



Kroll UK 2022 Gender Pay Gap Report



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Management Overview

Our firm welcomes difference and celebrates diversity. The talented people who work at Kroll bring a variety of skills and ideas to our firm. Together, they form teams that provide high-quality work to our clients and engage our communities every single day.

We've made progress in reducing our pay gaps this year, but we still have more to do. We know that there are multiple reasons that contribute to pay gaps. At Kroll, the primary driver can be attributed to the lower representation of women in more senior roles. While we continue to address this to make a meaningful change, we recognize that our efforts need to focus on every stage of people's careers. This is why we continue to focus on recruitment, development, training, opportunities, culture and retaining our best talent.

At Kroll, we do not want gender, ethnicity, identity, background or beliefs to be a barrier to anyone's career. That's why we're taking action to reduce our pay gaps and creating a firm where all colleagues can thrive.

Gender Pay Gap Reporting Explained

The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organization, expressed as a percentage of the average male earnings. A gender pay gap can be driven by several factors, including a lack of women in senior positions.

It is important to note that this is different to the issue of equal pay; namely, the legal requirement to pay men and women the same for equal work is governed by the Equality Act. Organizations such as Kroll must follow the calculation methodology set out by the Government Equalities Office to report its mean and median gender pay gap, bonus gap and distribution across pay quartiles.

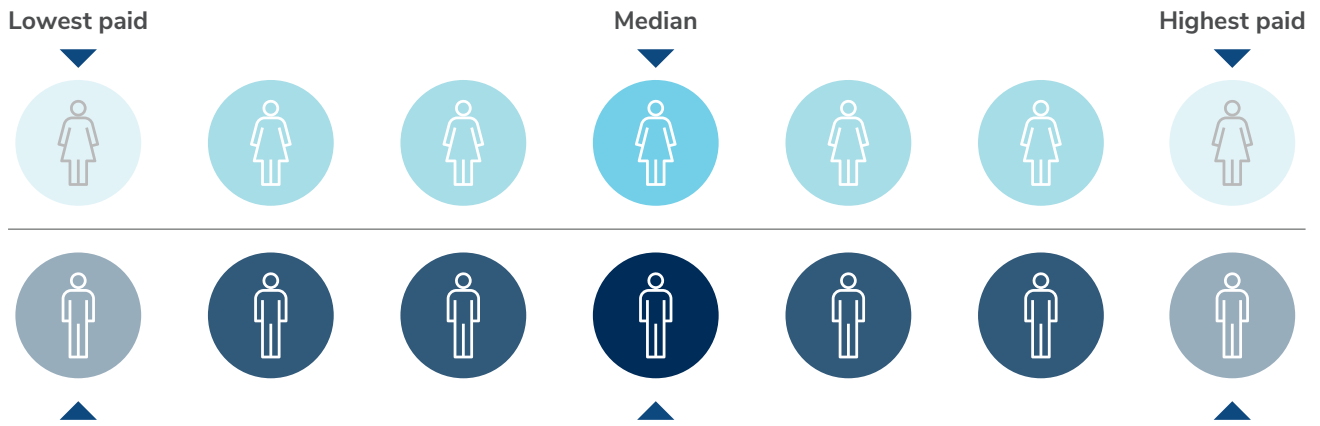
Distinguishing Between Median and Mean

The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages. For instance, the median female in the UK

holds a Level 3 position while the median male holds a more senior Level 4 position.

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

Median Calculation



Mean Calculation





At a Glance

Headline gender pay figures for Kroll UK

gender pay and bonus gap based on hourly rates of pay as of 5 April 2022, and bonuses paid in the year to 5 April 2022.

