

UK Gender Pay Gap Report

March 2021

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Control Risks

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“ This is now our fourth year of reporting our gender pay gap figures for the UK. The gender make up of our business continues to evolve, and these changes are reflected in this year’s numbers. Our progress at getting more women into senior (and higher paid) roles has contributed to the improvement in our mean pay gap of 23% and I am pleased to see a significant improvement in the results since we started reporting. The widening gap for bonus reflects the payment of deferred cash participations paid to Partners in line with scheme rules.

We do still need to work harder to recruit, develop and retain female talent to address our gender pay gap over the long term and to see a steady year on year improvement in the results. Control Risks has long believed in fostering a culture where everyone can thrive, but more can always be done. You can read more about the steps we are taking to close our gender pay gap on page 5.

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, EMEA

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.

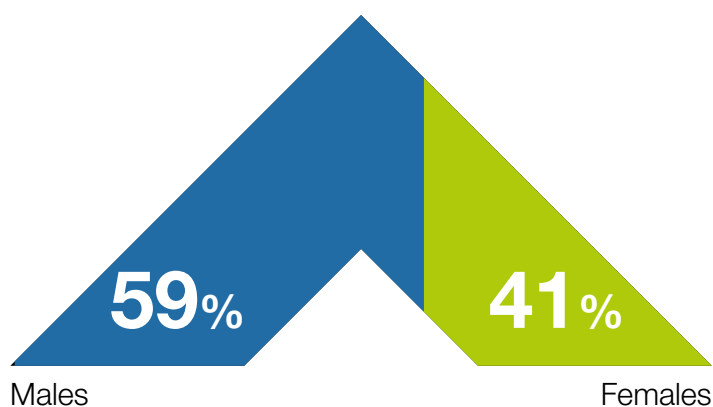
This report examines the gender pay gap which the government defines as, "...an equality measure that shows the difference in average earnings between women and men". It is not the same as equal pay, which is the amount paid for carrying out like-for-like roles.

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.

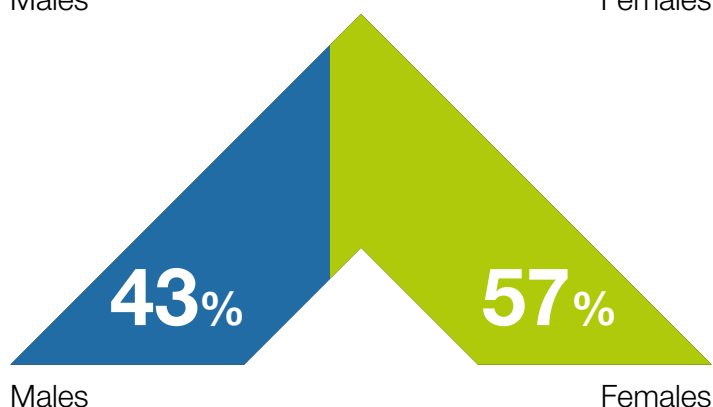
Our report also explores the gender gap in bonus payments. Partner cash participation payments adversely affect the figures whilst an increase in the number of client embedded roles that are not bonus eligible and mainly carried out by males positively affect the figures.

