewed. The independence was helpful but working from home felt positive only when it was coupled with a culture of trust and communication. In the case of contracted staff, communication while working remotely and parenting was paramount: engagement made parents feel like they belonged in the company when they could communicate with their teams.

Carers

Transitioning to become a carer from a working career was challenging. Becoming a carer was described as carrying a huge emotional, financial and physical toll. Those who became carers described working while caring (before stopping work altogether) as mentally demanding shift. They had received mixed levels of support during this process from their places of work. One interviewee reflected on this balance:

In these cases, volunteering vulnerability is difficult, even though there may be a culture of openness.

Carers faced some challenges when they **returned to work**. One carer who had quit their job shared their experience on explaining this break in their CV. Sharing this with an interviewing panel was a way of re-living the trauma of their experience. This was made more difficult as they said that it is not widely accepted that someone will have this kind of break. One carer who remained in the same job spoke of the difficulty in feeling part of the team: they felt isolated and not part of a team on return, but given their caring load, check-ins with their team and the work would have been too much for them. One carer shared their thoughts on dealing with bereavement leave:

Bereavement leave can have little to no structure, and the signs of struggle for a carer can be missing work, different quality of output – much of which can and does depend on level of communication within their team.

2. By March 2022, consider cultural and policy changes to improve parental and care provisions. Report on these changes by April 2022.

Learning from listening

As we listened to the experiences of parents and carers in their previous workplaces and at Ridgeway, we drew some key themes. Each positive and supportive trait described opened new questions for us as a team.

Listening tour theme	Actionable change
Clear policies for carers and leavers were labelled as the first step to being inclusive to team members with different responsibilities.	Are our maternal, paternal and carer policies in line with all relevant legislation? Are they being clearly communicated with parents and carers?
Working flexibly and from home (beyond COVID-19 lockdowns) offered the opportunity to support dependents and continue to work.	Can we offer flexible working arrangements? Will all staff be expected to work from the office post-pandemic?
Environments where parents and carers had the opportunity to be open and receive appropriate support made transitioning into different roles and back into the workplace easier.	What support arrangements does Ridgeway offer parents and carers? Are these arrangements flexible? Are managers and team leaders able to offer appropriate support? Is confidential support available?

Maternal, paternal and carer policies

Ridgeway's **maternity leave policies** are in line with the UK Statutory Maternity Leave. All pregnant employees are entitled to a total of 52 weeks' maternity leave, irrespective of their length of service. All pregnant employees are entitled to paid

time off during normal working hours to receive ante-natal care. Ridgeway offers 10 days of 'Keeping in touch' during an employees' maternity leave. Our maternity leave policies extend to employees adopting children.

Ridgeway's **paternity leave policies** are in line with the UK Statutory Paternity Leave. Regardless of length of service, employees have the right to take time off to accompany their partner to ante natal appointments. Employees can choose to take either one week or two consecutive weeks' paid leave.

Any eligible employee who has or expects to have responsibility for a child is entitled to take **Unpaid Parental Leave** to care for that child. Parental Leave consists of 18 weeks' unpaid leave for each child born or adopted, taken at any time up to the child's eighteenth birthday.

All Ridgeway employees are entitled to **Time Off for Dependants**. Time Off for Dependants can be taken, for example, if a dependant falls ill or is injured, if care arrangements break down, or to arrange or attend a dependant's funeral. A dependant is a child (including adopted child), spouse or partner, or parent. It also includes someone who lives in the same household as the employee, and someone who reasonably relies on them, such as an elderly relative. Time Off for Dependants is not paid. Ridgeway recognises this type of leave may be a precursor to someone becoming a carer. In these cases, Ridgeway will review each situation on a case-by-case basis, and offer, where possible, part-time positions or other flexible arrangements.

All these policies are set out in the Ridgeway Staff Handbook and can be clarified with the Senior Office Manager. Support is also available through our outsourced Human Resources service.

Ways of working

As we transition to working after COVID-19 lockdowns, all Ridgeway staff will be **working hybrid**: they will have the opportunity to work from home and will attend, where possible, one team day per week. All Ridgeway staff are now able to work their hours flexibly.

