



# Protiviti UK Gender Pay Gap Report

April 2024

**protiviti**<sup>®</sup>  
Global Business Consulting

# Foreward

At Protiviti, people are at the heart of what we do. We are committed to attracting and developing a diverse workforce 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 monitored and managed our pay gap for some time, we are pleased to share our second report on gender pay gap and view this as an opportunity to reinforce our commitment to living our values.

Our data for 2023 indicates that we have seen our gender pay gap widen slightly from the previous year, but we are pleased with the progress we have made in other areas. We acknowledge there is still more to be done to close the gender pay gap and this report addresses the areas we have identified for improvement.

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 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**  
Executive Vice President,  
Global Diversity, Equity &  
Inclusion and ESG

We have taken a number of impactful steps over the past few years to support a diverse and equitable workforce, including:

- 1 Identified and deployed retention strategies supporting and encouraging women to remain in the workforce and with the business.
- 2 Initiated strategic workforce planning discussions with our business leaders to have a proactive approach to identify top talent earlier and implementing specific action plans to support the growth of our people. Through this process we have identified our female leadership pipeline to support and enable women to progress into senior leadership positions.
- 3 Continued to drive recruitment efforts to attract a diverse candidate pipeline and drive a positive candidate experience.



“A key part of our diversity, equity and inclusion (DEI) journey, is addressing and acknowledging what steps need to be taken to continue to narrow our gender pay gap. With this being our second gender pay gap report, we are only at the beginning of our journey and it is hugely important for us to continue to champion and support our female colleagues through our commitment to DEI and the initiatives and programmes we have in place. Through our inclusive culture, we strive to create a five-star employee experience and a truly diverse and supportive workplace.”

– **Tom Lemon**, UK Country Market Leader



## Gender Pay Gap Reporting

Our gender pay gap report looks at data captured as of 5 April 2023. Included in our data are all full and part-time employees from our Consulting, Market Sector, 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, more men occupy higher-paying roles than women.

Where relevant, we have highlighted the difference in the gap by business function. For example, employees within our Market Sector function, who support our business development activities for the organisation, typically have a lower base salary and higher bonus potential as determined by their commission structure, whereas our Business Operations department has a higher proportion of women.







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.



“We are committed to cultivating a culture of growth and connection, expanding our impact, and having a strong workforce with empowered talent from diverse backgrounds. Confronting the pay gap is not a mere task; it is an imperative woven into the very fabric of our success. We are resolute in identifying and rectifying disparities as we drive ourselves toward parity. We are forging a path where gender equity is not just an aspiration but a business imperative – a force that drives us towards a future where every stride echoes with purpose and impact.”

– **Susan Haseley**, Executive Vice President,  
Global Diversity, Equity & Inclusion and ESG



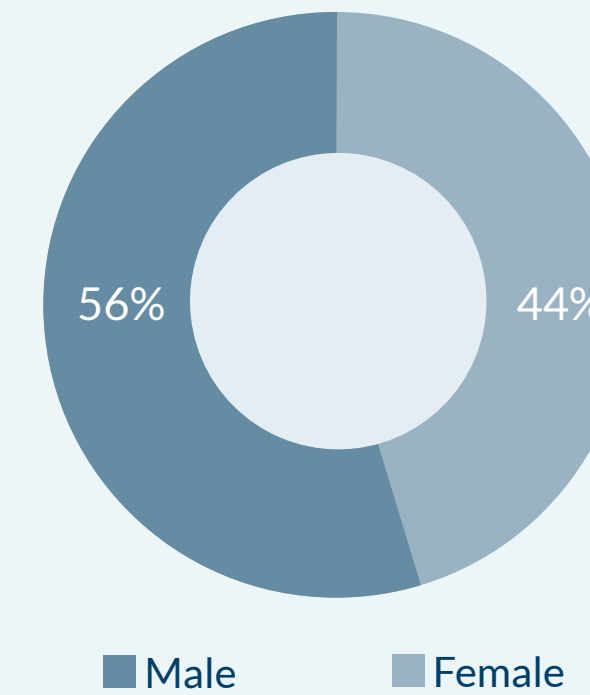
## Our Gender Pay Gap

As of 5 April 2023, we had a 56% male workforce compared to a 44% female workforce, this is a positive shift from our gender distribution last year by one percent.

