

# **UK Gender Pay Gap Report**

March 2020

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“ We recognise that we need to work harder to recruit, develop and retain talent to address our gender pay gap. Control Risks has long believed in fostering a culture where everyone can thrive, but more can always be done. This year we have taken steps to improve the structure and transparency of our promotion process to reduce bias.

This has included moving to a twice-yearly process where assessment against position requirements is undertaken by a panel. I am encouraged that in the first round of promotions since this new process was introduced, females represented over 50% of employees promoted. Over the next year I am committed to continuing to build on this progress and believe the plans outlined by our Chief People Officer, Kathryn Graves, put us in a strong position to do so. 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, EMEA

“ In 2019 we ran a comprehensive global Employee Engagement Survey. The results showed that our employees see our culture as being inclusive, welcoming and respectful as well as one where a diverse range of views are recognised. However, our UK gender pay gap data shows that achieving greater balance at the senior levels of the company continues to be a challenge. Therefore, over the next 12 months we plan to build on the practices we already have in place (outlined in our **2018 and 2019 reports**) with the aim of accelerating change.

Our plans include using innovative technology systems to access more diverse candidate pools, providing candidates with a more welcoming experience before being hired and enabling the company to monitor diversity at each stage of the process to identify ways to further reduce bias. We will also focus on greater transparency of expectations for career progression whilst analysing pay data externally to ensure we are competitively positioned in the market. ”

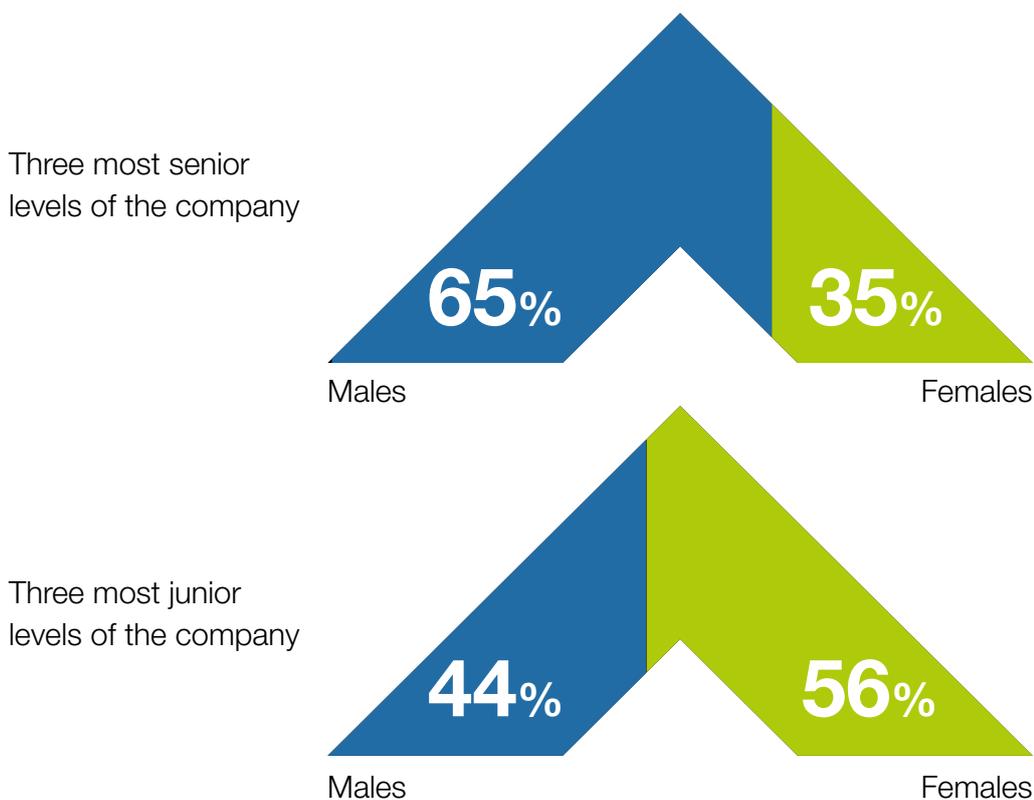
**Kathryn Graves**  
Chief People Officer

# Understanding our UK 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.

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.



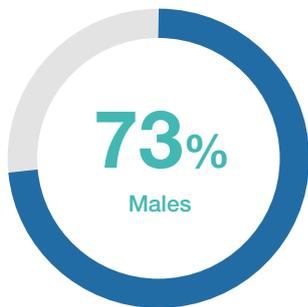
UK workforce data as at April 2019

# Gap figures

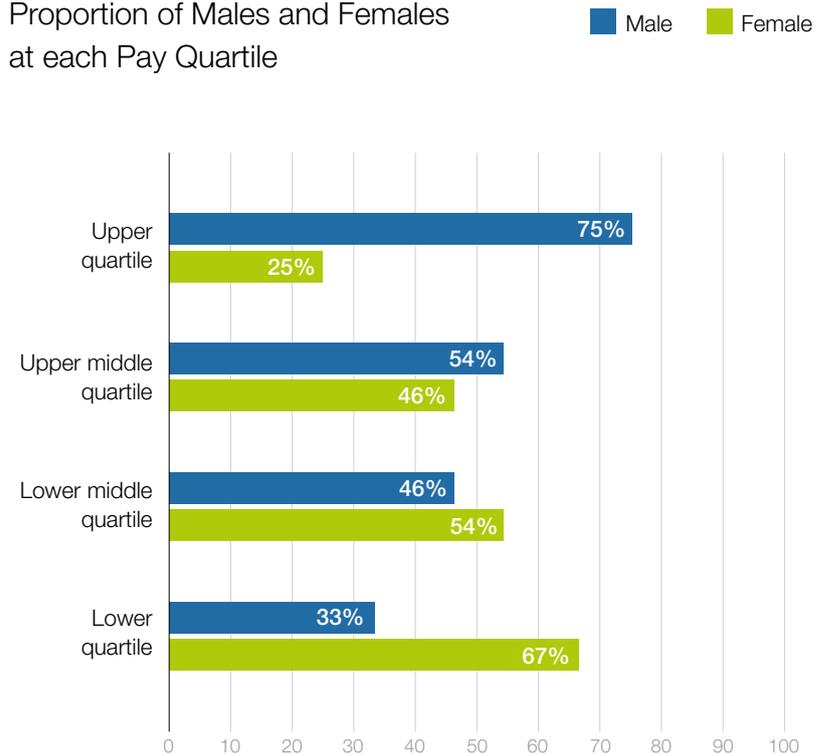
The data shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5th April 2019 and bonuses paid in the year to April 2019. Our pay data includes the pay of all levels of employees in the UK, including Partner\* level employees.



## 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.

