

# A PLACE WHERE EVERYONE CAN REACH THEIR **FULL** POTENTIAL

*Ryan has a long history of creating a workplace culture that empowers all our team members.*

We began the journey toward creating a revolutionary team member culture 15 years ago, with the launch of our industry-leading *myRyan* flexible work environment. This program empowers our team members to work where and when they are most effective, while focusing on results, enhancing collaboration, and increasing efficiency and effectiveness.

For nearly two decades, Ryan has continually invested in numerous ways for our team members to achieve personal and professional success. Most recently, in 2020, our Talent Effectiveness team developed a competency-based model that identifies the specific skills required to advance through the organization by level and practice area. This framework provides new levels of transparency, clarity, and alignment. The transparent focus on skills helps leadership to build inclusiveness

and accountability in our promotion and advancement processes. In 2021 and 2022, the percentage of women promoted at Ryan outpaced the percentage of men in the U.S.

In 2023, Ryan took another step toward creating a high-trust culture by introducing pay transparency, giving our team members additional visibility into their career path. Combined with our competency rubric, our dynamic *myRyan* flexibility, and a host of programs and benefits, we are working to create a multifaceted workplace that supports and empowers everyone.

We know our team members are capable of incredible things, and we work hard to create an environment that helps them unleash their potential. For almost two decades, we have been investing in and creating a high-trust, people-first culture that aims to make it as easy as possible for our team members to excel.

*Three of our leaders shared what it means to be a woman in commercial real estate at Ryan:*



**Karen Pierre, Director, Client Services**

**We are on the cusp of rolling out pay transparency at Ryan. What do you think that means for women at Ryan?**

I believe implementing pay transparency can have three potential benefits for women at Ryan. For one, it helps achieve greater equality and fairness.

By making compensation information accessible to all team members, it helps ensure everyone is being compensated fairly based on individual merit. Second, it imparts accountability and trust. When compensation information is transparent,

it promotes greater accountability and trust within the organization. Team members have a better understanding of how pay decisions are made, helping foster trust and confidence in the fairness of the system. Third, pay transparency empowers women to take greater ownership over their career development, including leveraging this knowledge along with key opportunities to achieve their compensation goals. When salary ranges and benchmarks are openly shared, it provides a foundation for informed discussions and promotes greater equity in career advancement opportunities.



**Michelle Pink, Principal, Regional Leader, Property Tax Complex**

**How have you felt about agency/ownership when it comes to your career at Ryan?**

I think agency or ownership of your career comes within yourself, and this success comes from hard work, dedication, and perseverance. What I believe Ryan has afforded me is a more level-playing field. Our CEO and COO are dedicated to an inclusive meritocracy that creates the platform to owning your success at Ryan, no matter what gender, race, or religion you are. We have had programs in place for many years, like *myRyan*, that have helped me tremendously in my career. Ryan measures performance on results achieved, not hours worked. The *myRyan* program has allowed me to take control of my professional and personal worlds, intertwining them with what works best for me.

**We are on the cusp of rolling out pay transparency at Ryan. What do you think that means for women at Ryan?**

Women, historically, have experienced significant pay discrepancies compared to their male counterparts, especially in the area of commercial real estate. According to the CREW Benchmark Study in 2020, women earn 10% less than men in base salaries alone and 56% less on commissions. I believe the lack of transparency exacerbates this issue, leaving women unable to advocate for their worth. The pay gap usually starts right out of college with women earning, on average, 12% less than men as they do not advocate for a higher salary as often. This often carries through their career. I think pay transparency is crucial in Ryan's goal to be an inclusive meritocracy. Team members will be able to see transparency around their pay and have the tools and resources to leverage this knowledge as they navigate their careers. I am proud of Ryan's move towards pay transparency, as this is a key component towards equity.



**Noelle Rouhana, Principal, Property Tax Commercial**

**How have you felt about agency/ownership when it comes to your career at Ryan?**

Ryan has given me the tools to grow my career in ways I never imagined possible. There is truly no ceiling on growth potential at Ryan. I came to Ryan with a strong ambition to learn, grow, and succeed. There was never a moment that I felt held back from exploring my full potential. The leadership at Ryan not only explains the course of action needed to excel in this field but also encourages it. I have never experienced the investment in myself from any other employer in my 20-year career. If you are motivated, any person from any background can experience a career explosion here.

My career at Ryan has always seemed like it belonged to me. Ryan's rules, combined with my work ethic, have offered me the chance to advance my career and skill set. This organization stands out because of Ryan's core values – "Pursue Excellence," "Wired to Win," "Generosity Matters," "Build Trust," and "Integrity Always." These have guided me through the years at every stage of my career.

**We are on the cusp of rolling out pay transparency at Ryan. What do you think that means for women at Ryan?**

Pay transparency can be an incredibly motivating tool. It allows a team member to create realistic financial goals. I think it will give peace of mind to the women here at Ryan. I personally have not witnessed any gender pay discrepancies at Ryan. However, taking that data out of the shadows and highlighting the equality will definitely set Ryan apart from its competitors.

Pay transparency is a great tool to ensure and build trust among managers and team members.

**Award-Winning Tax Services**

For additional information

**1.855.RYAN.TAX**

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