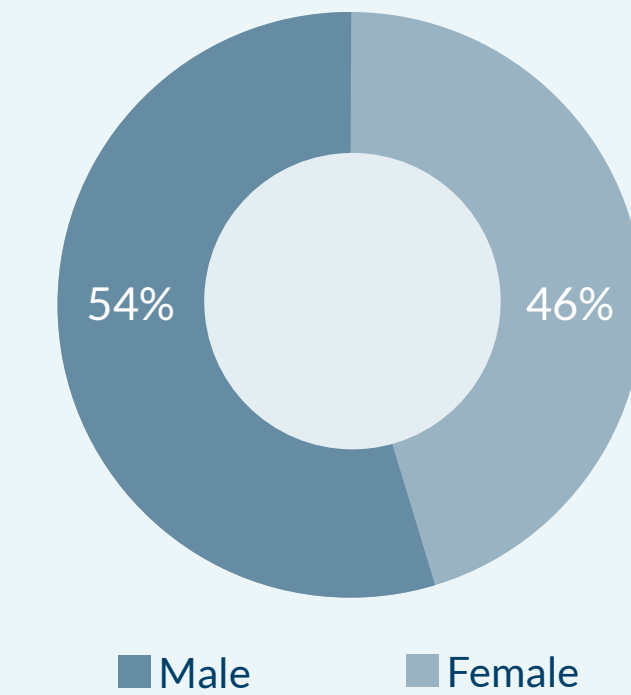
In our Market Sector team, men hold 84% of the positions, compared to our Business Operations teams which is mostly comprised of women (84%).

In our Consulting team, which make up the majority of our workforce, we see a gender split of 61% male and 39% female. From Consultant to Senior Manager level the representation of women is averaging 40% and declines at our most senior career level at Director and Managing Director, which is 25% female.

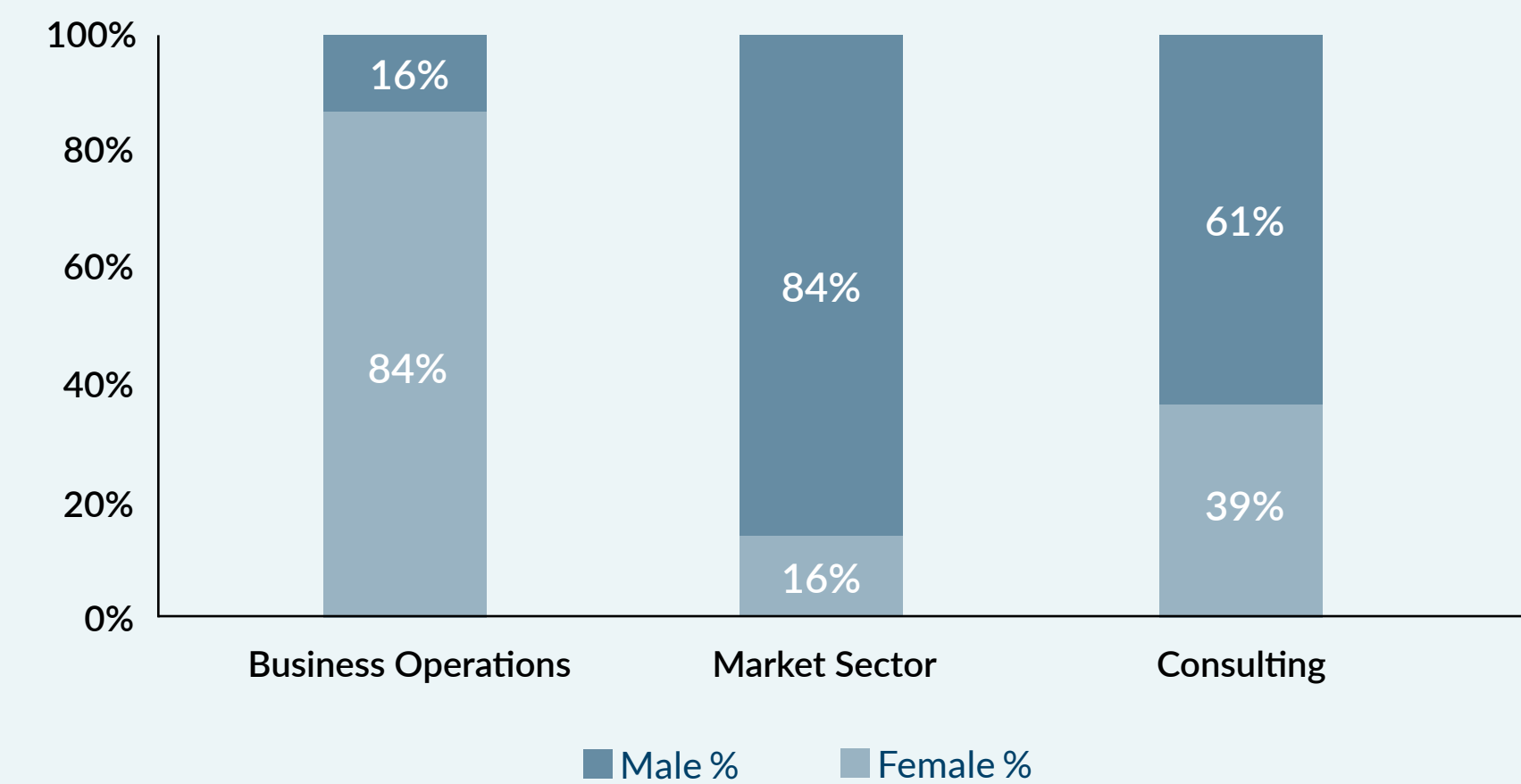
Employee population (including Managing Directors) by gender as of 5 April 2023