Those transitioning into caring and parenting roles or coming back into the workplace will be offered check-ins with their team leaders. Team leaders can receive training on supporting carers and parents through our outsourced Human Resources service. In listening to those interviewed, all the structures in place to support are optional structures. We believe a balanced approach will be key in maintaining the balance between being caring and over-bearing.

Working through the pandemic has brought challenges for all team members, whether they are caring for dependants or not. As a team, Ridgeway has instituted a daily check-in team meeting to continue our sense of community. Leaders are also checking in on their teams for mental health support.

3. Join the Women's Empowerment Principles framework by August 2021. By December 2021, in consultation with representatives at all levels in the company, create a Gender Action Plan. Set up the structures to enact the Plan by April 2022.

Ridgeway joined the Women's Empowerment Principles in June 2021. We drafted our first Gender Action Plan in December 2021. Our work and structures are described in the [WEPs section below](#).

Women's Empowerment Principles (WEPs)

About the WEPs

The Women's Empowerment Principles (WEPs)⁵ provide a holistic framework for companies to promote gender equality and women's empowerment in the workplace, marketplace and community and drive positive outcomes for society and business. Launched in 2010 by UN Women and UN Global Compact, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment. The seven Principles constitute a primary vehicle for corporate delivery on gender equality dimensions of the 2030 Agenda on Sustainable Development and the Sustainable Development Goals.

The seven Principles are:



Ridgeway and the WEPs

One of Ridgeway's 2021-22 commitments was to join the WEPs. As our DEI efforts grow beyond GCNP, we are glad to use the WEPs as a platform to share lessons learnt, make actionable progress on gender equity and track results.

Ridgeway became a WEPs signatory on 17th June 2021.

The Gap Analysis Tool

The WEPs Tool comprises 18 multiple choice questions that draw from good practices from around the world - covering gender equality in leadership, workplace, marketplace and community. Topics covered by the assessment include commitment to a gender equality strategy, equal pay, recruitment, supporting parents and caregivers, women's health, inclusive sourcing and advocacy for gender equality in communities of operation. Each question is organised according to

⁵ To learn more about the Women's Empowerment Principles, follow [this link](#), read the [FAQs](#) or [watch this brief explainer](#).

a management model, which guides companies of all sizes through the process of formally committing, implementing, measuring, communicating progress and taking action.

The model draws on widely accepted and understood management practices, including the UN Global Compact Management Model. The multiple choice questions are supplemented by 17 optional outcome indicators sourced from international reporting frameworks and standards. Companies are encouraged to input their data to assess effectiveness of programmes and policies, measure development over time and benchmark progress against peers and industry standards (at the aggregate level).⁶

November 2021 - Improver

In November 2021, we took our first GAT. We did this to assess the company's approach to gender equality and, most importantly, identify gaps and opportunities for continuous improvement.

Ridgeway Information scored **40% - Improver**. Our lowest performing management stages (from a possible four: Commitment, Implementation, Measurement and Transparency) were Measurement and Transparency. Ridgeway did not report on our DEI work to stakeholders (internal or external) in any way beyond verbal briefings.

Reflecting on the GAT process

As a small and medium enterprise (SME), we were grateful for the direct access to an accessible and free tool. We remain grateful for the direction provided by the tool's topics, and encouragement to making more data public in a transparent way. In some areas of the tool, progress (as defined by the GAT) would mean creating more policies which are not relevant to our work. For an SME, creating more policies becomes an onerous process. We therefore accept the GAT as a guiding tool. We set ourselves a target of approximately 80%, mindful of these limitations.

March 2022 – Achiever

Our main take-away from the November 2021 GAT was our lack of transparency in reporting. Ridgeway's team were briefed verbally on changes; data points were accessible on demand; the Board of Directors was not briefed formally on our DEI work. This report marks our start on the process to fuller transparency. We will take a GAT annually, between March and April, to track our progress.

At the March 2022 GAT, we scored **61% - Achiever**. Ridgeway has developed and implemented several policies and practices across business functions of the organisation. Ridgeway is recognising that, while formalising policies is important, to create change we must support those policies with practice, measurement and reporting. The next steps are to address the remaining gaps in our implementation, fully integrate gender equality into our corporate sustainability strategy and increase our transparency to our stakeholders

⁶ To learn more about the GAT Tool weighting, read question [10. What is the methodology behind the results?](#) from the GAT Tool FAQ.

