

# **UK Gender Pay Gap Report**

March 2019

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Control Risks

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“ It is encouraging that we have seen improvement in the mean salary pay gap but progress in all measures will take time and focus. Our UK gender pay gap is driven by a higher proportion of men than women in senior positions and a higher proportion of women than men in junior positions. Lower attrition at more senior levels, among other factors, means that change will take time. As a company we need to ensure that we have a diverse talent pipeline and a culture that is welcoming to all. The initiatives shown in this Report support these aims and I am committed to further progress in these areas.

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

**Nick Allan**  
Chief Executive Officer



“ We know that reducing the UK gender pay gap requires continuous focus and that taking meaningful steps to address the balance at all levels in our workforce is a key factor in achieving this. As a global company, we take a global view of this challenge. This was set out in our **2018 Report**, which explained our approach to diversity and inclusion, specifically looking at how our processes, policies and culture can help foster an environment where everyone can succeed.

This year I am delighted that we have continued our progress, for example, with the launch of global minimum standards for maternity and paternity pay and leave, and our global overarching principles on flexible and agile working. ”

**Kathryn Graves**  
Global Human Resources Director

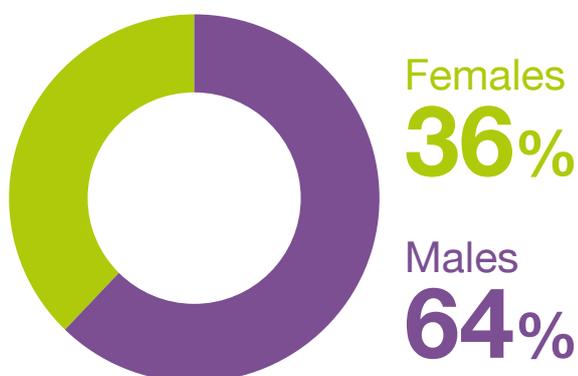
Equal pay refers to same pay for the same or similar work and an equal pay gap refers to the difference in pay between people doing the same or similar work.

In our **2018 Report** we explained the measures we have in place to ensure equal pay.

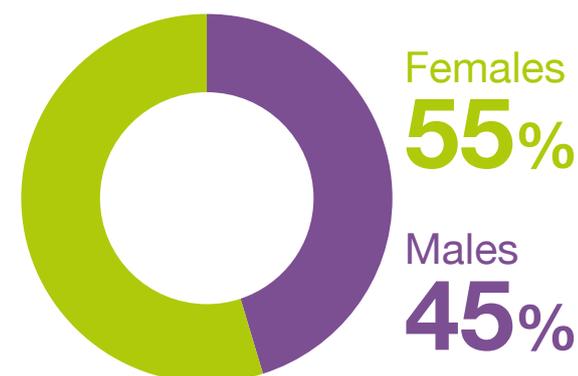
The gender pay gap refers to the difference in average pay for all men and women, regardless of level. The gender pay gap analysis therefore reflects the level of gender diversity throughout all levels of the organisation. As our statistics below demonstrate, our gender pay gap is a result of a lower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

## Our UK workforce

### Three most senior levels of the company:



### Three most junior levels of the company:



Data as at April 2018

# Gap figures

## Statutory 2018

The data shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5th April 2018 and bonuses paid in the year to April 2018. Our pay data includes the pay of all levels of employees in the UK, including Partner\* level employees.

Mean gender pay gap

**31%**

Median gender pay gap

**33%**

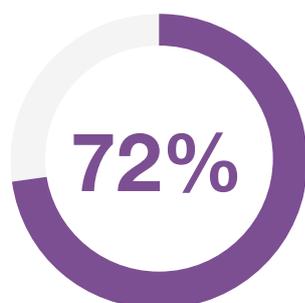
Mean bonus gender pay gap

**57%**

Median bonus gender pay gap

**48%**

Proportion of Females and Males receiving a bonus



Proportion of Females and Males at each Pay Quartile

| Quartiles             | Females | Males |
|-----------------------|---------|-------|
| Upper quartile        | 27%     | 73%   |
| Upper middle quartile | 37%     | 63%   |
| Lower middle quartile | 54%     | 46%   |
| Lower quartile        | 63%     | 37%   |

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

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# Our commitment to fostering an inclusive culture

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In our **2018 Report** we provided an overview of the initiatives in place that will help to close the gender pay gap, all of which are underpinned by our focus on continuing to foster an inclusive workplace in which everyone can succeed and reach their potential. In this year's Report we update on the progress we have made in three key areas.

