





UK Gender Pay Gap Report

April 2024

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-  **Gap figures**
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I am pleased that in 2024, Control Risks continues to demonstrate long-term progress in narrowing the gender pay gap, though this year saw a slight increase compared to 2023. Further analysis of our 2024 figures show an increase in hiring of females at junior levels. As these employees progress through the business we expect them to have a positive impact over the coming years. The changes in our 2024 figures reflect the complex dynamics of workforce composition and bonus structures, including increased participation and evolving seniority levels. While the short-term metrics saw minor increases, the gap has more than halved since 2017, showcasing our sustained commitment to gender equity.

Our gender pay gap continues to reflect the higher proportion of men than women in higher-paid, senior roles and should not to be confused with 'equal pay'. We have maintained established structures and processes which ensure that men and women are paid the same for similar roles. We remain focused on increasing female representation in senior roles, ensuring equitable access to career progression, and supporting inclusive policies across the business.

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



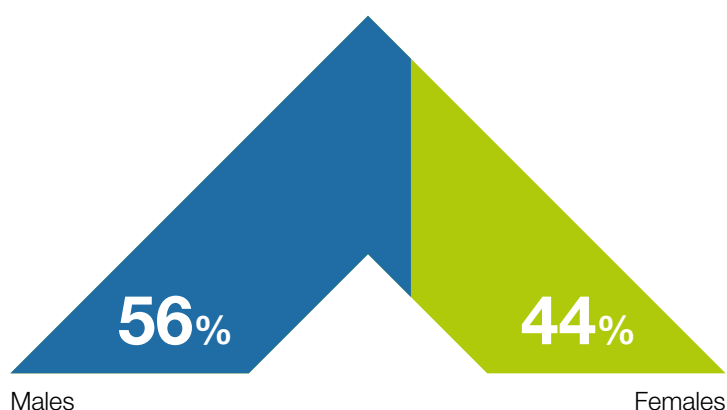
As a company with more than 250 employees we are required by the UK Government to publish details of the gap in pay between men and women, which we have done since 2017.

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.

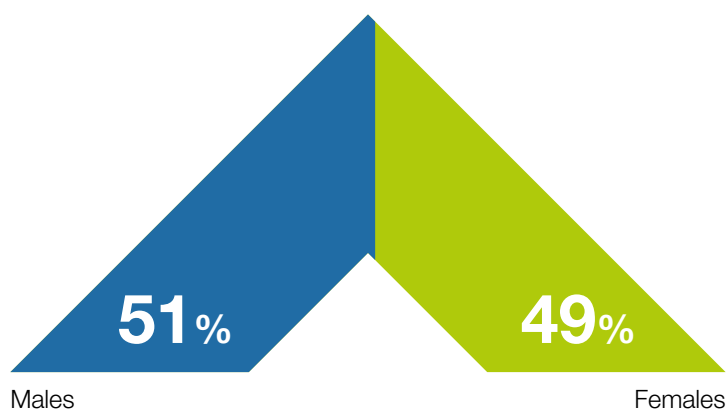
The gender pay gap refers to the difference in average pay for all men and women, regardless of level. The gender pay gap analysis therefore reflects the level of gender diversity throughout all levels of the organisation. As our statistics below demonstrate, our gender pay gap is a result of a lower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

We 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.