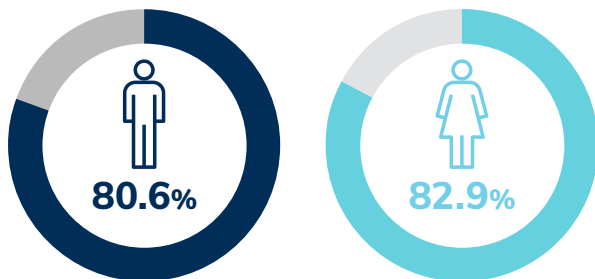
Gender pay gap



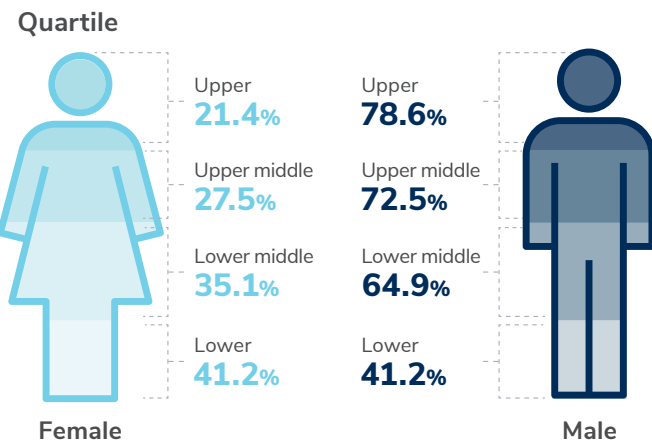
Gender bonus pay gap



The proportion of males and females receiving a bonus payment



Proportion of females and males in each quartile band



Understanding the gap

- The disparity in our gender pay gap is mainly due to women continuing to hold fewer senior positions within the company than men. As of April 2022, women made up 37.8% of our overall UK workforce.
- As of April 2022, women represented 26.1% of senior management. This continues to show improvement—in April 2021, this figure stood at 22.3%—with room to grow further.
- Similarly, because there are fewer women in the most senior positions, where higher bonuses are paid and where bonuses represent a higher percentage of base pay, this drives the larger gap for bonuses.
- While we continue our relentless focus on increasing the number of women in senior positions, we will also increase our efforts to minimize any in-level gaps. Our average pay gap within Levels 2 through 6 is 4.5%; although at Level 5, the pay gap is 7.7% in favor of women. Even these gaps are statistically insignificant given the relatively small populations at each level and considering we’re comparing different roles in different service lines and functions.

Gender breakdown by level

Level	Female	Male
6/MD	13.3%	86.7%
5/Director/AMD	28.1%	71.9%
4	28.6%	71.4%
3	36.1%	63.9%
2/1	35.3%	64.7%
0	64.4%	35.6%

We Focus on Fostering an Inclusive Culture

Our culture and working environment

An inclusive culture and working environment is imperative to support our gender balance actions. A key part of an inclusive culture is diversity across all dimensions. Management has a role to play, leading efforts to promote our desired culture. But our culture is defined by the inclusive actions of all employees in aggregate.

Inclusion

We've not only taken action to improve gender at Kroll, but also diversity. Our focus on inclusion is about creating an environment where every individual is comfortable being themselves, is respected and can succeed in their role. This includes:

- Appointing our first Chief Inclusion and Diversity Officer, William Rolack
- Creating a new set of values, specifically identifying inclusion as one of our six key pillars
- Providing mandatory unconscious bias and inclusive leadership training to managers across our company
- Formalizing our hybrid working policy, cementing our longstanding focus on providing colleagues flexibility es flexibility

We recognize that the burden of childcare continues to disproportionately fall on females and that we need to provide the ability to meet commitments within or

outside of a typical work schedule. In addition to flexibility within a standard full-time work pattern, we offer employees the opportunity for part-time work schedules, condensed work weeks, job sharing and other non-standard work patterns.

Attracting senior talent

The Human Capital team works closely with leadership to attract and hire senior diverse talent. Efforts include identifying and reaching out to female senior talent at similar organizations in our industry and leveraging the network of our senior colleagues. When leveraging outside recruitment agencies, we work with agencies that have a strong process and track record for identifying and placing diverse talent. Building a strong culture is vital to attracting talent who are demanding the kind of culture that Kroll embraces.

Benefits that help

We pride ourselves in offering benefits that support all our colleagues. We provide generous support for those welcoming a new child to their families and need flexibility when returning to work. We are proud to provide support for those with emergency child or eldercare needs and continue to focus on developing and adapting our benefits policies to ensure they support the full diversity of our workforce. and adapting our benefits policies to ensure they support the full diversity of our workforce.