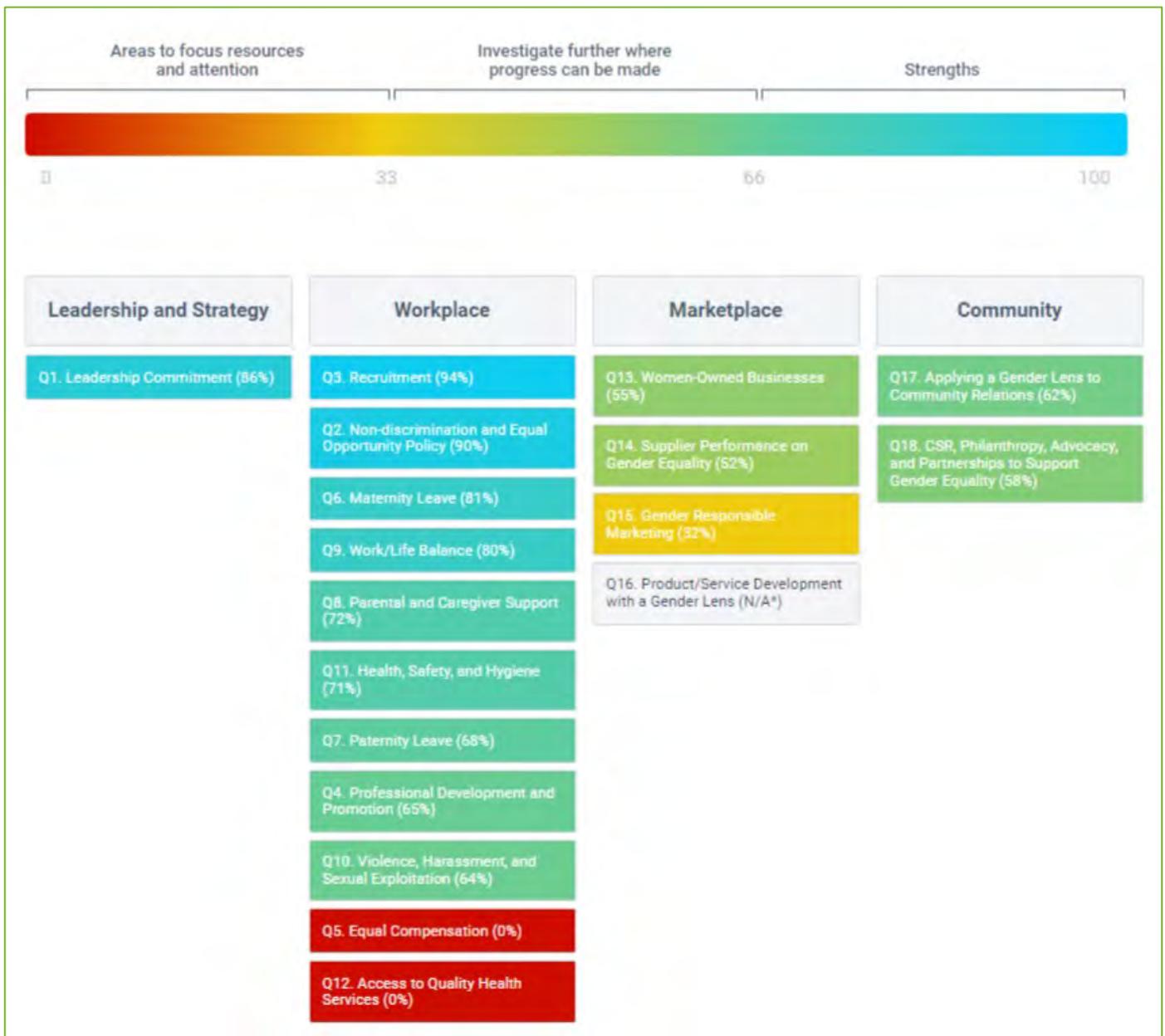


Joanna Kidd (F)
CEO, Ridgeway Information

At Ridgeway Information, we are committed to acting responsibly, respectfully and with a global outlook. Working towards furthering UN Women's Empowerment Principles comes as a natural extension to our efforts to be an equitable and fair workplace. We remain committed allies to women and gender minorities in our teams, work and communities.