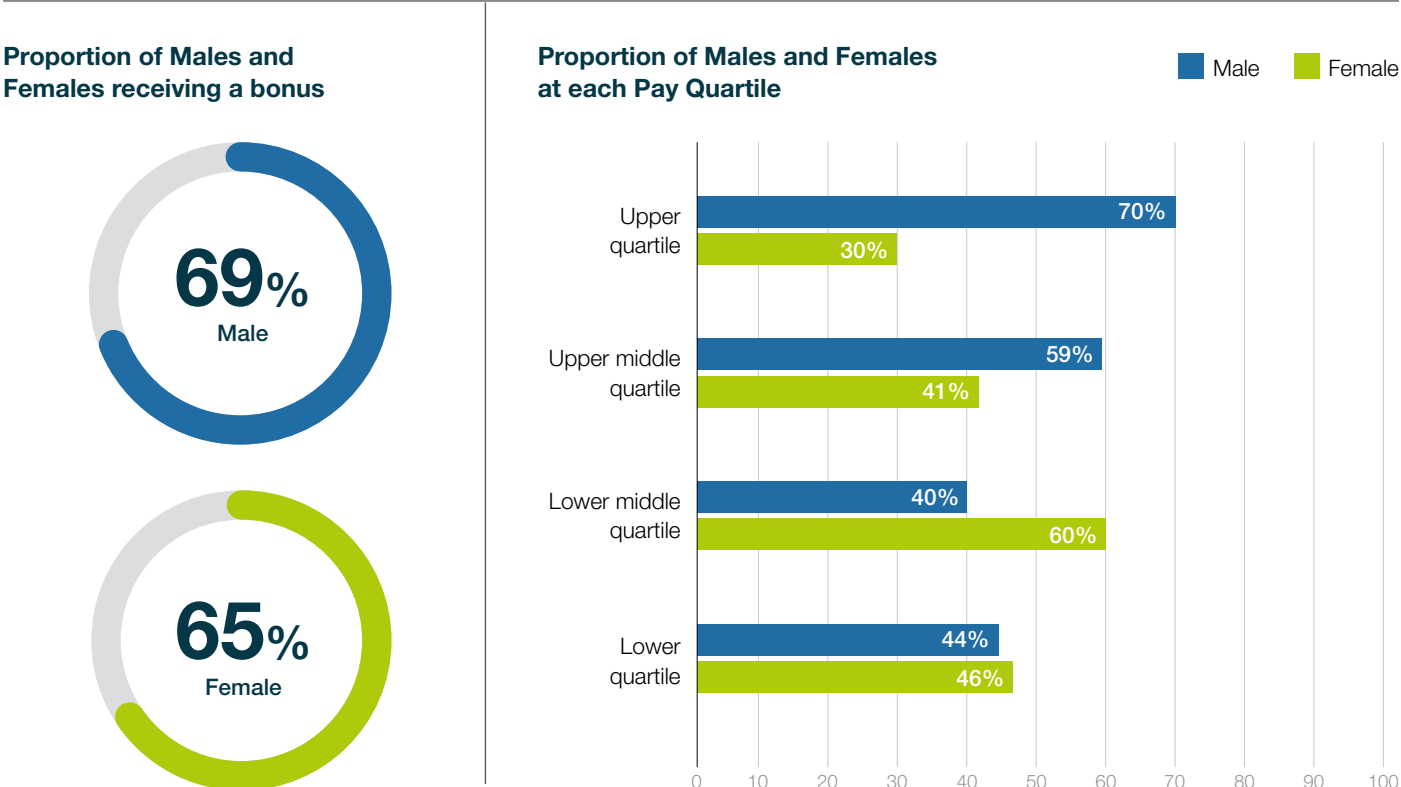
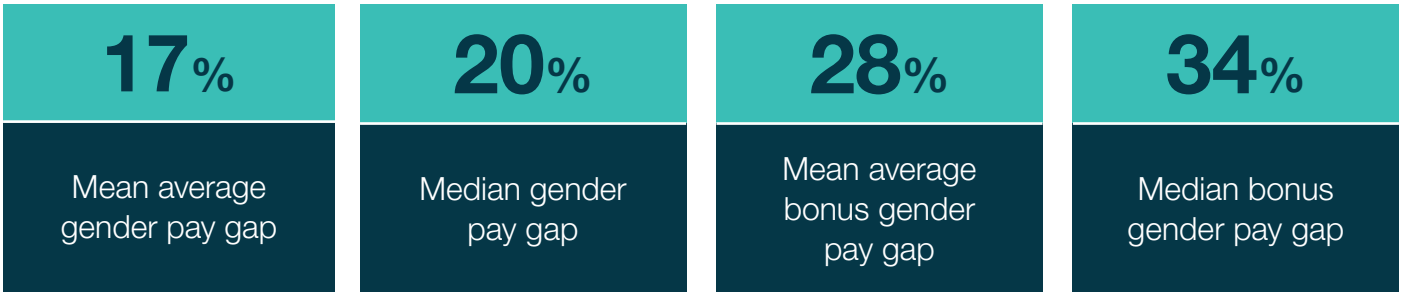
Three most senior levels of the company



Three most junior levels of the company



The data shows the overall mean and median gender pay based on hourly rates at the snapshot date of 5th April 2024 and bonuses paid in the year to April 2024. Our pay data includes the pay of all levels of employees in the UK, including Partner* level employees.