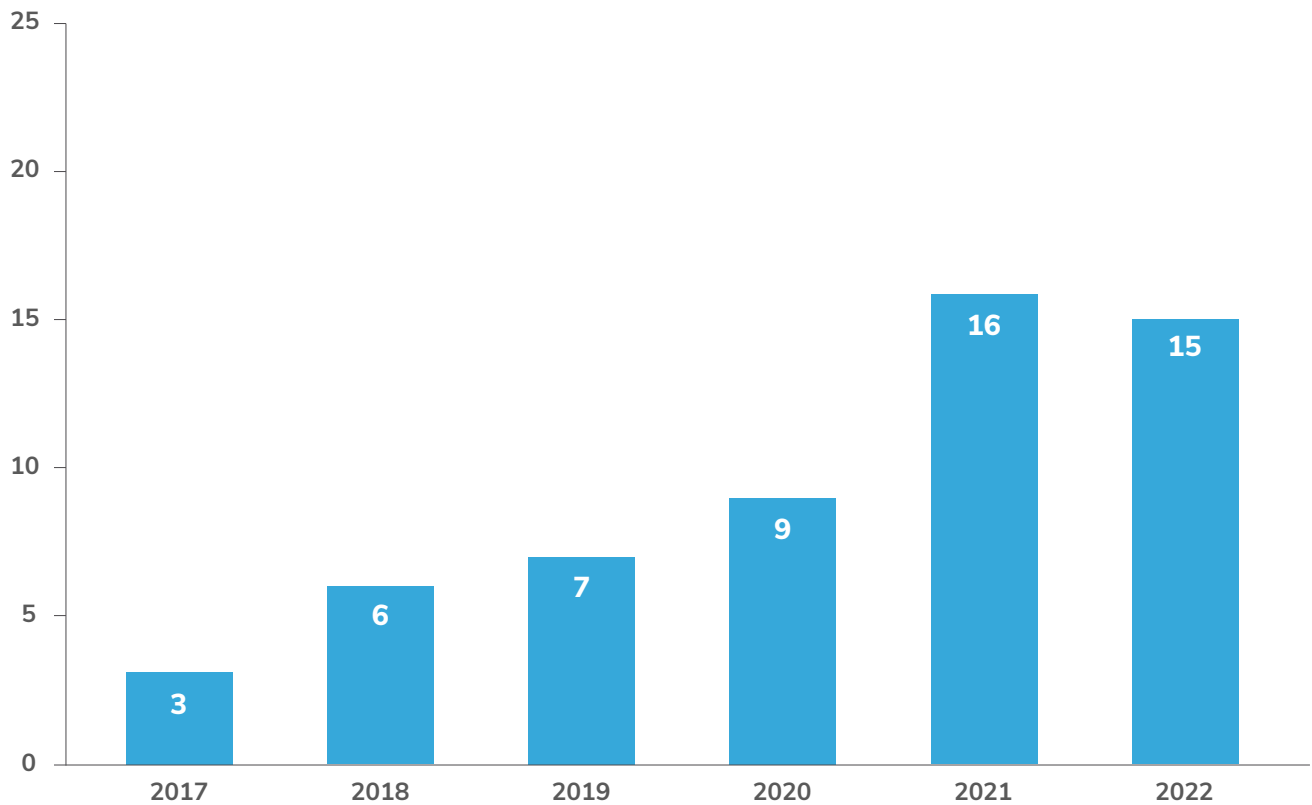


We Are Making Steady Progress

While our data shows that we have identified and are focusing on the correct actions, it also shows that meaningful and sustained change takes time and consistent focus by both our senior leaders as well as colleagues at all levels. We also know that some of our actions to improve the gap over the long-term may have short-term distorting effects. For instance, increasing the number of women as part of our university hiring may have an initial

negative impact on our gap since having more junior women lowers average female pay.

The chart below shows that the firm is steadily increasing the representation of women in our most senior roles. While it's not always linear and arguably the trend line may not be as steep as we would like, it shows positive progress over time.



Statutory Disclosures

Kroll Advisory Ltd.