Read more on Ridgeway Information's [WEPs profile](#).

Ridgeway's score by individual questions:



Ridgeway's Gender Action Plan⁷

Ridgeway Information's Gender Action Plan will be reviewed annually, alongside our work as [Gender Champions in Nuclear Policy](#). We commit to building on existing progress and advancing the 7 principles in all our diversity, inclusion and equity work.

The goals listed below will be reviewed annually; we will publish our yearly goals and maintain accountability over our achievements. We commit to extending this plan to gender minorities, being mindful of those multiply marginalised on the basis of their identities.

1. High-Level Corporate Leadership

Continue to:

- Review the requirements for board membership, and other governance bodies and committees, to remove any discrimination or bias against women.
- Ensure that existing policies are gender-sensitive – identifying factors that impact women & gender minorities and men differently – and that corporate culture advances equity and inclusion.

Work on (implementation by April 2023):

- Making managers at all levels aware of diversity goals and targets.

2. Treat all Staff Fairly at Work without Discrimination on the Basis of Gender

Continue to:

- Pay equal remuneration, including benefits and bonuses, for work of equal value and continue to be a London Living Wage accredited employer for all employees, regardless of gender.
- Foster an inclusive workplace culture and remove gender-based discrimination from all policies and practices.
- Implement gender-blind recruitment for all our Assistant Researcher programmes.

Work on (implementation by March 2022):⁸

- Enforcing equitable policies for parents and carers.
- Offering flexible working arrangements, leave and re-entry opportunities to positions of equal pay and status.

3. Employee Health, Well-Being and Safety

Continue to:

- Respect all employees' rights to time off for medical care, understanding that mental health is part of their overall wellbeing.
- Provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.

Work on (by December 2021):⁹

- Establishing and enforcing a secondary trauma research policy.

4. Education and training for career advancement

Continue to:

- Provide equal opportunities for formal and informal networking and mentoring programmes.
- Ensure equal access to and participation in all company-supported education and training programmes.

⁷ As of November 2021.

⁸ Current and completed GCNP commitment.

⁹ Completed in November 2021.

Work on (ongoing):

- Establishing skills matrices for career advancement at all career levels, across all business areas.

5. Enterprise development, supply chain and marketing practices

Continue to:

- Require our supply chain to comply with Living Wage standards of fairness and equity.
- Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.

Work on (ongoing):

- Encouraging business partners, contractors and suppliers to adopt the WEPs.
- Supporting gender-sensitive solutions to women's barriers to accessing financial products and services.

6. Community initiatives and advocacy

Continue to:

- Lead by example by showcasing concrete actions to advance gender equality and women's empowerment.
- Support mentorship programmes for young women and gender minorities.
- Leverage influence, alone or in partnership, to advance gender equality and collaborate with business partners, suppliers and community leaders to achieve results, expanding on our work as Gender Champions.

Work on (work to start mid-2022):

- Establishing mentorship and development programmes which give back to women and marginalised communities.

7. Measurement and Reporting

Continue to:

- Gather annual data on gender balance in the company and use gender and sex-disaggregated statistics to measure progress and report results at all levels
- Share lessons learned and good practices in the implementation of the WEPs and diversity, equity and inclusion work

Work on (reporting annually, by April):

- Taking the WEPs Gap Analysis Tool to establish a baseline for WEPs implementation
- Reporting annually on progress in the implementation of the Women's Empowerment Principles



Organizations in Solidarity

About OrgsinSolidarity

Organizations in Solidarity (OrgsinSolidarity)¹⁰ is formed as a partnership among more than 300 organisations and individuals who are signatories to the Women of Color Advancing Peace, Security, and Conflict Transformation (WCAPS) United States or United Kingdom Standing Together Against Racism and Discrimination Statements (Solidarity Statements). WCAPS is a platform working to advance the leadership and professional development of women of colour in the fields of international peace, security and conflict transformation. WCAPS has chapters in Brazil, Canada, Colombia, France, Nigeria, the UK and in the US in Georgia, New York and the West Coast.