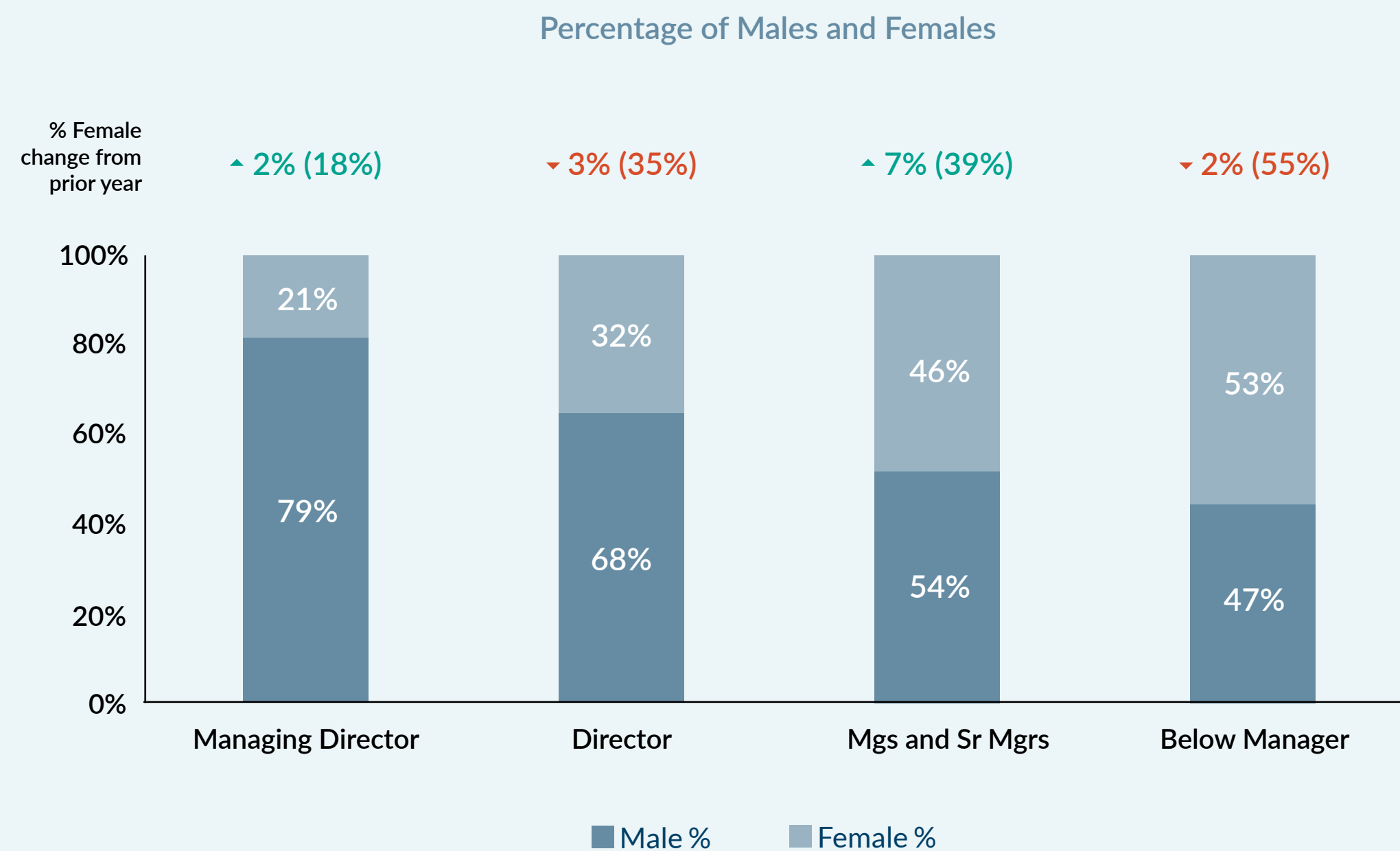


Employee population (excluding Managing Directors) by gender as of 5 April 2023



Employee population by business function by gender





Overall, we have a high proportion of women below the Manager level when compared to other levels across all business function areas. We have more work to do to increase female representation at senior levels which we plan to address through our workforce planning discussions where we are identifying our female leadership pipeline and providing them with development plans to progress into senior leadership roles.

In the 12 months prior to the reporting date, we have made positive progress from a gender perspective at our most senior levels. We had two additional female Managing Directors join the Leadership team and promoted four females to our extended Leadership team at the Associate Director and Director levels.



