



# Gender Pay Gap Report

Kroll UK 2025



# Table of Contents

03 | **Management Overview**

04 | **Gender Pay Gap Reporting Explained**

05 | **Gender Pay Gap**

06 | **Statutory Disclosures**

07 | **Year-on-Year Comparisons**



# Management Overview

**At Kroll, we recognise that fairness, equal opportunity and sustainable growth are essential to our success. These principles guide how we support our people, serve our clients and contribute to the communities in which we operate.**

This year's gender pay gap results show that, while there is still work to do, we have continued to strengthen female representation across several levels of the organisation. The main factor influencing pay gaps remains the lower proportion of women in senior roles.

We are committed to addressing this by focusing on every stage of career progression, from recruitment and development to training, opportunities and retention, ensuring that talent can thrive and advance.

We do not want gender, ethnicity, identity, background or beliefs to be a barrier to anyone's career. We will continue to implement measures aligned to our values and regulatory requirements, reinforcing our commitment to an inclusive environment where all talent can succeed.

# 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.

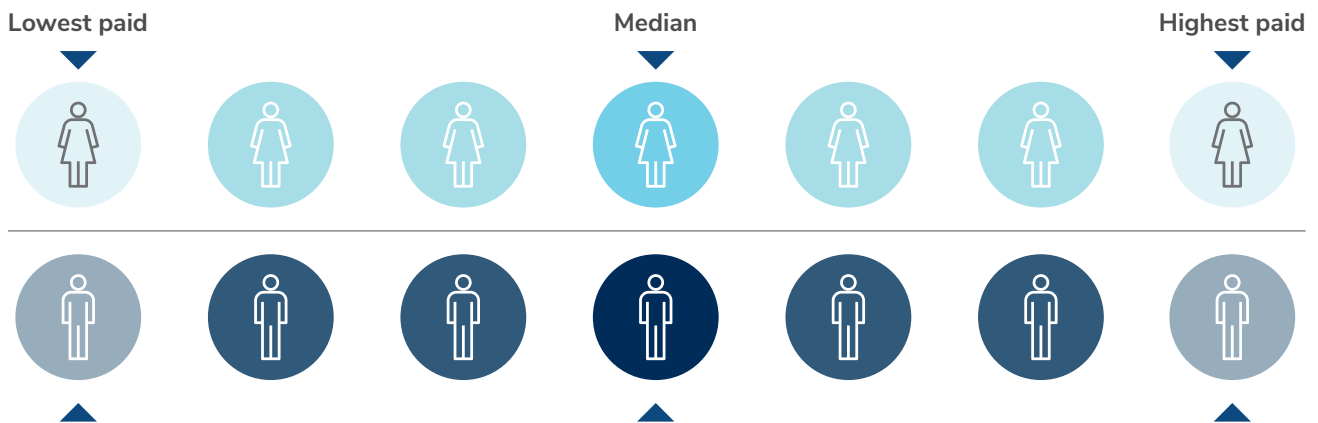
It is important to note that this is different to the issue of equal pay; namely, the legal requirement to pay men and women the same for equal work is governed by the Equality Act. Organizations such as Kroll must follow the calculation methodology set out by the Government Equalities Office to report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



# Gender Pay Gap

## Headline gender pay figures for Kroll UK (combined for all our UK entities)

Gender pay and bonus gap based on hourly rates of pay as of April 2025, and bonuses paid in the year of 5 April 2025.

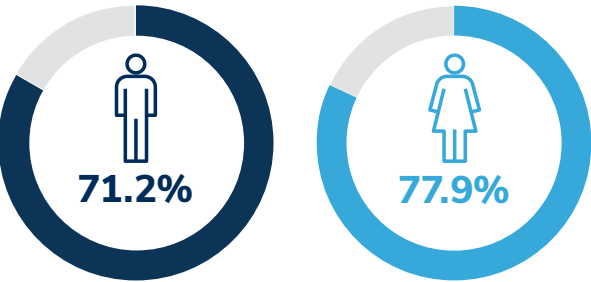
### Gender Pay Gap



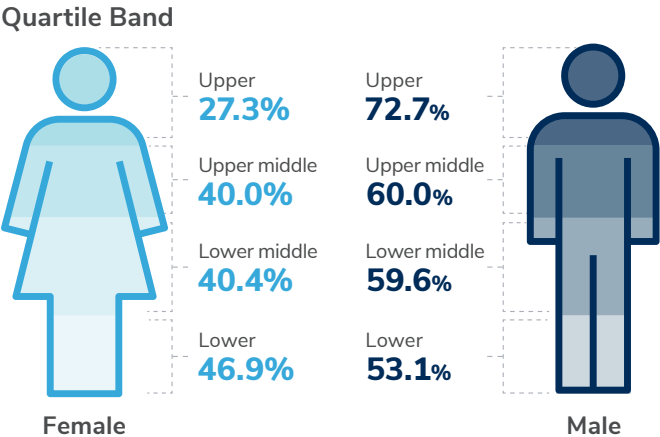
### Gender Bonus Pay Gap



### 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.
- This also drives the larger gap for bonuses as fewer women are in the most senior positions where higher bonuses are paid and where bonuses represent a higher percentage of base pay.
- As of April 2025, women made up 38.6% of our overall UK workforce, up from 35.9% in April 2023. The improvement of female representation has contributed to narrowing the pay gap in 2025.