The mission of OrgsinSolidarity is to combat racist beliefs, attitudes and acts of discrimination, and integrate diversity within all levels of our organisations and as individuals in the peace and security, foreign policy and national security fields. By becoming a member of OrgsinSolidarity, organisations or individuals commit to:

1. Actively change the face of international peace and security by ensuring that members' organizations reflect the diversity of Black people and people of colour at all levels.
2. Diversify member organisations' boards of directors and advisory committees to include Black people and people of colour.
3. Elevate the voices of Black people and people of colour in the media and through other public engagements.
4. Educate members' leadership and staff on the prevention of racism and discrimination, and on their detrimental impacts.
5. Call out racism and share the burden of dismantling white supremacy.
6. Acknowledge microaggressions and their detrimental impact on Black people and people of colour in the workplace.
7. Provide support, including financial support and resources, to groups that are led by Black people and people of colour that promote these values.
8. Acknowledge the contributions of Black people and people of colour and credit their work in the fields of international peace and security.
9. Develop a safe workplace where Black people and people of colour can share their concerns on issues of racism and racial discrimination.
10. Develop meaningful diversity, inclusion, and equity strategies for Black people and people of colour, and our efforts on gender diversity will include women of colour.
11. Develop processes for hiring individuals from local and low-income communities.
12. Develop mentorship programs for Black people and people of colour in our organizations.

¹⁰ To explore more from Orgs in Solidarity, follow this link for the [main page](#) and [read the publications here](#).

Ridgeway and OrgsinSolidarity Statements

Solidarity Statements

In June 2020, we signed the [US statement Standing Together Against Racism and Discrimination](#):

Britain's relationship with race and racism is far from a neat narrative with a happy resolution. We mourn the loss of countless Black lives at the hands of systemic injustices in the United States. In the United Kingdom, our own systems of policing, imprisonment and justice have failed Eric Garner, Jimmy Mubenga, Rashan Charles, Edson Da Costa, Sarah Reed, and far too many others.

We have more to learn, more to act on and most importantly, more to listen to. The onus is on us to act. We remain committed to working on being better allies. We stand in solidarity with all those fighting against injustice.

Later the same month, we signed the [UK statement Standing Together Against Racism and Discrimination](#):

We mourn the loss of countless Black lives at the hands of systemic injustices. In the United Kingdom, our systems of policing, imprisonment and justice have failed people of colour for far too long. We will be a part of the solution. We will listen, learn and work to make the peace and security field better for all. We stand in unwavering solidarity with the UK chapter of Women of Color Advancing Peace and Security and those willing to be part of the change.

Working groups

Each of the twelve commitments outlined above has a corresponding working group, which meets monthly to work towards a tangible goal in support of its corresponding commitment.

Until September 2021, Ridgeway's team worked alongside members in five working groups:

1. Forming the Future

Core commitment: To empower aspiring and early career individuals to sustain the work of antiracism, and the dismantling of white supremacy, in the peace and security field.

Goals:

1. Amplify the perspectives and needs of aspiring and early career individuals, particularly those of colour, within the OrgsinSolidarity working groups, and the initiative as a whole.
2. Design and implement projects to improve the experiences of early-career individuals, particularly those of colour, in the peace, security and foreign policy fields.
 - Create and share tools to help aspiring and early career individuals succeed in the field
 - Promote good organisational practices that support early-career individuals
 - Foster a network for early career professionals

2. Diversifying the Field

Core commitment: Actively change the face of international peace and security by ensuring that our organisations reflect the diversity of Black people and people of colour at all levels.

Goals:

1. Creating a pathways matrix
2. DEI Training Manual / Case Study

3. Meaningful DEI

Core commitment: Develop meaningful diversity, inclusion and equity strategies for Black people and people of colour, and our efforts on gender diversity will include women of colour.

Goals:

1. Utilise the working group as a forum to compare experiences and key considerations from DEI efforts in our respective organisations accounting for differences in organisational sizes and stages of DEI efforts.
2. Educate the group on what peace and security funders, and other external stakeholders, are doing on DEI in supporting and holding accountable their grantees

4. Confronting White Supremacy in the Workplace

Core commitment: Call out racism and share the burden of dismantling white supremacy.

Goals:

1. Build confidence and effective means for calling out and 'calling in' racism, critiquing and dismantling white supremacist assumptions, narratives and histories and moving beyond shame to education and transformation.
2. Lift higher the voices and experiences of women and people of colour.
3. Dismantle white supremacy by encouraging and protecting open and critical discussions of how racism and white supremacy still shape, operate in and limit what we can achieve in security, defence, funding, education and international policy fields.

