



Protiviti UK Gender Pay Report

4 April 2023



Foreword

At Protiviti people are at the heart of what we do. We are committed to attracting and developing a diverse workforce of professionals who reflect the communities and clients we serve and who share Protiviti's values of integrity, inclusion, innovation and commitment to success. We believe creating an equitable work environment empowers people to feel at ease in the workplace, interact with respect, feel a sense of belonging and flourish in their careers. While we have been monitoring and managing our pay gap for some time, we welcome the opportunity to share our first report on gender pay gap and embrace this as a chance to continue to identify ways to truly live our values.

We have taken a number of impactful steps in the past few years to support a balanced and equitable workforce including:

- 01** Driving gender parity in our graduate recruitment activities which helps feed our future pipeline of diverse talent.
- 02** Completing a thorough analysis, as part of our performance management, promotion and compensation processes, to identify any biases and review trends in proposed outcomes.
- 03** Defining pay bands at each career level, benchmarked against the external market, to help ensure equitable pay within defined ranges for both newly hired and existing employees.
- 04** Establishing governance to review all new hire offers made by the Company, gaining approvals from the Country Market Lead (CML) and People & Culture Director, and monitoring parity of pay amongst those currently in role and aligned with our benchmarking data.

The data represented in this gender pay gap report provides valuable information and insights into the areas in which we have an opportunity to lessen the pay gap. We continually review our processes, such as performance assessment and promotion outcomes, to ensure all employees are being treated fairly. We are committed to taking necessary action to drive these improvements and create an environment that drives gender parity and enables everyone to thrive.

Declaration

I confirm that Protiviti UK Limited's pay gap data has been collected and presented within this report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Thomas Lemon
UK Country Market Leader

Steve Mills
UK People & Culture Director

Susan Haseley
EVP Diversity, Equity & Inclusion



Gender Pay Gap Reporting

Our gender pay gap report looks at data captured as of 5 April 2022, at which point we had a headcount of 272 employees. Included in our data are all employees from our Consulting, Managed Services and Business Operations career paths.

The report follows the prescribed approach for noting any differences between the average earnings of men and women, expressed relative to men's earnings. A positive percentage figure indicates the gap favours men, and a negative figure indicates the gap favours women. Consequently, a positive gender pay gap may also convey that, on average, men fill higher-paying roles than women.

In some cases, we have highlighted the difference in the gap by career area where relevant. For example, employees within our Managed Services function, who support our business development activities for the organisation, typically have a lower base salary and higher earning potential as determined by their commission structure, whereas, our Business Operations department has a higher proportion of women which will indicate a favourable position for females in this area.

We have reported on the following measures, which are defined by the Government Equalities Office:

- **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period.
- **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