### Gender breakdown by level

Level	Female	Male
6/MD	16.0%	84.0%
5/Director/AMD	30.4%	69.6%
4	40.4%	59.6%
3	42.1%	57.9%
2/1	43.5%	56.5%
0	74.1%	25.9%

# 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 above refers to our entire UK population, we are required to report data only for Kroll Advisory Ltd.

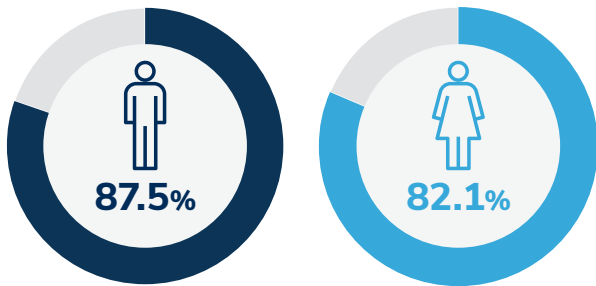
### Gender pay gap



### Gender bonus pay gap

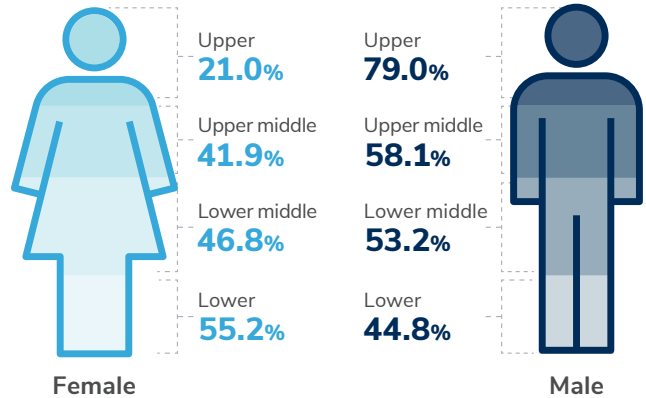


### The proportion of males and females receiving a bonus payment



### Proportion of females and males in each quartile band

#### Quartile Band



### Declaration

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

**Patrick Puzzuoli**  
Chief Financial Officer

# Year-on-Year Comparisons

These comparisons revert to reporting information for the entire Kroll population in the UK

Entire Kroll UK Population	Median		Mean	
	2024	2025	2024	2025
Gender pay gap	22.9%	20.6%	27.9%	26.5%
Gender pay bonus gap	36.9%	37.9%	61.6%	57.0%

Entire Kroll UK Population	Male		Female	
	2024	2025	2024	2025
Proportion of staff receiving a bonus	85.1%	71.2%	84.9%	77.9%

Proportion of males and females in each quartile band	Male		Female	
	2024	2025	2024	2025
Upper	72.7%	72.7%	27.3%	27.3%
Upper middle	68.2%	60.0%	31.8%	40.0%
Lower middle	58.2%	59.6%	41.8%	40.4%
Lower	56.1%	53.1%	43.9%	46.9%

## Across 36 Countries and Territories



### The Americas

Atlanta  
Austin  
Bogotá  
Boston  
Buenos Aires  
Chicago  
Dallas  
Hamilton  
Houston  
Los Angeles  
Mexico City  
Morristown  
Nashville

New York  
Philadelphia  
Richardson  
San Francisco  
São Paulo  
Seattle  
Secaucus  
Sunnyvale  
Toronto  
Washington, DC

### Caribbean

British Virgin Islands  
Cayman Islands

### Europe, Middle East and Africa

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Agrate Brianza  
Amsterdam  
Berlin  
Birmingham  
Dubai  
Dublin  
Frankfurt  
Gibraltar  
Jersey (CI)  
Johannesburg  
Leeds  
Lisbon  
London  
Luxembourg  
Madrid  
Manchester

Mauritius  
Milan  
Munich  
Padua  
Paris  
Riyadh  
Rome  
Tel Aviv  
Turin  
Zurich

### Asia Pacific

Bangalore  
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Jakarta  
Kuala Lumpur  
Manila  
Melbourne  
Mumbai  
New Delhi  
Shanghai  
Shenzhen  
Singapore  
Sydney  
Taipei  
Tokyo

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