

UK Gender Pay Gap Report

April 2023

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Control Risks

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“ I am pleased that we have continued to narrow our gender pay gap for 2023 and have continued our sustained downward trend over the last seven years.

Our commitment to reducing our gender pay gap is demonstrated by a reduction on a mean basis, of more than half since we first started reporting, and taking the median, the gap is now 12 percentage points lower than in 2017.

Our gender pay gap reflects the higher proportion of men than women in higher-paid, senior roles and should not to be confused with 'equal pay'. We have established structures and processes which ensure that men and women are paid the same for similar roles, so the focus of our efforts has been on re-balancing the numbers of men and women at every level of our organisation.

While we are seeing the number of women in senior roles grow, we recognise that there is still a long way to go, and we remain committed to accelerating this.

There are a range of factors informing our progress, which you'll find in the report.

I hope that you find this report useful, and I can confirm that the gender pay gap data contained in this Report for Control Risks Group Limited is complete and accurate.”



Sebastian Willis Fleming
Chief Executive Officer - Europe, Middle East and Africa

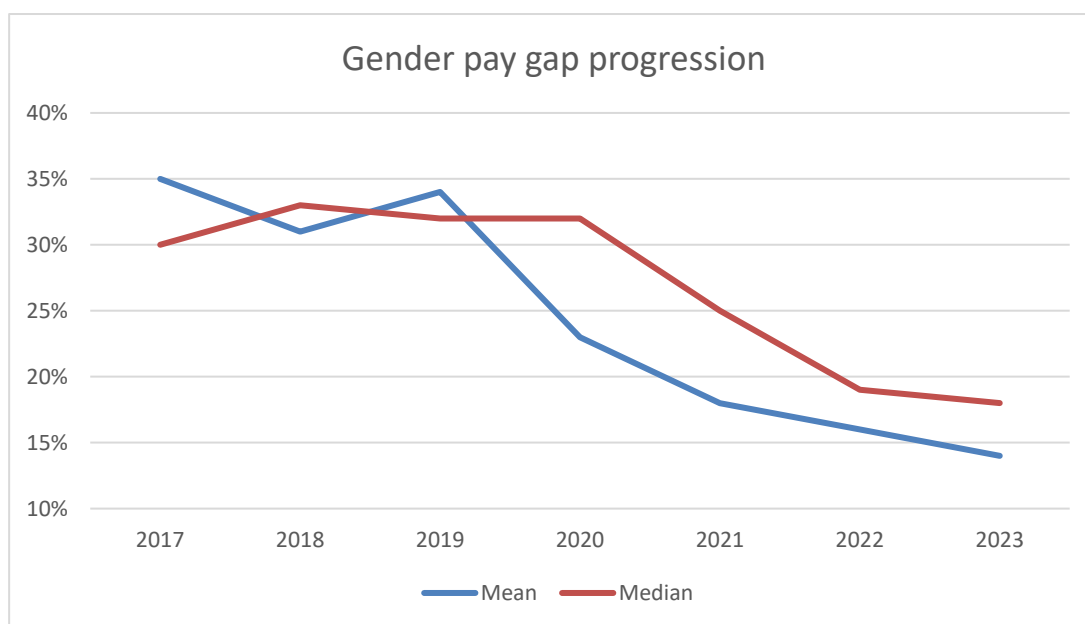
As a company with more than 250 employees we are required by the UK Government to publish details of the gap in pay between men and women, which we have done since 2017.

This report examines the gender pay gap which the government defines as, "...an equality measure that shows the difference in average earnings between women and men". It is not the same as equal pay, which is the amount paid for carrying out like-for-like roles. We have established structures and processes which ensure that men and women are paid the same for similar roles.

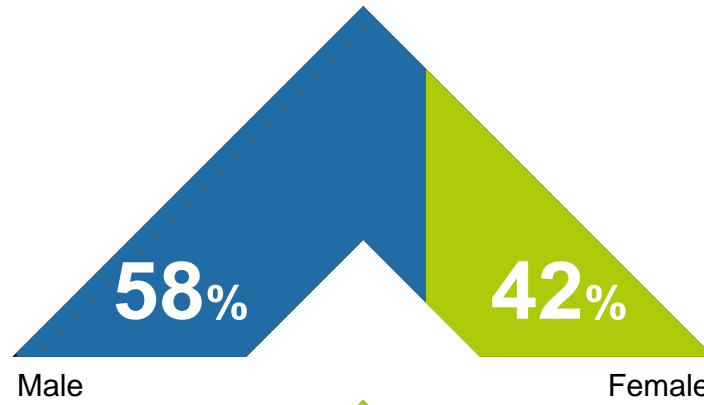
The gender pay gap refers to the difference in average pay for all men and women, regardless of level. The gender pay gap analysis therefore reflects the level of gender diversity throughout all levels of the organisation. As our statistics below demonstrate, our gender pay gap is a result of a lower proportion of females being employed in senior positions.