## Developing careers



**Agnes Boros**  
Director,  
Online Solutions

“ I started working at Control Risks ten years ago. Very early on, I realised that I have a natural drive to analyse processes and to find ways of introducing creative changes to existing ones. I haven't had a career strategy as such but have taken opportunities that have allowed me to indulge my passion for making things better and creating new solutions. My overriding motivation is working with people who simply love working with each other and where everyone believes in the objectives and the end cause. We spend so much of our lives at work. Fortunately, spending it at Control Risks has always been enjoyable!

Throughout my time in different departments and roles, a consistent theme has been the support I have been given by my peers and managers. For me, this is what sets Control Risks apart.

Perhaps the highlight of my career was being short-listed for the Women in IT Excellence Awards last year, and winning my category. This has given me confidence and a valuable external perspective on my achievements. This year I am excited about being on the Global Leadership Programme where I have a unique opportunity to learn more about the different areas of our business and further develop my skills for the future whilst developing an even wider network across the Control Risks family. ”

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## Developing diverse talent through our Global Leadership Programme

The Global Leadership Programme aims to recognise and develop a diverse group of talented high potential employees, enabling them to have a progressive leadership career within Control Risks. The programme aims to evolve individuals' own personal style of leadership whilst focusing on enhancing their strengths and building confidence, capability and awareness around coaching and leading teams, equipping them with the skills to develop and practice fair, inclusive leadership. This is facilitated through a series of workshops, access to mentoring from the Control Risks partnership, as well as psychometric testing, 360 feedback and group projects.

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# Our commitment to fostering an inclusive culture

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## Supporting careers through life changes



**Rachael Hays**  
*Online and Digital Director,  
Information Technology*



Four years ago, following the birth of my daughter I joined Control Risks as an IT Business Partner. I was nervous about how I would balance a new job at a new company, alongside my additional commitments at home. I shouldn't have worried. From the beginning the company has given me the option of regularly working from home, as well as trusting me with flexibility when I've needed it, such as to attend medical appointments with the children or settling them into school and nursery. During my recent maternity leave, Keeping in Touch Days meant that the transition back to work was much smoother than I anticipated, and I was given the option of working flexible hours which has been invaluable in creating time with my family alongside juggling a full-time job. All these benefits have helped me to really focus on my work, whilst achieving, what I think, is a good balance outside of work.

The support of my line manager has also been crucial to me feeling supported in my role. She has consistently focused on my development, from nominating me for and then supporting me during the company's leadership programme two years ago, to providing the growth opportunities that have led to a recent promotion and an expansion of my team. I have never once felt as though having young children should hold me back in any way, as my manager and the rest of my team have encouraged me to push and have confidence in myself. The culture in the team and in the office is one of understanding and support and I, (and my family), appreciate that immensely.

I was pleased to see the launch of global guidance on maternity and paternity leave and flexible working as these are important foundations to enable colleagues around the globe to have a similar positive experience.



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### Launch of global minimum leave and pay levels for maternity and paternity leave

We received feedback from our employees that maternity and paternity leave and pay were not sufficient in all locations to enable our employees to spend time with their children and that greater consistency would support employees considering international moves. Globally, we now provide a minimum of 4 month's paid maternity leave and 2 week's paid paternity leave across our office locations.

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### Launch of global flexible working principles

We know there are times our employees need additional support to balance work with personal goals and commitments. Our global principles on flexible working aim to balance the needs of our clients with those of our employees, offering a framework in which employees can raise the topic of flexible working with their line managers across our office locations.

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# Our commitment to fostering an inclusive culture

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## Continuing to foster an inclusive culture



**Abimbola Sowunmi**  
*African Graduate Programme*

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I joined control risks through the African Graduate Programme in 2018. I am based in the Lagos office and spent time during my induction in the London office. My activities so far have included learning about the different service lines of the company, obtaining information for a project from colleagues who are experts in fraud and forensics and starting work on my first rotation in our Global Risk Analysis business. My observations so far have been:

- ▶ The environment is such that I am given so much room to express my thoughts and ideas freely.
- ▶ The level of receptiveness and willingness I received from experts is remarkable. Although I am new to the business, I felt a great degree of inclusivity, and this enabled me deliver on the task faster.
- ▶ I have enjoyed an unlimited pool of resources to draw from both locally and globally. The ability to work with the other graduates, analysts and senior analysts across the region has been phenomenal. Working with everyone at the company has been seamless and I have always experienced respectful behaviour from my colleagues.
- ▶ The One Firm at Work culture at Control risks has been to my advantage as it provides me the avenue to reach out to a pool of expertise across the organization. ”

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## Supporting new employees and promoting inclusivity through our Global Online Induction

We recognised that we needed to do more to support new employees globally when they joined, by providing them with accessible and engaging information about our values, our services and our company. We have launched a refreshed global online induction that does just this with our supportive, inclusive and team-based culture featuring at the heart of the new content.

**Control Risks**

[controlrisks.com](https://controlrisks.com)