



Gender Pay Report 2023

Foreword

This document sets out our gender pay gap for the year. I confirm the data contained in the report is accurate and meets the requirement of the Equality Act 2010 (gender pay gap information) Regulations 2017.

The path of progress is rarely a straight line. Nevertheless, as we report a wider gender pay gap for 2023, it is prudent to ask if we have taken a wrong turn.

This report helps us to check our bearings. It reveals the scale of the challenge ahead of us. Crucially, it also identifies landmarks: evidence that we remain on course and are heading in the right direction over the long term.

At Ruffer, men remain overrepresented in senior investment and client-facing roles – typically the roles that attract the highest pay in the market. There are no shortcuts to balancing this representation, but we are beginning to see progress. Last year, for example, more women were appointed to fund manager roles than men.

We have also refocused our DEI strategy – shaped by the results of our most recent staff survey. The strategy has a clear focus on inclusion, and on creating a workplace to which people feel they belong, can do valuable work, and feel valued for it.

As Ruffer enters its fourth decade, we will continue to make progress in recognising, developing and rewarding our talented people, fairly and effectively.



Chris Bacon
Chief Executive

Understanding the gender pay gap

This is Ruffer's fourth gender pay report since the regulations were introduced in the UK, however we have been monitoring and addressing our gender pay gap for several years before being required to do so. This period has been characterised by significant societal change in the way we work with the widespread introduction of agile working and increasing support for flexible work arrangements. Ruffer is rightly proud of the support we provide our employees in achieving an improvement in their work life integration through the introduction of these arrangements.

The regulations set out a prescriptive approach to the calculation of a gender pay gap which can be confused with the issue of equal pay, but the two are fundamentally different.

EQUAL PAY is the legal obligation to award equal pay for the same or similar work.

GENDER PAY GAP is the difference in the average pay for men and women in the workforce.

A gender pay gap does not mean there is unequal pay for men and women who are performing the same work. At Ruffer, we are committed to ensuring that our colleagues are paid equally for doing equivalent jobs, and we take action to address any gaps and to ensure our policies and practices are fair and consistently applied.

IN SUMMARY – RUFFER'S GENDER PAY GAP

Our overall gender pay gap is attributable to the demographic of our employee base. These demographic factors reflect the disproportionate representation of men and women at different

levels of the firm and the roles that they perform. Ruffer has a larger proportion of men in management roles, relative to women but ensure that our approach to recruitment, retention and progression delivers fair outcomes.

Our gender pay gap is likely to persist until we have a more balanced representation of men and women at all levels and across functions within the firm with similar working patterns. We are committed to addressing this through our diversity, equity and inclusion (DEI) plans and HR policies, which we set out in this report.

Other factors are also driving the gap, including the specific roles, responsibilities and performance of employees at similar levels. We have analysed these differences and we are confident that employees performing the same roles are paid fairly, irrespective of gender.

UNDERSTANDING THE DATA – KEY TERMS

MEAN PAY GAP

The difference in the average hourly rate of men's and women's pay

MEDIAN PAY GAP

The difference between the midpoints in the ranges of men's and women's pay

PAY QUANTILES

Shows the proportion of men and women in different pay bands, with the workforce divided into four equal pay bands (quartiles)

Employees

%	Mean	Median
Gender hourly pay gap	21.2	31.6

Our mean gender pay gap is 21.2% in favour of male employees, which is an increase of 8% from last year. Our median gender pay gap of 31.6% has increased since last year and is above the latest national average median pay gap of 14.3% reported by the Office for National Statistics (ONS), but similar to or lower to that of other institutions within the asset management sector.

Ruffer has been carrying out internal annual pay gap analysis since 2016 and has seen progress on reducing our gender pay gaps over that period.

%	Mean	Median
Gender bonus gap	52.4	40.0

The mean bonus gap is 52.4% in favour of male employees. This has increased from 36.6% in 2022. Bonus pay gaps are often larger than pay gaps as higher paid roles and those in client and investment areas attract a higher level of bonus in the market. Bonus gaps are also calculated on a cash paid basis and are affected by recruitment, part time working and those who have had significant periods of absence, such as maternity leave. We have a far greater proportion of females that work part time and have continued to recruit more females than males which adversely affects our bonus pay gaps calculations.

Since 2016, when we started monitoring our data, both our mean and median bonus gaps have improved thanks to the significant focus upon diversity and inclusion. We are confident that the bonus eligibility criteria remain fair and non-discriminatory.

Quartile %	Male	Female
Upper	69.6	30.4
Upper middle	65.7	34.3
Lower middle	50.7	49.3
Lower	27.1	72.9

The total employee population at 5 April 2023 was 47% female and 53% male. The quartile analysis shows that women are over-represented in the lower quartile (which is lowest paid) and under-represented in the upper quartile. This year, the proportion of females in our lowest paid quartile has increased and there has been a decrease in female representation in the highest paid quartile. This is the key contributor to our gender pay gaps.

REPRESENTATION WITHIN GRADES

At Ruffer, all individuals who have been employed for more than three months at 1 April each year (our financial year end) and have passed their probation period are eligible for a bonus. As for our bonus gap disclosures, this reflects the proportion of employees in the 5 April 2023 reporting population that joined Ruffer after the eligibility date for bonus awards. Whilst the proportion of males and females that received a bonus is the same, we have recruited both a greater proportion and a larger absolute number of females compared to males since the last reporting date.