5. Microaggressions in the Workplace

Core commitment: Acknowledge microaggressions and their detrimental impact on Black people and people of colour in the workplace.

Goals:

1. Bring the topic of microaggressions to the floor/to the consciousness of both small and large companies and organisations:
 - Start a dialogue and validate feelings of People of Colour but not to insist they do the heavy lifting of the dialogue
2. Create two microaggression toolkits, each tailored to:
 - Empower Black and Brown people to speak on their experiences
 - Educate White people about history behind and impact of microaggressions to change their behaviour/language

In November 2021, we reduced our commitment to the *Microaggressions in the Workplace* and *Forming the Future* working groups. After a period of internal reflection, we decided our team members can engage most meaningfully, and in line with all our other DEI efforts by reducing and focusing our commitment. Our participations in these two groups will continue to be meaningful and sustained.

Early Career Opportunities

Between 2021-22, Ridgeway Information continued to create opportunities for early career researchers. In line our commitment to GCNP, all applications were considered gender blind. Where appropriate and possible, further characteristics such as ethnicity and educational institution were further removed from the shortlisting process.

The non-proliferation Assistant Researcher Programme

The Assistant Researchers Programme¹¹ is a very successful programme, which has been running for over 10 years. The Programme brings all-round benefits to participants, clients and Ridgeway as a whole. Assistant Researchers gain experience of working on analysis and research projects with real-world impacts.

Assistant Researchers get valuable opportunities to further expand and showcase their research and analysis skills and see how these can be applied in professional settings. The programme is an extremely positive experience that builds confidence and often opens new career ideas and opportunities.

Previous Assistant Researchers have transitioned to full-time research roles at Ridgeway. Others have gone on to work for the US State Department, the US Department of Defence, the UK Foreign and Commonwealth Office, the UK Treasury and British Aerospace.

We are extremely proud of our Assistant Researcher alumni and aim to stay in touch through a range of events and networking opportunities. Some of our previous Assistant Researchers have continued working for Ridgeway or worked with us on different projects.

This year, the Programme was oversubscribed 30:1. The 2021-22 cohort of Assistant Researchers (6 female-identifying, 1 male-identifying) work 4 days per calendar month either remotely or in our London office. Despite the pandemic, we ran four training sessions to support their growth and development, including one in-person in our London office. These sessions support the Assistant Researchers in their roles at Ridgeway, and also help support research skills applicable in their studies.

Internships at Ridgeway

About

A key goal of Ridgeway's internship programmes is to equip students with industry-relevant skills and experience to help "springboard" them into early careers. Other key goals of these programmes include building our network and relationships with leading universities, as well as creating and sustaining a network of talented young professionals. All of the ten students Ridgeway onboarded via our internship programmes between 2021-22 reported thoroughly enjoying their time working at the company and feeling up-skilled by the end. One summer 2021 intern had such a positive experience that they stayed on at Ridgeway as an Assistant Researcher in the 2021-22 cohort.

During the pandemic, Ridgeway not only continued creating internship opportunities for students, but increased the number of programmes run and expanded our network of partner universities. Between 2021-22, we ran seven internship programmes, six of which were new to Ridgeway. We also expanded our network of partner universities to include the University of Kent and the University of London, City. Both of our new partners are non-Oxbridge and non-Russell Group universities, and therefore represent more diverse student bodies, including students from backgrounds which are under-represented in the graduate workforce. At the same time, these universities have less funds to support these students, making our internship work more impactful.

¹¹ Between 2021-22, the Assistant Researchers Programme was managed by Amytis Peymani (Researcher).

Between 2021-22, Ridgeway ran one internship specifically focused on social mobility. Our Summer 2021 Springboard Internship, in partnership with King's College London, was focused on students with characteristics or backgrounds that are underrepresented in the graduate workforce. This included students who were carers, first-generation university students, students from low-income backgrounds, students with disabilities, and black and minority ethnic (BAME) students.