*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**

Control Risks' efforts to improve the gender pay gap are strengthened by the work of The Women's Network and its associated initiatives, which play a key role in creating an inclusive and supportive working environment. The Women's Network is dedicated to attracting, progressing, and retaining talent regardless of gender, with a particular focus on ensuring that women are equipped with the tools, support, and opportunities needed to advance their careers. Through global and regional events, mentoring schemes, and collaboration on issues such as behavioural culture, parental leave, and business development, the network contributes directly to the company's wider diversity and inclusion goals.

The network also encourages involvement from all colleagues, promoting allyship and embedding inclusive practices across the business.

An important extension of this work is the Parents Network, which was originally launched during the pandemic to support employees navigating the complexities of balancing parenting and work. This informal network fosters peer support among parents at various life stages, and includes the popular New Parent Buddy Scheme, which helps new or expecting parents understand their entitlements and navigate work-life transitions.

Additionally, Control Risks has developed a dedicated hub for menopause and hormonal health, offering resources and guidance to improve awareness and wellbeing in the workplace.

Together, these initiatives address structural and cultural challenges that often contribute to gender disparities in pay, helping to create a more balanced pipeline to senior roles and supporting women at every stage of their careers.

➤ **Learning and Development**

At Control Risks, we remain committed to nurturing a sustainable and diverse leadership pipeline through ongoing talent reviews. A key focus continues to be improving gender representation within our succession planning.

We offer mentoring opportunities to any employee seeking guidance, with a particular emphasis on preparing mid-level managers for future leadership roles. Our people are also encouraged to make use of a wide range of learning and development resources that support their growth—these include training in communication and influence, personal development planning, coaching skills, and people management.

To ensure our practices remain inclusive and effective, we regularly review our programmes to strengthen the integration of diversity, equity, and inclusion (DEI) principles. Foundational DEI training is provided to all employees, with new joiners completing this within their first month. Additional learning—covering areas such as allyship, inclusive leadership, and other inclusive behaviours—is also readily accessible across the business.

➤ **Widening the pool for recruitment to generate a diverse workforce**

To support our commitment to reducing the gender pay gap, we continue to embed inclusive practices throughout our recruitment and promotion processes. Our applicant tracking system anonymises candidates at the shortlisting stage, helping to minimise unconscious bias and ensure that selection decisions are based solely on skills and experience. We maintain gender-balanced shortlists for all roles and ensure that interview panels are also gender diverse to promote fairer outcomes.

Our job adverts clearly state that hybrid and flexible working arrangements are available, which helps attract a wider range of candidates, particularly those with caregiving responsibilities—often women. We also do not request salary history from applicants, a deliberate step to avoid perpetuating past pay inequality.

➤ **Promotions**

We place a strong focus on improving gender representation during our promotion cycles, with targeted efforts to support and advance female talent into more senior roles. These combined actions are central to our strategy for narrowing the gender pay gap and creating a more equitable workplace for all.

➤ **Work life balance**

At Control Risks, our global hybrid working philosophy ensures that all employees have access to flexible working arrangements that support different personal and professional needs. As part of our broader commitment to equity and inclusion, we introduced a four-week paid sabbatical entitlement, which has seen strong uptake across the business. Recognising that career breaks can be especially important for those balancing work with caregiving responsibilities—often disproportionately carried by women—we have recently expanded the application windows to allow for more urgent or unplanned sabbatical requests. These changes support our ongoing efforts to reduce the gender pay gap by helping to retain and support women and caregivers at all stages of their careers, ensuring they can continue to thrive and progress within the organisation.