“As I embark on a leadership role as a woman in Cybersecurity, I see a profound opportunity to be a trailblazer, championing diversity and inclusion. My journey involves embracing authenticity, drawing strength from unique perspectives, and forging connections within a mentorship network. I am dedicated to advocating for an inclusive workplace, challenging gender biases, and continuously honing essential leadership skills through ongoing learning. With each team achievement, I want to celebrate resilience through challenges, all while nurturing the career development of my team members. This journey is more than a role; it’s an opportunity to contribute to positive change in the industry while remaining true to my values.”

– **Reethi Harish**, Senior Manager, Technology Consulting practice



## Hourly Pay Gap

Our mean pay gap as of 5 April 2023 is 25% in favour of males and median pay gap is 19% in favour of males. We have seen that our pay gap has widened from last year, as women hold fewer senior positions than men, including multiple men with global leadership roles in 2023 relative to 2022. When we remove our Managing Directors, we see the mean pay gap increase by 2% from the prior year, and the median pay gap widen by 4% from the prior year. For our promotes in January 2023, overall, we saw 56% male and 44% female promotes. Of those promotes, males made up 71% of the senior positions at Associate Director level and above. Of the new starters in the snapshot period, 58% of the new starters were male and 84% held our senior vacant positions, which has contributed to the pay gap widening.