Where possible, Ridgeway adapted our intern recruitment practices to better meet our 2021-22 DEI goals. For example, where possible, we implemented form-based applications (as opposed to CV and cover letters). This allowed us to assess candidates based on competencies, rather than educational or employment history, thereby mitigating these sources of bias and levelling the playing field for candidates without relevant internship or industry experience. Ridgeway also introduced the practice of concluding all internships with a "celebration" de-briefing. These sessions are designed to give students the opportunity to reflect on the skills and knowledge gained at Ridgeway and empower them to showcase this to future employers in order to further advance their careers.

Details and feedback

Between 2021-22, Ridgeway hosted five internships.¹² Ridgeway ran these programmes in partnership with four universities, to onboard 10 students. Our Interns were part of four universities:

1. University College London
 - a. Crime and Security Science 2nd year work placement (under-graduate), three students
2. King's College London
 - a. Masters in Public Policy work placement (post-graduate), one student
 - b. Springboard Summer Internship (under-graduate), one student
3. University of Oxford
 - a. Santander Summer Internship (post-graduate), two students
 - b. Q-Step Summer Internship (under-graduate), one student
4. University of Kent
 - a. Q-Step Work Placement Internship (under-graduate), two students

Collectively, they contributed to many strands of our work, including disinformation, gender, migration, non-proliferation and business development.

¹² Between 2021-22, all the Internships at Ridgeway were coordinated by Kirstie Bosman (Researcher & Internship and University Outreach Lead).

We received excellent feedback the students who joined Ridgeway over the year. Below is an extract from the [University of Oxford 2021 Summer Internship Yearbook](#):

RIDGWAY INFORMATION

Jakob Schram, St Anne's College, Final Year Postgraduate, MPhil International Relations, Remote working



Work Projects
I worked on three projects: (1) I was asked to automate an information-gathering procedure using Python; (2) I was given a sub-part of a real report that the company had underway; (3) I was tasked with gathering an original dataset on all UK-based actors in the nuclear disarmament field. The first was less demanding but helpful for my technical skills; the second was illuminating as I learned the ropes of open-source intelligence gathering; the third was more fun than the other two, while less demanding. I received keen follow-up through weekly meetings with three different supervisors, one for each task.

Daily Life
It worked very well. I had regular days (9-5 most days) and worked within those frames. I'm used to using M Teams, which the company used, so it was really problem free.

Lasting Impressions
I enjoyed the experience very much, and it filled out certain blanks on my CV -- e.g. open-source intelligence gathering. It also looks good, as the company has a good reputation.

Frederike Louise Brockhoven, St. Antony's College, First Year Postgraduate, MPhil Modern Middle Eastern Studies, Remote working



Work Projects
I worked on open-source intelligence reports on an Egyptian company, by conducting OSINT (a new skill I learned at the start of the internship) in Arabic (exciting to be able to use my linguistic skills beyond the classroom!) - I worked on a project for UNESCO, and was given my own report to research and write - I'm still working on that now on a part-time basis. I was given much

responsibility and that is really exciting and made it a very useful experience and a real asset for my CV. I had one direct contact who was really lovely, approachable and useful in guiding me, but all other members of the team were also very approachable and kind. I was really pleased to have been invited to a work lunch so I could meet some of my colleagues face-to-face, which made a big difference!

Daily Life
I managed most of my work through Microsoft Teams, Excel and Word. Every morning at 9am I would log into Teams, get on with my tasks or have a morning meeting with colleagues. I worked quite independently but with daily check-ins. I tried to stay online all day, but sometimes took breaks (if the weather was nice) and just worked in the evening instead, which was fine as long as I attended meetings.

Lasting Impressions
I was a little worried about remote working with people I'd never met before, but I was really pleasantly surprised by my colleagues who were so lovely and welcoming! The work was also really interesting, which definitely helps when you don't have much of the social aspect to spice up your day. Working for them part-time flowed so naturally, it would have seemed odd to end my work after 2 months, I just became part of the company so quickly. I'm really glad they felt the same way and kept me on.

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Based on the positive experiences of our Santander Summer Interns, Ridgeway was offered funding for 2022-23.

