



# UK Gender Pay Gap Report

March 2018

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## Foreword



**Nick Allan**

Chief Executive Officer,  
Europe and Africa

Control Risks supports the new legislation that requires us to analyse and report on the gender pay gap in the UK firm. Our result shows that the senior levels of the firm are still over-represented by men. We know that closing the gender pay gap will take time. The initiatives that we have around diversity and inclusion, and in particular those around flexible working, are designed to support the commitment that we have to make Control Risks a great place to work and one where everyone can realise their potential.

I can confirm that the gender pay gap data contained in this report for Control Risks Group Limited is complete and accurate.

## Notes



**Irene Dörner**

Chair of the Board

Since I have been fortunate enough to be the Chair of Control Risks I have managed to travel and meet teams in several countries. I am always impressed wherever I am at the strengths of our culture and our people. We are talented, collaborative, creative and above all dedicated to helping our clients. This is a consistent picture across the Control Risks world and it is a great strength. We are committed to nurturing talent and having succession plans which include all to ensure we create an environment where everyone can be themselves and thrive. Many of my colleagues discuss diversity with me on my travels and I would expect no less in an open culture such as ours. For me, the transparency of the gender pay requirement is helpful in enabling us to tackle the question of greater diversity and to put plans in place which will make a difference. The Board is committed to following this through knowing how important this is to Control Risks.



**Richard Fenning**

Chief Executive Officer

Diversity and inclusion is a business priority at Control Risks. We believe that the different perspectives found in a diverse and inclusive organisation are an essential ingredient to us offering a high quality service to an increasingly diverse client base. We provide a working environment that is rich and fulfilling and currently employ 58% men and 42% women globally from over 70 nationalities who bring a wealth of different experiences to share with clients and colleagues. We are committed to continued diversity in particular by reducing the imbalance of women and men at the senior end of the firm.

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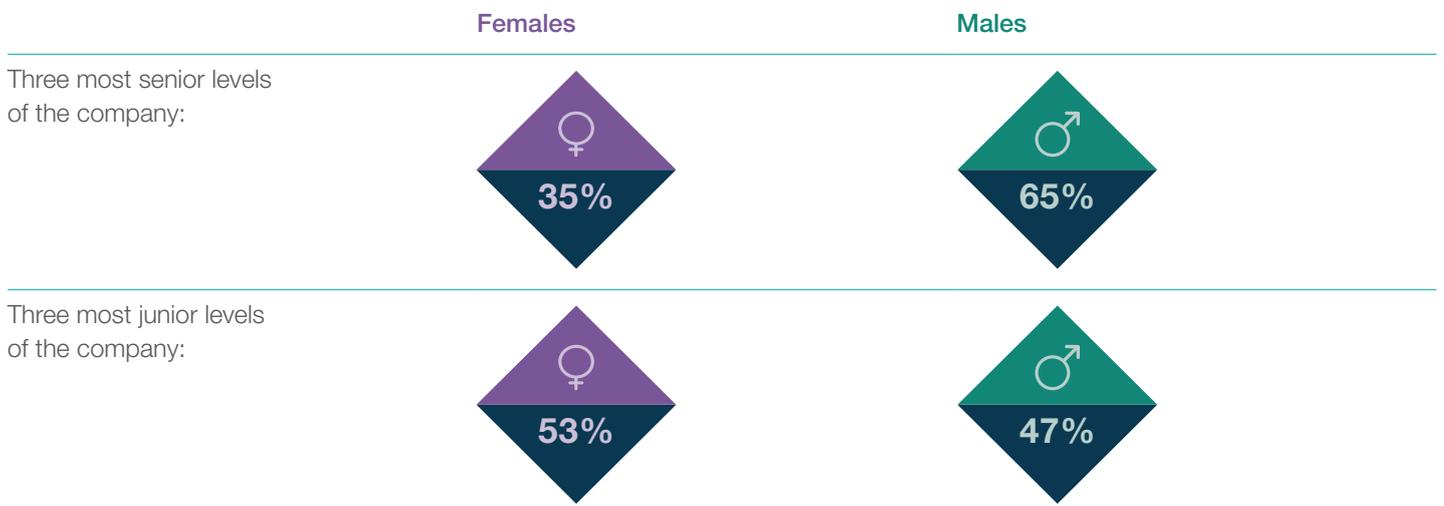
## Understanding our gender pay gap

Equal pay refers to same pay for the same or similar work and an equal pay gap refers to the difference in pay between people doing the same or similar work. Control Risks has a number of practices to ensure equal pay including: an established Board level Remuneration Committee that reviews the Company’s approach to salary increases; diversity analysis during the pay and bonus cycle to ensure gender parity; an annual review by the Executive Committee of salary increases and performance ratings for both males and females and an employee bonus scheme which is calculated using formula, removing the impact of bias.

The gender pay gap refers to the difference in average pay for all men and women within a single organisation, regardless of level. The larger the gender pay gap result, the larger the difference there is between the representation of one gender at more senior, and therefore higher paid, levels of the organisation. The gender pay gap analysis therefore actually reflects the level of gender diversity throughout all levels of the organisation, rather than whether genders at the same level of the organisation are receiving equal pay.

In an industry such as ours which is influenced by security, the gender balance has been traditionally skewed towards men, and therefore the proportion of senior men versus women is currently higher. The gender pay gap analysis therefore is influenced by this imbalance in senior positions. We are committed to address this difference, however recognise that in some areas of our industry there are fewer women in candidate pools particularly in higher risk security environments.

## Our UK Workforce



Data as at July 2017

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## Gender pay gap figures

The data below shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5th April 2017 and bonuses paid in the year to April 2017. Our pay data includes the pay of all levels of employees in the UK, including Partner\* level employees.

Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap
<b>35%</b>	<b>30%</b>	<b>57%</b>	<b>42%</b>

Our bonus scheme is calculated using a formula which is published to our employees. It rewards employees relative to their level in the company and is based on a % of salary.

### Proportion of Females and Males receiving a bonus



### Proportion of Females and Males at each Pay Quartile

Quartiles	Females	Males
Upper quartile	24%	76%
Upper middle quartile	38%	62%
Lower middle quartile	55%	45%
Lower quartile	68%	32%

## Closing the pay gap: driving greater balance in our leadership population

We are committed to achieving a greater gender balance in our leadership population.

Specifically, over the last 4 years we have made the following progress:

- 50%** females and males in our Non-Executive Director population. These statistics include a new female Chair of the Board.
- 2** females appointed to our Executive Committee.
- 38%** of our Partners\* in the UK are now female.

\*Control Risks is organised as a single global partnership, in which Partners are employees in the top two levels of the Company. Our pay gap data, unlike traditional partnerships and limited liability partnerships includes the pay of our Partner level employees.

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### What are we doing to continue to close the gap?

We are committed to continuing our progress towards greater gender diversity at the senior levels in our organisation. We currently have the following initiatives in place which we continually review to ensure we are achieving this aim:

- ▶ **Continuing to foster our inclusive culture.** We believe having an environment where everyone can succeed, irrespective of anything apart from their talent, behaviours and commitment is critical to our success. Our Company Values underpin this belief and we promote inclusive behaviours and decisions that are free from bias through a tailored eLearning programme. We stay attuned to our culture via feedback from our Global Diversity Forum and our Employee Engagement Survey. In our most recent survey the diverse backgrounds of our employees was the most highly rated area and our employees agreed that Control Risks is a “welcoming employer to individuals from all backgrounds” and that “perspectives and opinions are valued from people with different backgrounds”.
- ▶ **An in depth diversity analysis** of global promotions, hires, pay and performance is reviewed by our Executive Committee each year to ensure we are making the desired progress and that there is equality. This is reflected in global statistics, such as:
  - The same average performance ratings for males and females
  - The same attrition rate for males and females
  - The same length of service in role, prior to promotion to Partner\*

(Global data as at July 2017)

- ▶ **Mitigating bias in our recruitment & promotion processes** through unconscious bias training in addition to mandatory female representation on recruitment panels, diverse candidate pools and a robust benchmarking and Partner appointment process. Our external careers page is designed to reflect our commitment to our diverse and inclusive culture with the intention to appeal to a broad range of candidates.

- ▶ **Flexible working both in relation to working hours and location** is evident throughout all levels the company for both male and female employees.
- ▶ **Supporting employees through life changes, such as having a child.** Our UK maternity and paternity policies both enhance the statutory requirement. Our UK maternity policy does not require employees to return any maternity pay if they choose to not return from maternity leave. We still continue to enjoy healthy rates of return, in excess of three quarters of those who go on leave.
- ▶ **Membership of external associations,** currently the Employers Network for Equality and Inclusion, to challenge our thinking, provide guidance and learning from other organisations.

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### Real life examples: Hear from some of our female employees based in the UK:



**Sally McNair Scott**  
General Counsel



When I started at the Company, I was given flexible options so I could care for my four young children. Now, nearly all my team, both male and female, have an agile work arrangement and this has been very successful.

Throughout my career at Control Risks, I have been provided with management and leadership training, offered mentors and given opportunities for promotion, so I could thrive and progress to senior management. There is a real desire at leadership level to build a diverse and inclusive culture. It is one of the reasons I enjoy working at Control Risks - because there are so many great people here with unique stories behind them and from all walks of life.



**Maria Knapp**  
Senior Partner



For many of us, the best thing about working at Control Risks is our colleagues; their exceptional calibre, range of expertise, and not least their diversity. My personal experience of inclusion at Control Risks during my 7 years with the company has been a positive one. While there is work still to be done, as a manager and a partner, I can see that we are continuing on a positive trajectory by prioritising inclusion in recruitment and through leadership development to facilitate an environment in which talented women can make sustainable careers.



**Jenny Maclean**  
Director



Control Risks has provided me with a rewarding career journey that has taken me halfway round the world. Having joined in Dubai eight years ago, I have since spent three years in Shanghai and relocated to London last year. The opportunity to live internationally has been fantastic and the company has been really supportive in my transition between offices.

There have been various new roles and added responsibility along the way, so that my career has progressed from an administrative role when I first joined, to a management position in a global team. I have always found encouragement from the senior management and support in my transitions between roles, teams and countries.

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**Natascha Polderman**  
Chief Information Officer



My experience with Control Risks has been very positive. The fact that I am a working parent has not impacted my aspirations to be successful. Control Risks has consistently supported me whilst I balance my work and home responsibilities and the flexibility has enabled me to make significant steps in my career.

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**Tahseen Anam**  
Audit Manager



My role involves me travelling to our offices across the globe and interacting with colleagues who have wide ranging backgrounds and experience and who are approachable and talented at what they do. There is an inclusive culture and factors such as where someone ranks in the company is not something I consciously think about.

I have been supported to complete professional qualifications as part of my career development program and am constantly encouraged to think about my career progression within the company.

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**Lucy Norton**  
Partner



My experience of working in Control Risks has been extremely positive. This is my 11th year in the company. In this time I have been given the opportunity to develop myself both professionally and personally, holding a number of diverse consulting, leadership and management roles. Each one has challenged me, broadened my skills and exposed me to greater opportunities. In this time I have also become a mother to two beautiful children and have been supported every step of the way in building a sustainable and rewarding career around my family.