### Mean Pay Gap using Hourly Pay

Including Managing Directors

**25%**  
Apr 2023

**23%**  
Apr 2022

**▲ 2%**  
Diff to PY

Excluding Managing Directors

**13%**  
Apr 2023

**11%**  
Apr 2022

**▲ 2%**  
Diff to PY

### Median Pay Gap using Hourly Pay

Including Managing Directors

**19%**  
Apr 2023

**12%**  
Apr 2022

**▲ 7%**  
Diff to PY

Excluding Managing Directors

**14%**  
Apr 2023

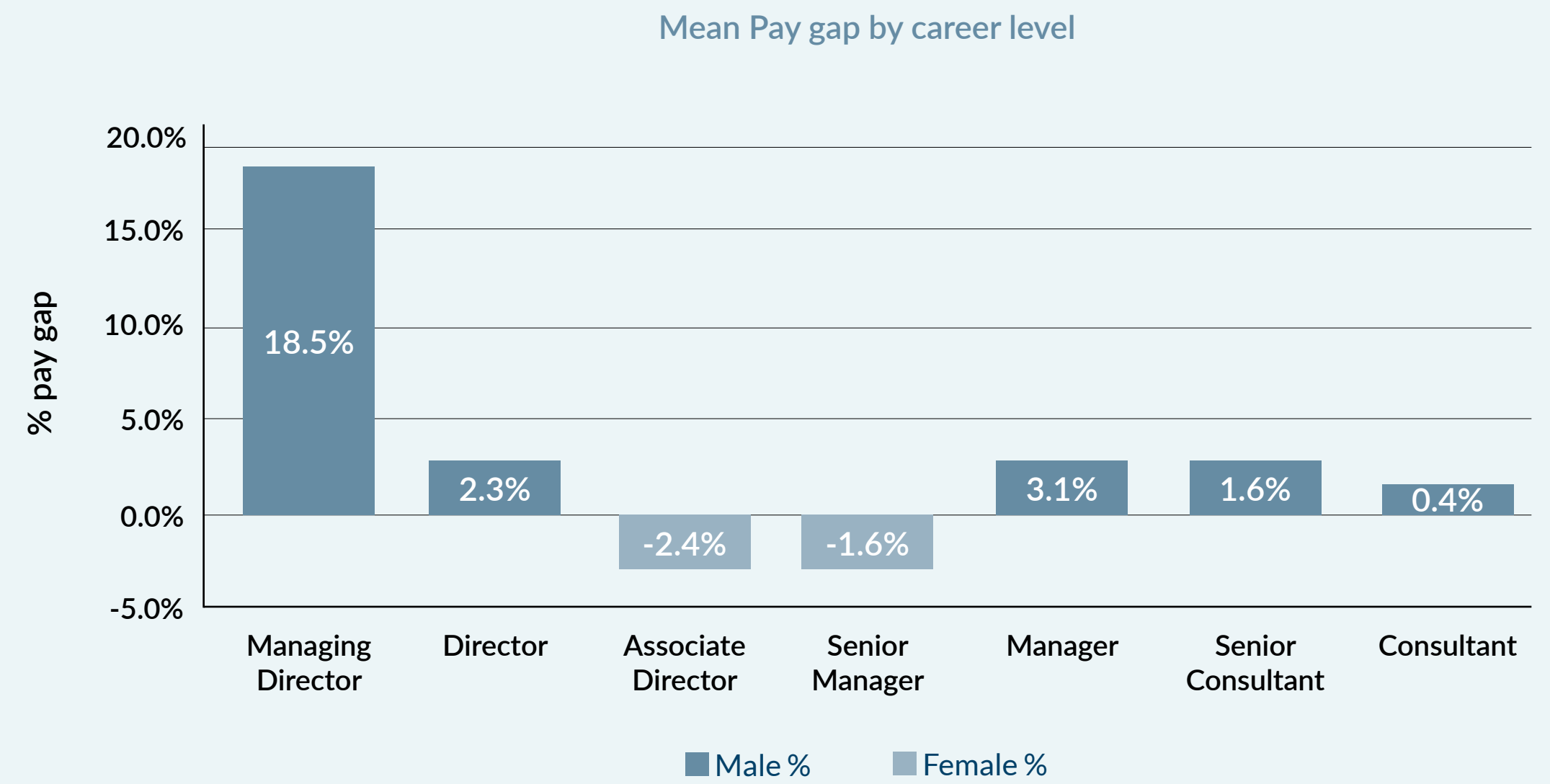
**10%**  
Apr 2022

**▲ 4%**  
Diff to PY





Whilst we have this gap, we do also have a negative gender pay gap at the Senior Manager and Associate Director levels, and below 3.1% pay gap from Consultant through to Manager career level. Areas for ongoing focus are the more experienced career levels where the pay gap widens with retention and promotion of our female employees.



\* The graph above includes all employees across our Consulting Practice, Market Sector employees & Managers and above in our Business Operations function





# Pay Quartiles

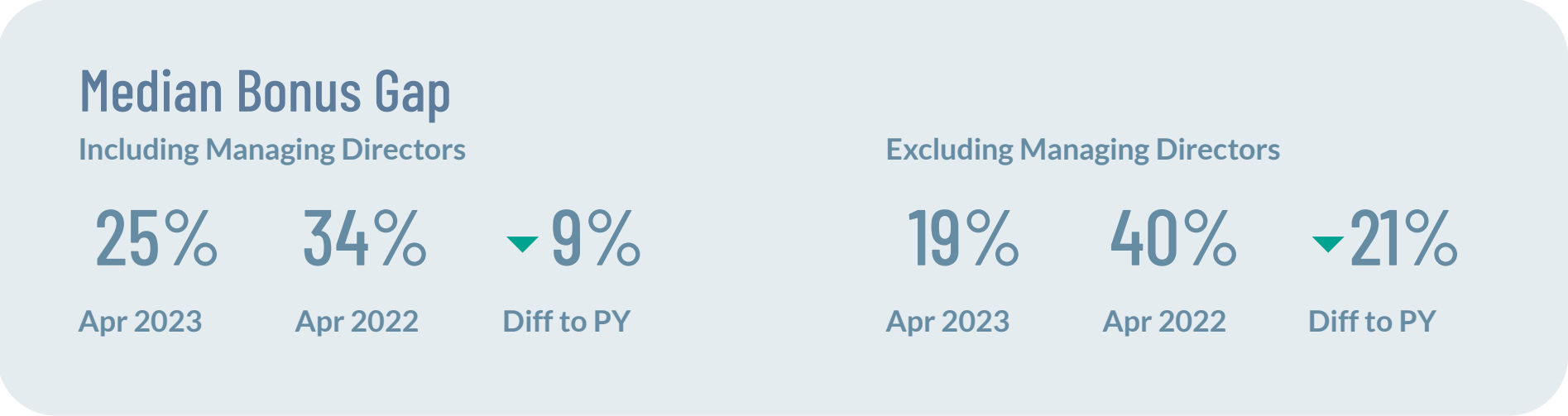
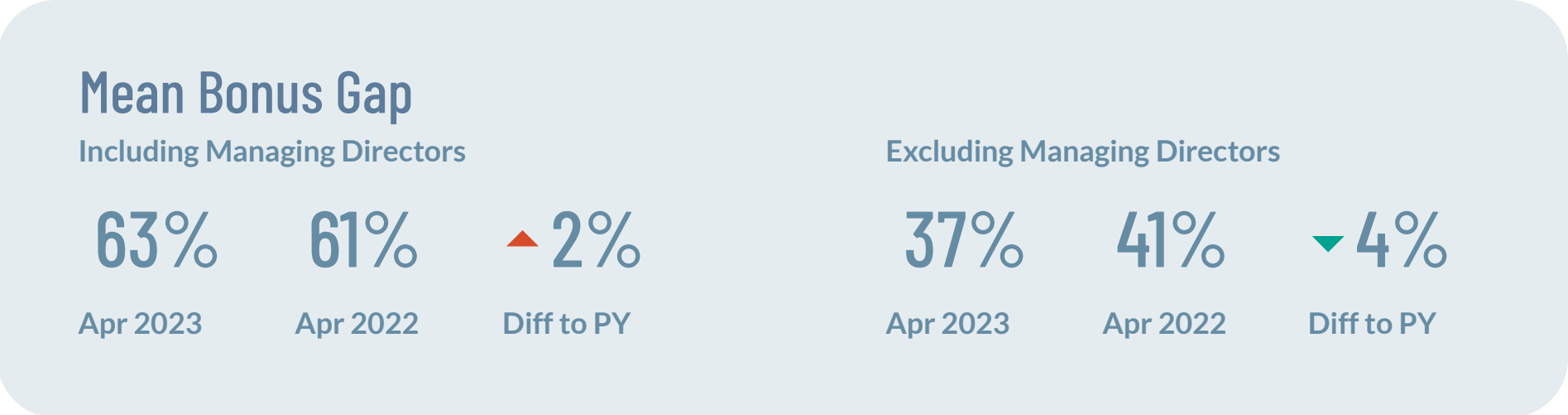
Our pay quartiles indicate that we have an equal split for men and women in the lower quartile, and have a positive gender pay gap in the lower-middle quartile. In the upper-middle and upper quartile this reduces slightly from last year. Our pay equity position is supported through the adherence to pay 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.