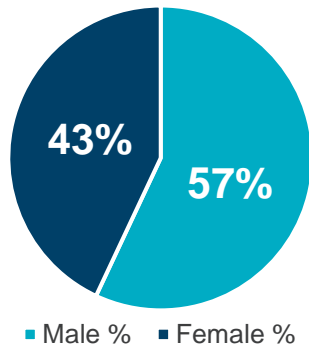




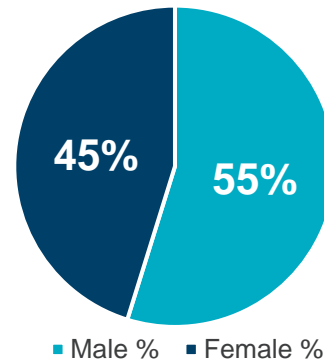
Our Gender Pay Gap

Gender Breakdown

Employee population (including Managing Director) by gender as of 5 April 2022



Employee Population (excluding Managing Director) by gender as of 5 April 2022

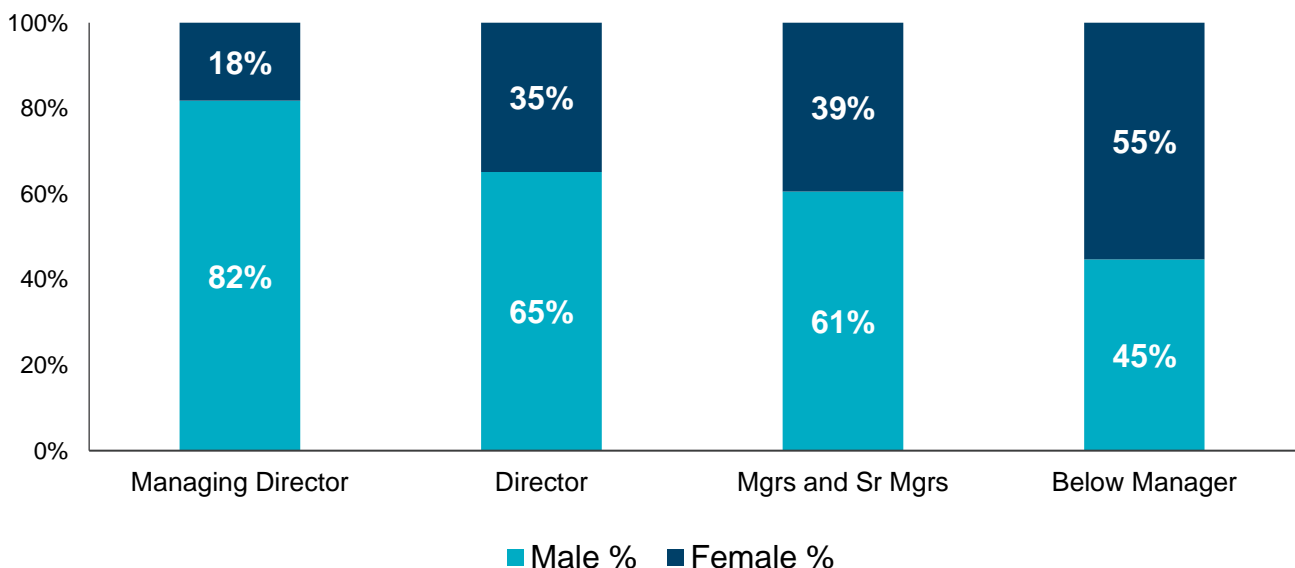


As of 5 April 2022, we had a 57% male workforce compared to a 43% female workforce. Our positive recruitment efforts to ensure we maintain a 50:50 gender balance during the recruitment pipeline have had a positive impact on our progress toward overall gender balance.

For example, in our Managed Services team, men hold 75% of the positions, compared to our Business Operations teams which is mostly comprised of women (85%). However, in our Consulting teams, which make up the majority of our workforce, we see a gender split of 63% male and 37% female. The representation of women generally follows that split from our Consultant to Director career levels and falls at our most senior career level, Managing Director.

While we have a high proportion of women below the Manager level, we have more work to do to increase female representation at senior levels. In the 12 months prior to the reporting date, we added three female Managing Directors to the Leadership Team.