%	Male	Female
Proportion of employees receiving a bonus	78.4	78.4

As noted above, improving gender balance across the organisation will help Ruffer to reduce its gender pay gaps.

Partners

%	Mean	Median
Partners pay gap	50.6	36.1

Ruffer is an independent private partnership, majority owned by people who work here. Although the regulations do not require us to report on partners' pay, we have chosen to continue voluntarily disclosing the pay gap for our partners to support our intentions on pay transparency.

At 5 April 2023, the actual partner profile was 66% male and 33% female (69% male and 31% female in 2022). Our mean partner pay gap is 50.6% (30.2% in 2022), and our median gender pay gap is 36.1% (1.9% in favour of females in 2022). These were both in favour of men. The average change in partner income allocations – from 2022 to 2023 – was consistent between men and women. It is the lower representation of women at partner level in the organisation that drives the overall partner pay gap.

Building a world-leading all-weather asset manager

Asset management as a sector has an imbalance between genders, with a greater proportion of males in both more senior and higher paid roles compared to females.

As a firm that seeks to grow our own talent, these investments can take time to have an impact on these reported figures. We remain committed to ensuring that all staff have the opportunity to develop and progress their careers with us, whilst retaining our focus on attracting and retaining female talent.

Our performance management, promotion and compensation processes ensure fair, transparent and robust practices and to remove bias (including gender) with our pay and promotions processes subject to moderation by our Executive Committee.

We want our people to play to their strengths. We recognise that all elements of DEI are important in achieving our goals; however, we also recognise that to make meaningful progress we must be focused and deliberate in achieving progress. Our preoccupation is with not losing money. To that end, we're in the business of judgement and decision making in the service of our clients to support our investment processes. We firmly believe that emphasising DEI will strengthen our culture so Ruffer can be a place where all our people can succeed and actively encourage a diversity of views through our investment and people processes.

DEI governance and policy

We have launched a new DEI strategy to support and enable our firm's strategy. We are creating an inclusive workplace where our people have a true sense of belonging, do valuable work, and feel valued for it. This will be to the benefit of our people and our clients and help us to live our values of Care, Excellence and Courage.

This strategy is designed to improve our culture of inclusion, increase the visible support for our people and to improve the integrity of our DEI efforts. This starts with accountability and training, all underpinned with policies that support our staff. During the year, we have welcomed a diverse group of external speakers to broaden our perspectives and enhance our DEI oversight to deploy the strategy and deliver impact. We also offer a wide range of benefits to support wellbeing and learning that help our colleagues to be themselves and better support our clients' ambitions.

We have implemented a new governance structure, with the formal sponsorship of the Executive Committee and representation from across the firm.

We launched our new diversity, equity and inclusion strategy and continue to monitor our staff diversity data. Access to our diversity data will enable us to monitor under-represented groups in our workforce and take appropriate action.

We held diversity and discrimination training as well as sessions on psychological safety to support our managers.

RUFFER AND ITS DEI PARTNERSHIPS

We're actively seeking to open up opportunities at Ruffer to people who are underrepresented in our industry and creating an environment where everyone can thrive. And we want to be more representative of the society we live in and the cities in which we operate.

To that end we are working with the following external groups –

GAIN (Girls are Investors) Ruffer has committed to host female interns during the summer 2024 to encourage women to explore a career in finance.

Moving Ahead – Mission Gender Equity Mentoring 40 employees are enrolled in this cross sector international programme that aims to increase female representation at senior levels in organisations.

Diversity Project Cross company initiative that aims to improve diversity in the investment and savings industry such that it better reflects society.

100 Women in Finance Their goal is for women to occupy 30% of senior investment roles and executive committee positions in the finance industry by 2040.

ENCOURAGING MENTORING

The Executive Committee took part in reverse mentoring this year to help bridge gaps in perspectives and help to promote a more inclusive and innovative work environment.

DIVERSITY IN PERFORMANCE AND REWARD

We believe that our people should be recognised for the contribution they make in service to our clients with their career progression based on merit. We have continued to enhance our pay, performance and promotions processes with improved controls and HR teams support our Executive Committee members through their pay calibration sessions, ensuring that fairness is paramount throughout our processes.

AN INCLUSIVE RECRUITMENT PHILOSOPHY

To help ensure that our recruitment processes are more inclusive, we partner with agencies that share our commitment to a diverse workforce and have undertaken direct sourcing to broaden our pool of candidates.

We aim to use gender neutral language in our job advertisements, ensuring that the job criteria reflect the skills and competencies required for the role and include hybrid working.

We look to ensure a diverse range of candidates are shortlisted for interviews, allowing reasonable adjustments at interviews for candidates who require them.

All candidates are assessed for relevant job-related skills and competencies, with offers made to the candidate most suitable for role.

About Ruffer

Ruffer looks after investments for private clients, financial planners, institutions and charities, in the UK and internationally.

Our aim is to deliver positive returns, whatever happens in the financial markets.

For more on what we do and how we do it, please visit ruffer.co.uk