	Female	Diff to Female in PY	Male
Upper	27%	▼ 4% (31%)	73%
Upper Middle	40%	▼ 4% (44%)	60%
Lower Middle	53%	▲ 8% (45%)	47%
Lower	51%	= same	49%



# Bonus Gap

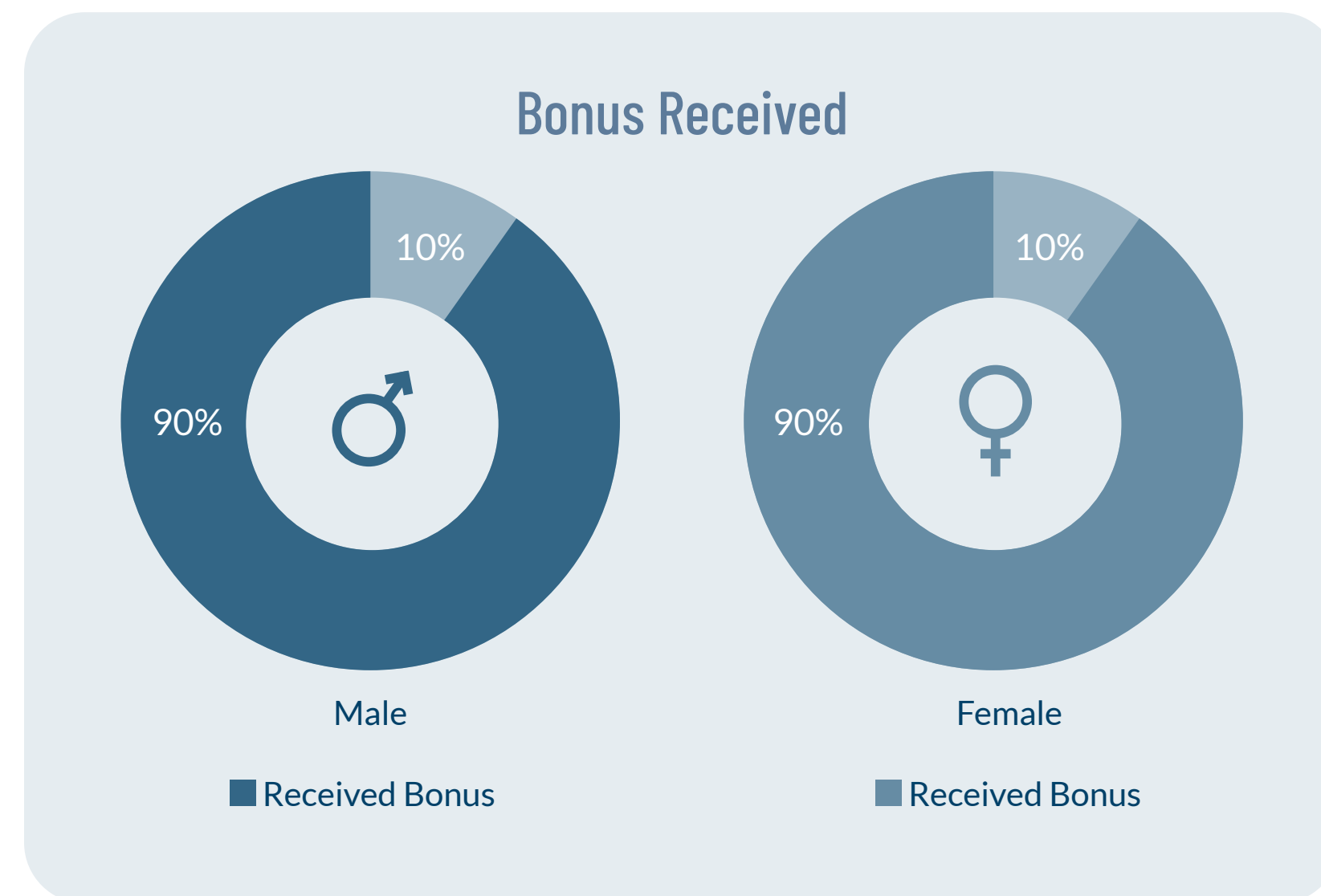
We are pleased that the mean and median bonus gap decreased from the prior year, for individuals in the group excluding Managing Directors. This is because there are more people in the bonus pool, but the average payment is lower, which is bringing down the averages. The greater proportion of males we have in senior positions, including multiple with global Leadership roles, also contributes to the bonus gap, as indicated by the slight increase in the mean bonus gap.