Events

Between 2021-22, Ridgeway staff volunteered their time for a number of events supporting the school/university to career pipeline:

- April 2021 [The UK Girl Security Symposium](#)
- May 2021 OrgsInSolidarity: [Breaking into Peace and Security: Intro to Early Career Roles](#)
- June 2021 UCL Careers Panel Event in [Employers on Equality 2021](#): Equitable Employment
- June 2021 Research Skills 101 to the [En Voz Alta Mentees 2021 Cohort](#)

Looking ahead

As Ridgeway grows as a company, our DEI work will underpin our efforts to grow sustainably. We want to attract and retain the best talent; in order to do so, we will continue to support the early careers pipeline and ensure that all our staff are supported as they progress in their careers, and as the work we do at Ridgeway expands. In 2022-23, we have chosen to focus on two WEPS principles: (4) education and training for career advancement and (6) community initiatives and advocacy.

2022-23 SMARTIE Goals

1. By June 2022, we will have supported the Ark schools Professional Pathways programme by running sessions on digital skills and cyber security in local Ark schools.
2. By September 2022, we will have developed a learning framework that will offer all core staff pathways to training and development opportunities.
3. By October 2022, we will have created the conditions to allow core staff to be involved volunteering activities. These may include but not be limited to mentoring undergraduate students as well as, where appropriate, postgraduate students and early career professionals.

In the past year, we have grown comfortable in balancing our ambitious goals with achievable targets. We've learned that for us, meaningful participation in DEI work means choosing projects which spur positive change. We reflect our values in the ways we support early careers professionals and support those within our teams to grow. We continue to be open and equitable partners in all our external collaborations. As a small and medium-sized enterprise, we've also had to focus our DEI work based on the limited resources available.

In 2022-23, we will continue to embed diversity of thought and lived experiences not just through Diversity initiatives, but by design. We are also aware that the work towards equity won't be completed in a reporting year. The year ahead will no doubt be one of learning, challenges, and further insight.

Annex 1: the Panel Parity Pledge

All Gender Champions adopt the *Panel Parity Pledge*: to avoid whenever possible appearing on single-gender panels.

When invited to participate in a panel discussion, the Champion or their designee will obtain answers to the following questions:

1. What are you doing to ensure gender diversity at your event?
2. Are there any women, or equal numbers of women, speaking on the panel/s?
3. (If not), have the organizers reached out to female experts?
4. (If not), can we share our evolving list of dynamic experts in the field that happen to be women?
5. (This list is composed by the potential panellist or organization. It also has the knock-on effect of the potential panellist championing a number of brilliant and knowledgeable female colleagues)
6. Are conference organisers using the list to identify and invite expert women panellists?

Annex 2: Gender-disaggregated data as of 1st March 2022

Company make-up

Number of employees, disaggregated by sex and role

	Female	Male	Non-binary (and other)	Total
Total employees	18	12	0	30
Senior Manager (CEO, COO)	1	1	0	2
Manager	1	1	0	2
Senior Researcher	2	2	0	4
Researcher	3	2	0	5
Consultant	1	1	0	2
Linguist	3	3	0	6
Intern/ Assistant Researcher	7	2	0	9

Total number of employees by employment contract (permanent and temporary), disaggregated by sex

	Female	Male	Non-binary (and other)	Total
Total employees	18	12	0	30
Full time	3	3	0	6
Part time	9	5	0	14
Fixed term	4	1	0	5
Freelancer, consultant or contractor	2	3	0	5

Total number of Board of Directors, disaggregated by sex

	Female	Male	Non-binary (and other)	Total
Board of Directors	2	5	0	7

Hiring processes and advancement

Total number and rate of new employee hires and employee turnover, disaggregated by sex

	Female	Male	Non-binary (and other)	Total
New hires	8	3	0	11
Turnover rate	4		0	6

Total number of employees that were promoted last year, disaggregated by sex

	Female	Male	Non-binary (and other)	Total
Total employees	18	12	0	30
Promotions	2	2	0	4

Parental leave

	Female	Male	Non-binary (and other)	Total
Total number of employees entitled to parental leave	7	6	0	13
Total number of employees that took parental leave	0	0	0	0
Total number of employees that returned to work in the reporting period after parental leave ended	0	0	0	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	0	0	0
Return to work and retention rates of employees that took parental leave	N/A	N/A	N/A	N/A

Discrimination and corrective actions

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

Risk and injury

	Male	Female	Non-binary (and other)	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

For further information, please contact:

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