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



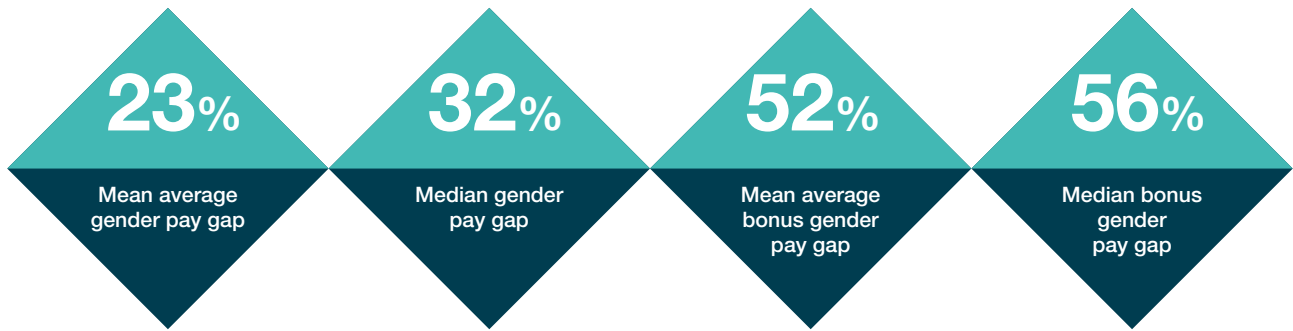
Three most junior levels of the company



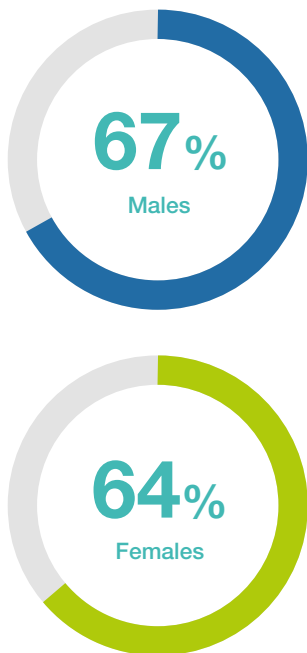
UK workforce data as at April 2020

Gap figures

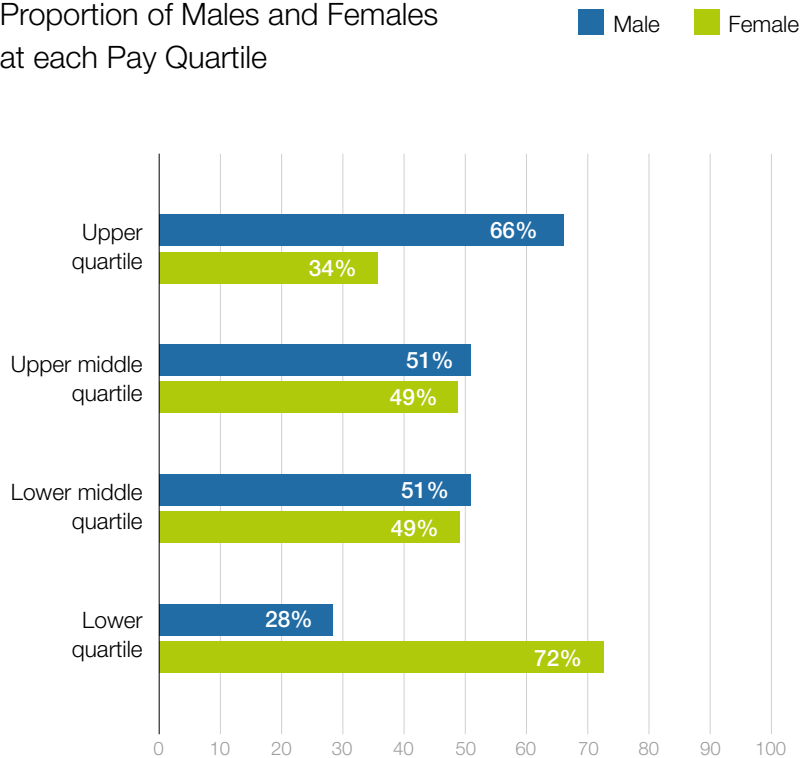
The data shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5 April 2020 and bonuses paid in the year to April 2020. Our pay data includes the pay of all levels of employees in the UK, including Partner* level employees.



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.

Control Risks is actively taking the following steps to create the conditions where women are able to move into senior leadership positions:

▶ Nurturing an inclusive culture where everyone feels part of the team and can succeed

There are now over 120 members of the Women's network and regular events are being attended by colleagues across the globe. The Women's Network also started support groups for parents trying to juggle home-working and home-schooling and our networks have also held more informal virtual coffee hangouts, keeping our colleagues connected beyond their own teams. In January this year we launched the EMEA Diversity, Equity and Inclusion Committee and we are about to launch Women's Lean In Circles to give women in Control Risks the opportunity to share their gender-specific workplace experiences with senior leadership. We have strengthened our Maternity and Paternity policies globally to provide for more than statutory minimum payments as well as increasing the amount of flexible working opportunities across the business. We see our future working model as one of an increased flexible working mind set and supporting employees with other responsibilities.

▶ Recruitment and promotion

Diversity, equity and inclusion is part of the management agenda across the entire company. In the UK we will set gender KPIs which we see as an imperative step to helping us improve our female representation, which each service line and functional leader will be held accountable for achieving – with progress measured and tracked quarterly. As part of our regional annual talent review, we conducted a gender analysis of our most critical roles. This analysis has highlighted the need for more gender diversity within our succession plans. To address this, at a minimum we will identify at least one female successor for every leadership team role and accelerate succession readiness by assigning mentors and encouraging courageous career moves early on. We are also promoting more women into senior roles and now have a majority female Regional Executive Committee in EMEA. We also continue to ensure that performance ratings are calibrated across genders to ensure more equilibrium in bonus payments.

▶ Developing talent

To support our objective to increase female representation in succession plans and in senior roles, we will establish a Women's mentorship programme with the aim to accelerate the development of participants, enabling us to fill more roles from the succession pool. We continue to embed diversity, equity and inclusion topics into our existing personal development training modules globally and in the next few months we will launch a refreshed eLearning programme globally and build inclusive leadership training into our Partner Leadership development. Over the next year we will also roll out a new career framework to provide greater clarity on expectations at each level, the associated promotion process and in the future salary scales.

▶ Widening the pool for recruitment to generate a diverse candidate base

This year will see the introduction of modern recruitment technology that will enable us to further remove bias from the hiring process and seamlessly monitor, measure and report on our DE&I hiring. We continue to strive for gender balanced shortlists for all roles and use diversity job boards as well as gender neutral job specifications. We continue to work with local schools and careers services to help young people from disadvantaged backgrounds to equip them with employability skills and access to the Consulting industry, to increase social mobility and diversity in the workplace. Our work with them includes charitable donations, mentoring and collaboration on insight events and employability skills coaching, and helps to generate a more diverse pool of applicants for our early career roles.