## Percentage of Workforce Receiving a Bonus

Looking at the table below, we can see that almost all our employees received a bonus during the snapshot period. We are pleased that the same proportion of men and women received a bonus which demonstrates our process and policy around bonus eligibility is applied fairly and consistently regardless of gender. Anyone who did not receive a bonus would have joined after the eligibility window for our discretionary bonus award. Bonuses are awarded based on financial results of the business and individual performance against clearly defined metrics and targets. In respect of the snapshot period, anyone who joined between October 2022 and April 2023, were not eligible for a discretionary bonus award in accordance with our internal bonus plan.





## What we have done so far

### Attraction

We aim to have equal gender split in our talent pipeline, to encourage a diverse mix of people to be represented from interview to offer stage. In the 12 months leading to the snapshot date, 42% of our hires overall were women. As we hire graduates every year, we set a goal to achieve a 50:50 split in offers to male and female graduate hires to ensure our employee population remains balanced as they continue to progress in their careers at Protiviti, which we were able to achieve in 2022. In September 2022, 50% of our graduate hires were female.

### Upskilling Sessions

We continue to conduct annual development sessions for all interviewers, assessors and managers to ensure we are creating inclusive structures, policies and processes across the organisation, and to strengthen our pipeline of diverse talent. These sessions are focused on awareness, inclusive hiring, interviewing and unconscious bias. We have a structured career framework including a bi-annual performance review process whereby we run dedicated training for our managers and leaders on unconscious bias to ensure fairness in the process regardless of gender and background. Our DEI champions and sponsors continue to keep their knowledge up-to-date and attend workshops on topics such as psychological safety, counteracting bias in the workplace and why DEI matters.

### Equity Review

44% of employees promoted in January 2022 were female, 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.

### Policy Review

Working in partnership with our parent company, Robert Half, ahead of World Menopause Day, we launched a new guidance document for our employees and managers to support individuals who are experiencing menopause and perimenopause symptoms. In this guidance document, it outlined the support available from the business, resources and tools to support individuals, and support materials for our managers. To further support our managers, we ran live awareness training sessions led by an external provider who specialised in women's health.



## Workforce Planning

We have launched quarterly workforce planning sessions with our business leaders to ensure we have the right people with the right skills at the right time. We review performance related data to support the business's needs, goals and strategic plans. In these sessions, along with our performance development activities, we identify our top talent and individuals for leadership pipeline to enable us to upskill, promote and retain our key people with a focus on diversity of our teams.

## Partnership Engagements

As one of eleven founding members of the Technology Community for Racial Equality (TC4RE), Protiviti has continued to work closely on promoting and building a more diverse and inclusive workforce in the technology sector. TC4RE, with the support of Protiviti, re-launched their scholarship programme for the second year running, providing individuals with a grant to support them through education to pursue a career in technology. Protiviti is also proud to partner with Women on Boards, as part of our talent development and diversity strategy. Women on Boards is a network of 30,000 women, and some men, who are starting and shaping their board careers. As part of our partnership, we are corporate members of Women on Boards which offers a friendly, supportive network for ambitious professionals. It provides practical leadership training and advice for all employees at Protiviti, with a focus on the value of non-executive roles at all stages of your career. Protiviti also announced a new partnership with Neurodiversity in Business (NiB) — an industry forum supporting the inclusion of neurodivergent individuals in the workplace. This partnership will see us work together to share best practices to improve the employment and experience of the neurodiverse workforce.

## iGROWW

Our women's employee network group - iGROWW (Initiative for Growth and Retention Of Women in the Workplace) led awareness sessions throughout the year, most notably with multiple events during the week of International Women's Day. With strong representation and support from our Leadership team, there was a global watch party with a guest speaker on the topic of creating an equitable workplace and bringing your authentic self to work. Partnering with our parent company Robert Half, we had a UK-specific event with a guest speaker discussing how to champion yourself and others around you. iGROWW continue to champion females through Protiviti's mentorship programme, where women are paired with individuals across all career levels and lines of business, to maximise their potential and provide career advice.