Percentage of Males and Females

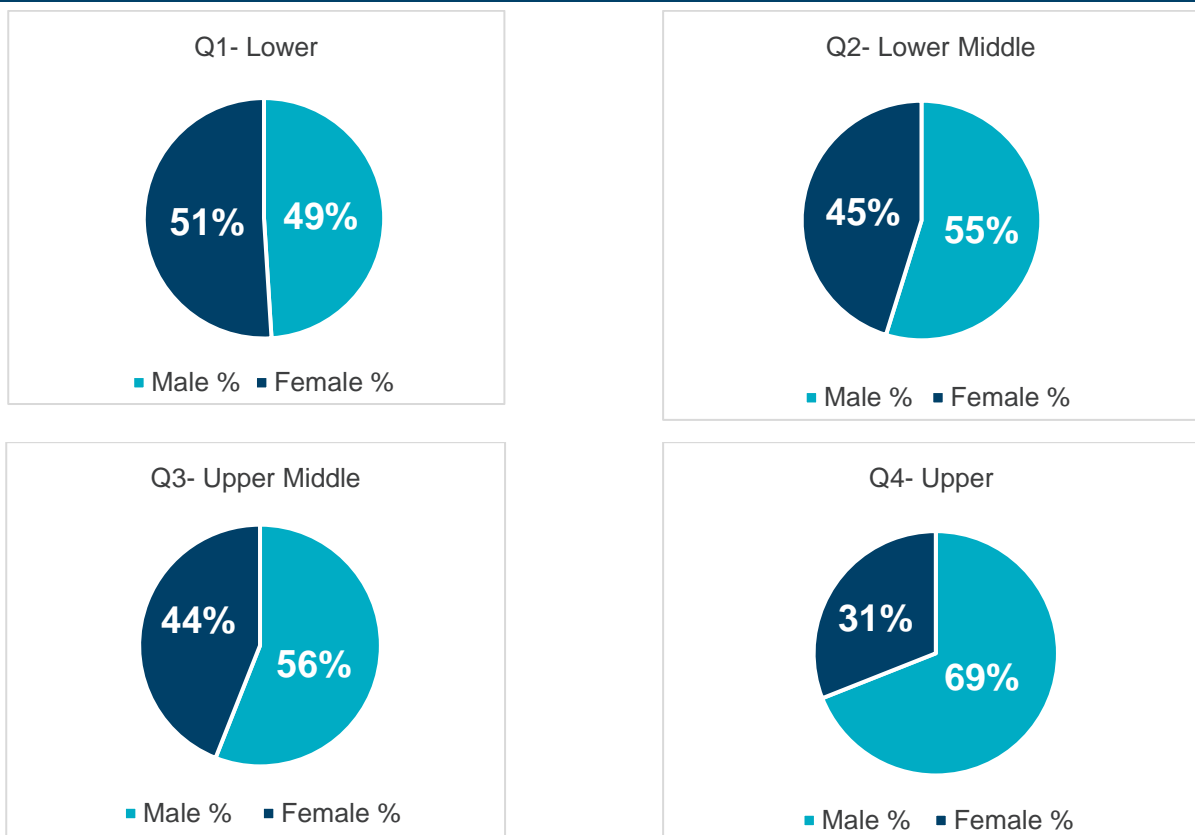


Hourly Pay Gap

	Including Managing Directors	Excluding Managing Directors
Mean Pay Gap using Hourly Pay	23%	11%
Median Pay Gap using Hourly Pay	12%	10%

Our mean pay gap as of 5 April 2022 is 23% in favour of males and median pay gap is 12% in favour of males. Whilst we have this gap, areas of strength include our Consulting career levels for Consultant, Senior Consultant, Manager and Senior Manager which saw a negative gender pay gap. Areas for ongoing focus are the more experienced career levels where the pay gap widens.

Pay Quartiles



Our pay quartiles indicate that we have a close to even split for men and women on hourly pay up to the upper quartile. Our pay equity position is supported through the adherence to pay bands established by external benchmarking. The upper pay quartile, where our more senior positions typically fall, reflects the need for ongoing focus on opportunities for women to progress into senior positions and the associated compensation.

Bonus gap

	Including Managing Directors	Excluding Managing Directors
Mean Pay Gap using Hourly Pay	61%	41%
Median Pay Gap using Hourly Pay	34%	40%

We believe that the difference in the pay gap for bonus payments is due to high value of bonus payments awarded to our Managed Services department, which is a predominately male workforce and has a commission based bonus structure. In comparison, within our Consulting teams we saw the mean and median bonus gap had a favourable position towards women from Consultant level through to Director.

The greater proportion of males we have in senior positions, including multiple with global leadership roles, also contributes to the bonus gap.

Percentage of Workforce Receiving a Bonus



	Male	Female
Bonus Received	90%	91%

From the chart above we can see that almost all our population received a bonus during the snapshot period, anyone that did not receive a bonus would have joined after the eligibility window for our discretionary bonus award. In respect of the snapshot period, anyone who joined between October 2021 and April 2022, were not eligible for a discretionary bonus award.



What we have done so far

	Attraction	<p>We aim to have equal gender split in our talent pipeline, to encourage a diverse mix of people to be represented throughout the interview process from interview to offer stage. In the 12 months leading to the snapshot date, 43% of our hires overall were women. As we hire graduates every year, we set a goal to achieve a 50:50 split in male and female offers to our graduate hires to ensure our employee population remains balanced as they continue to progress in their careers at Protiviti. We achieved 47% women and 53% men split at the offer stage in 2021.</p>
	Upskilling Sessions	<p>We conduct annual development sessions for all interviewers and assessors focused on awareness, inclusive hiring and interviewing and unconscious bias to create inclusive structures, policies, and processes across the organisation and to strengthen our pipelines for diverse talent.</p>
	Equity Review	<p>48% of employees promoted in January 2021 were female employees, demonstrating our focus on equitable career advancement. With the use of data tools, we have been able to create an equity dashboard to ensure equity and alignment in the pay review and performance assessment process. We acknowledge that there is still more to be done to achieve more women being promoted and hired into senior positions. We continue to focus on developing our female population through learning and development programmes which help increase the number of women promoted.</p>
	Policy Review	<p>Annual review of our policies led to an enhancement of our Shared Parental Leave policy, which is now matching the enhanced pay and benefits covered under our Maternity Policy. Following this enhancement and awareness of the change to this benefit, we have seen an uptake in the usage of Shared Parental Leave, particularly for our male employees who were looking for greater flexibility and opportunity to balance work and home life.</p>
	Retention	<p>Flexibility and the need for time off work can occur throughout one's career, not just at instances of parental leave. As such, we support those who wish to take career breaks, following a long tenure with the business. It is important for us to recognise the accomplishments, continued determination and hard work our employees have committed to Protiviti during their tenure and want to enable those who have achieved such milestones the opportunity to refresh and recoup in the ways they wish. As we progress, we will continue to champion and support those who require this so they feel able to return to work revived.</p>
	Our Employee Network Groups (ENG's)	<p>Another practical example of what we have been able to do to support women in the workplace is the introduction of a women's mentoring programme led by our women's employee network group - iGROWW (Initiative for Growth of Women in the Workplace). For women across our UK and US offices, we paired female employees across career levels and lines of business with mentors to maximise their potential and provide career advice. The programme initially ran as a pilot, gained a lot of attention and success and continues today.</p>