Under the regulations, Kroll is required to report our gender pay gap for those legal entities that have at least 250 employees. While the data referenced throughout this report refers to our entire UK population, we are required to report data for Kroll Advisory Ltd. This entity was previously known as Duff & Phelps Ltd. and included 46% of our UK employees. Other employing entities did not meet the 250-employee threshold

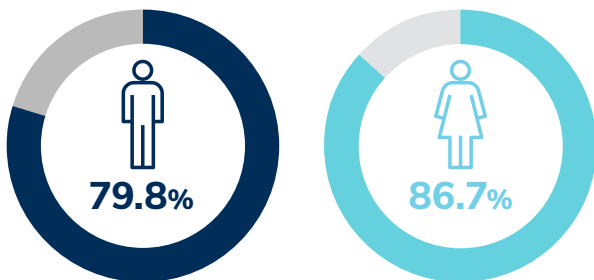
Gender pay gap



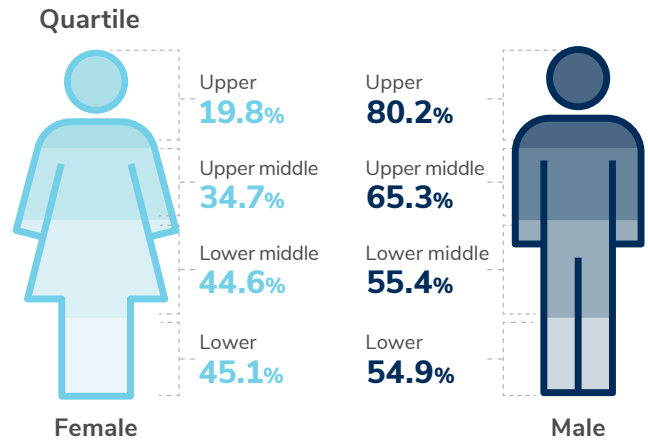
Gender bonus pay gap



The proportion of males and females receiving a bonus payment



Proportion of females and males in each quartile band



Declaration

We confirm that the Kroll's gender pay gap calculations are accurate and meet the requirements of the regulations.

Scott Oblow
Chief Human Resources Officer

Patrick Puzzuoli
Chief Financial Officer

Year-on-Year Comparisons

These comparisons revert to reporting information for the entire Kroll population.

Entire Kroll UK Population	Median		Mean	
	2021	2022	2021	2022
Gender pay gap	26.3%	18.1%	31.4%	27.7%
Gender pay bonus gap	49.9%	39.1%	68.6%	50.2%

Entire Kroll UK Population	Median		Mean	
	2021	2022	2021	2022
Proportion of staff receiving a bonus	80.8%	82.9%	80.7%	80.6%
Proportion of males and females in each quartile band				
Upper	19.2%	21.4%	80.8%	78.6%
Upper middle	28.8%	27.5%	71.2%	72.5%
Lower middle	38.5%	35.1%	61.5%	64.9%
Lower	48.3%	41.2%	51.7%	58.8%

Across 32 countries and territories



The Americas

Atlanta	Minneapolis
Austin	Morristown
Bermuda	Nashville
Bogota	New York
Boston	Philadelphia
Buenos Aires	Richardson
Chicago	San Francisco
Dallas	Sao Paulo
Diamond Bar	Seattle
Ellensburg	Secaucus
Houston	Silicon Valley
Los Angeles	Toronto
Mexico City	Washington DC
Miami	Waterbury

Caribbean

British Virgin Islands
Cayman Islands

Europe, Middle East and Africa

Abu Dhabi	London
Agrate Brianza	Longford
Amsterdam	Luxembourg
Barcelona	Madrid
Berlin	Manchester
Bilbao	Milano
Birmingham	Munich
Brussels	Padua
Channel Islands	Paris
Dubai	Pesaro
Dublin	Riyadh
Frankfurt	Rome
Gibraltar	Tel Aviv
Guernsey	Turin
Johannesburg	Zurich
Lisbon	

Asia Pacific

Beijing
Guangzhou
Hanoi
Hong Kong
Hyderabad
Jakarta
Kuala Lumpur
Manila
Mumbai
New Delhi
Shanghai
Shenzhen
Singapore
Sydney
Taipei
Tokyo



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