"I feel that I am getting lots of support from my executive sponsor who is providing me with opportunities to grow. I have been discussing my development points with my advisor and they always come with suggestions on how to help me address those. I am also part of our internal iGROWW network where we have a mentorship programme, and I am both a mentor and mentee. I've been having bi-weekly meetings with a female mentor and it's been great listening to her on her journey and getting guidance on various challenges in an informal environment."

– **Andrea Themistou**, Associate Director, Technology Consulting Practice



## Hybrid Choice

Protiviti embraces a fully hybrid working environment, centred 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 continue to allow our employees choice and freedom to best determine their work location to drive greater work-life balance. This has been recognised in our engagement survey, where we saw high scores from our women in relation to work-life balance satisfaction, as well as positively impacting retention. A number of our women also consider Protiviti a great place to work. To further support our people to manage their work and personal priorities, we re-launched an employee benefit which provides employees with access to a number of family support offerings, including childcare, elderly care, discounts on a number of services and virtual tutoring.

## Diversity, Equity and Inclusion

During the snapshot period, we appointed two new DEI champions and developed a UK DEI strategy with a focus to strengthen diversity, nurture a culture of equity, inclusion and belonging, and expand our impact. Collaborating with the People & Culture team, there will be continual review of our policies, making adjustments throughout the year to ensure they meet the needs of our changing workforce and aligned to our global strategy in making exceptional experiences for our people.

## Sponsorship Programmes

Amplify is a global sponsorship programme focused on accelerating the careers of our high potential Associate Directors and Directors who could benefit from additional sponsorship within Protiviti. Through this programme, we build loyalty and increase retention, as well as develop and champion talent within Protiviti. Individuals build a trusted relationship with a sponsor who provides open and direct communication and feedback, enabling the protegee to take risks and learn from experiences, which in turn increases confidence and readiness for new experiences, roles and assignments. In its second year, we have a female participant from the UK on the programme, as well as a UK sponsor providing insight and coaching to participants.

## Employee Network Groups

ProCulture is one 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; 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. This year ProCulture partnered with iGROWW to host a courageous conversation on psychological safety. In addition, we held an online introduction to vision awareness in partnership with the Thomas Pocklington Trust (TPT). In the session, individuals learnt about the different types of sight loss, the day-to-day impact of living with sight loss, enabling technology and how to support people who are blind or partially sighted, both in the workplace and in the community.



## What we will be doing going forward

In 2024, we will launch a global demographic survey with our parent company Robert Half. We believe that collecting and analysing data helps us understand how our people are feeling and will help us identify areas for improvement. This survey will capture data on ethnicity and gender, and will enable us to take meaningful action towards a more diverse workforce and inform future DEI strategies, employee programmes and company policies. It is also key for our business to ensure that our existing programmes deliver effective outcomes that drive diversity, equity and inclusion year-on-year.

In addition to the demographic survey, Protiviti is proud to be collaborating with The Inclusion Initiative at the London School of Economics (LSE) on a three-year study about generations in the workforce. The study will provide organisations with specific, data-driven insights to increase productivity across the various generations of the workforce. Independent to the study, Protiviti will also launch a separate survey internally to gather further information about generations in the workplace. DEI agendas routinely neglect generational diversity and inclusion, with frictions between generations negatively impacting productivity. This data will aid in the ability to fully unlock the productivity potential of the various generations. The survey will provide a gender intersectionality which will allow us to gain deeper insights to support with the attraction and retention of women in the workforce.







As part of our people strategy, we have a focus on regularly reviewing key data and metrics in relation to how our people are rewarded. Through the use of dashboards and technology, we are using data to inform our decisions to remove unconscious bias throughout the process. An example of this is our pay equity dashboard, which is used during our compensation review process.

We have initiated discussions with returning mums to create a coaching/mentor group for women to join when returning from a parental leave, to create a safe place and community group to share insights and experiences with one another. It is important that we hear from our people and act on their feedback, as such we will engage with this group of parents to ensure our policies, benefits and support offered by the business continues to meet their needs and expectations.

We have regular meetings with our business leaders, with a standing agenda to discuss talent pipeline and how we can further invest and progress our female talent in the business. For example, we are offering coaching and support from mentors across the organisation, and continually reviewing our working practices.



“In recognising and addressing our gender pay gap, we pave the way for a more equitable future where every individual’s contributions are valued equally, and opportunities are accessible to all, regardless of gender. Through transparency, accountability, and concerted efforts, we strive to narrow this gap, fostering a workplace where diversity thrives, and inclusion flourishes.”

– **Steve Mills**, People & Culture Director



*Face the Future with Confidence<sup>®</sup>*

**protiviti<sup>®</sup>**  
Global Business Consulting