	<p>Partnership Engagements</p>	<p>Protiviti are extremely proud to be one of nine founding members of Technology Community for Racial Equality (TC4RE), with the objective and commitment to build a more diverse and inclusive workforce within the technology sector and address the skills shortage in this space. In its inception, Protiviti met with the CEOs of the founding member firms to understand their challenges and identify ways to create a more inclusive technology sector. Protiviti also sponsored the Women in Governance, Risk and Compliance (GRC) Awards. These awards showcase role models, advocates, mentors, and rising stars, and honour female leaders and companies demonstrating excellence across the whole sphere of GRC.</p>
	<p>Hybrid Choice</p>	<p>Protiviti embraces a fully hybrid working environment, centered around four key concepts: empowerment, trust, value and purpose, and flexibility. We trust and empower our employees to make decisions on where and how to work, which enables them to create valuable outcomes for our people, clients, organisation, and culture. We recognise the importance of giving our employees choice and flexibility, and this helps us attract and retain a gender equitable talent pool. Work flexibility supports our people in balancing their professional and personal interests and commitments and should therefore contribute to retaining our talented workforce. In our last employee engagement survey, women who had a positive sentiment to hybrid work choices were also more likely to feel a sense of belonging within the company; felt that they had a balanced work life and, felt that they had a voice. This consequently led to a higher retention score for those that scored favourably to the question on hybrid working.</p>



Inclusion at Protiviti

At Protiviti, 'Diversity, Equity & Inclusion' means creating an equitable work environment where everyone can thrive. We believe that we succeed through teamwork, diversity and respect for each other. We offer our people a wide variety of programmes and experiences to ensure that each person has a voice that is heard, feels a sense of belonging, and has the chance to make a real difference.

The vision and mission of our DEI journey is shared by everyone at Protiviti and are leadership priorities. We are committed to enhancing the attraction, retention, development and leadership paths of a diverse workforce. Additionally, we strive to be an employer of choice with an increasingly diversified and committed workforce reflective of the clients and communities in which we work and live.

	<p>Vision:</p>	<p>To be an organisation where everyone thrives</p>
	<p>Mission:</p>	<p>Strengthen diversity, nurture a culture of equity, inclusion, and belonging, and expand our impact</p>

To support our DEI initiatives, we launched Amplify, a new sponsorship programme to sponsor the career development of underrepresented employees into leadership positions. Through this programme we continue to build loyalty and increase retention, develop and champion talent within Protiviti. Individuals would have the opportunity to build a trusted relationship with a sponsor that provides open and direct communication, feedback, enabling the protegee to take risks and learn from experiences which in turn increases confidence and readiness for new experiences, roles and assignments. Since initiation of the programme, from the UK office we have put two females through the programme, one of which was promoted into a senior leadership position.

ProCulture is another of our employee networks groups, which aims to establish a sense of belonging and inclusion among our ethnic minority colleagues, by driving change through true diversity, by empowering our people to bring their authentic selves to the workplace and through celebrating the cultures of our diverse workforce. The group host quarterly courageous conversations, which create a supportive environment to highlight, challenge, discuss and remediate key/topical issues that are relevant not just within Protiviti but externally too. We provide education sessions throughout the year to raise awareness of ethnicity and culture through religious celebrations and in doing so, bringing people in and not creating barriers to diversity.



What we will be doing going forward

At Protiviti, we are proud of the progress we have made so far in creating an inclusive and equitable culture. We recognise the impact a diverse workforce has on our business, the morale and engagement of our teams, the creativity and innovation in our daily work and the results we deliver for our clients.

As we reflect and review the data of this gender pay gap report, we have identified a number of areas we will be focused on as we move forward. Some key specific actions are detailed below, in addition to the continued investment and support we will offer to our employee network groups to raise awareness on a range of topics focused on the promotion of diversity, equity and inclusion in our workplace.

We are improving our tracking of ethnicity data so that we have greater visibility and understanding of the demographics of our organisation, leading to better analysis to inform and enhance our inclusion programmes for our people and support positive action within our people processes.

In addition, we will continue to explore and identify creative ways to enable flexible work opportunities for our people. We have already taken the action to remove restrictive working hours from our contracts to allow agile working but will consider alternative options we can implement to attract and retain people.

We will look to introduce a more formal approach to our succession planning to identify key and business critical positions across our organisation, with a view to develop action plans and programmes of support for our people to assume these positions.

Within the next 12 months, we will introduce programmes that support women's health and enhance our support for parents returning from parental leave.

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