Our report also explores the gender gap in bonus payments. Partner cash participation payments can increase the gap whilst an increase in the number of client embedded roles that are not bonus eligible and mainly carried out by males decreases the gap.

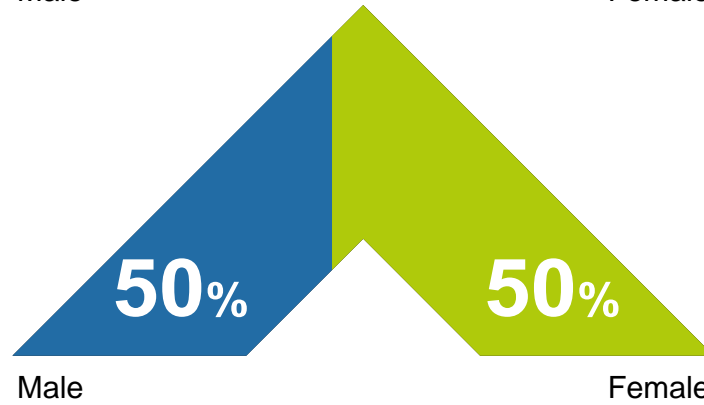
We also explain what we are doing to close the gap in both salary and bonuses, by removing barriers to female progression making sure more women have a better chance to progress to senior roles within Control Risks.



Three most senior levels of the company



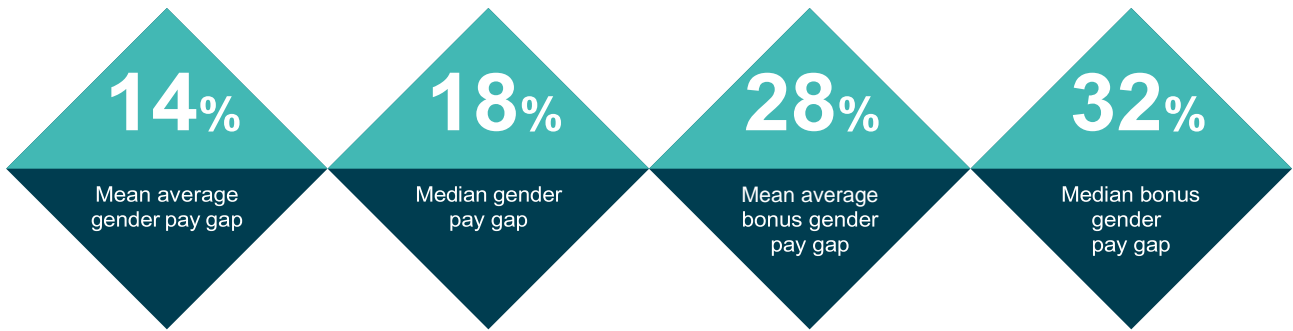
Three most junior levels of the company



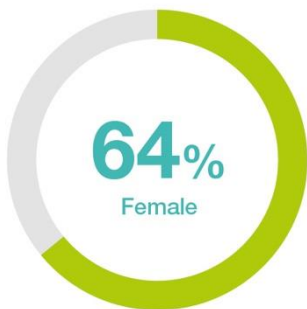
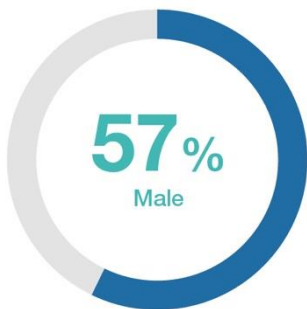
UK workforce data as at April 2023

Gap figures

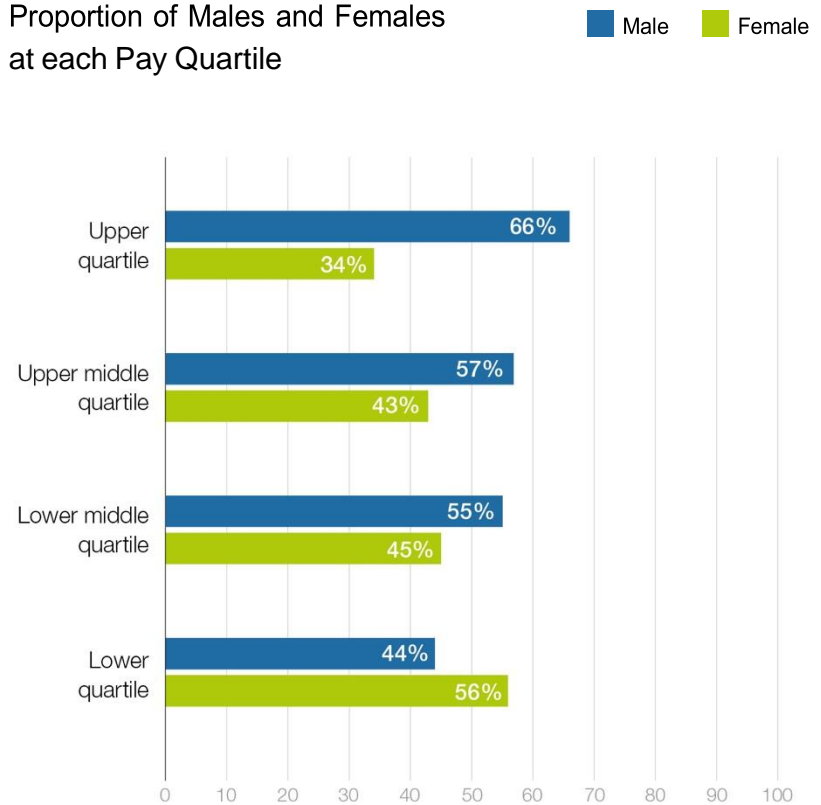
The data shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5 April 2023 and bonuses paid in the year to April 2023. Our pay data includes the pay of all levels of employees in the UK, including Partner* level employees.



Proportion of Males and Females receiving a bonus



Proportion of Males and Females at each Pay Quartile



*Control Risks is organised as a single global partnership, in which Partners are employees in the top two levels of the Company

While we have seen the number of women in senior roles grow, we recognise that there is still some way to go, and we remain committed to improving representation of women at senior levels. We know we have talented women at every level of our business and we are nurturing this talent to build a pipeline of future women leaders.

Control Risks has actively taking the following steps to help women move into senior positions:

▶ Work-life Balance

Our global hybrid working philosophy means that everyone should have some working style flexibility. As part of our broader approach to supporting our colleagues during their career, we also introduced four weeks paid sabbatical leave entitlement which has seen a big uptake. The launch of this sabbatical entitlement aims to support colleague wellbeing alongside our existing flexible and hybrid working offering.

▶ Career development

We are building gender diversity into succession planning, career development and facilitating mentoring for all of our employees as we seek to realise women's leadership potential across our business. We continue to conduct talent reviews focused on building a pipeline of female leaders with the aim for every female in our succession pipeline to have a development plan in place to set them up for future success. We have also made mentoring accessible to any employee who wants it, as we look to improve readiness for leadership roles at mid-manager level.

Our diversity, equity and inclusion (DE&I) plans, are aligned to our global DE&I strategy and overseen by our business and HR leaders. These plans include recruitment, career development, education and awareness.

▶ Hiring and Promotions

For every hire we are continuing to see gender balanced shortlist for roles and interview panels are also gender diverse. Our job adverts are clear about hybrid and flexible working being available and we do not ask for salary history of applicants.

For the third year running more women than men have moved into senior positions during our bi-annual promotion rounds.

▶ Networking and Peer Support

We have three employee network groups in the UK, the Womens Network, Synergy and Mosaic as well as a network of Mental Health Champions. Each network provides a forum for social and professional networking, information, and learning opportunities and serves as a sounding board for issues. We continue to invest in our employee network groups because they play a positive role in employee engagement, retention and in fostering a stronger sense of belonging, driving both individual and collective successes.

Recognising that we cannot achieve lasting change on our own, we are a Partner of the BBC 50-50 project and member of the UN Global Compact Network UK: Diversity, Equity, and Inclusion Working Group.

