



# Our Global Inclusion Journey

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

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## Leadership memo

We are sharing Protiviti's story to summarise our diversity and inclusion efforts for our employees and all those who are excited to take this journey with us. We're focused on creating a culture that celebrates diversity, promotes fairness, and fosters a sense of belonging.

In our ongoing quest for excellence, together, we'll learn and grow each step along the way, impacting the experiences of our employees, clients, and communities. We acknowledge our progress and remain committed to the milestone work on the path ahead.

*Joe* Joe Tarantino

*Susan* Susan Haseley

*Cory* Cory Gunderson

*Andy* Andy Clinton

*Michael* Michael Brauneis

*Kim* Kim Dickerson

*Tom* Tom McClune

*Scott* Scott Redfearn

[Learn more about our Executive Team](#)



# The Power of Values

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## In Protiviti's history, inclusion has always been our priority.

In 2017, our firm redefined our core values — those that we collectively share and commit to practicing in our culture and business. After much consideration, we settled on three values: integrity, inclusion, and innovation. In 2022, we incorporated a new value to align to our parent company, Robert Half, adding our fourth value: commitment to success.

It quickly became evident that leaning into our values accelerates our efforts. It's essential that we share our progress and lessons learned, and that we look at diversity and inclusion through the lens of our values, which have significantly influenced our work.

At Protiviti, we're on a journey. Integrity guides our way. Inclusion moves us forward together, innovation creates new destinations, and we are committed to success.



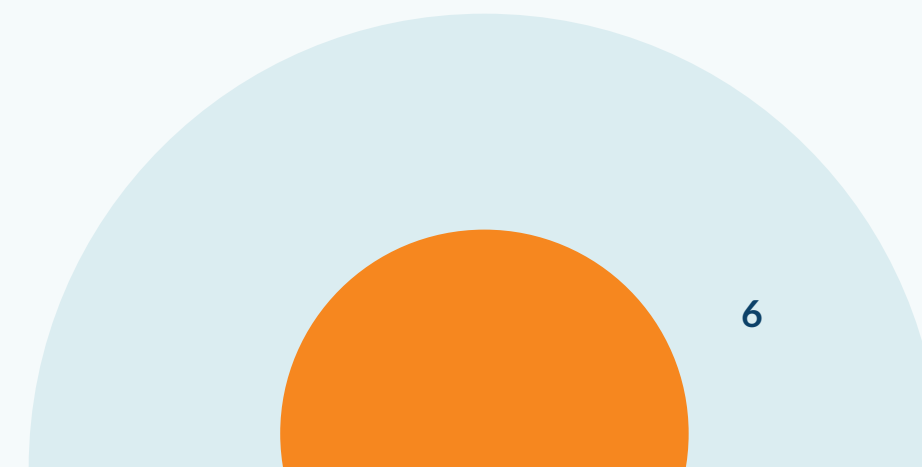


## Integrity Guides Our Way

Our journey begins with integrity. Integrity means we commit to doing the right thing in all situations — whether it's in our relationships with our clients or each other, how we ethically steward our company, or the ways we contribute to the communities in which we live and work globally.

We take positive action every day to move in the right direction. We lead by example, as our commitment starts from the top and permeates throughout the organisation. We track our progress and share our metrics with our employees in the spirit of transparency. We provide learning opportunities for our people that are essential to understanding the factors and dynamics that shape our ever-changing world. Accountability is a cornerstone for us, and as such, we benchmark ourselves and continuously strive to elevate our efforts. A commitment to inclusion is a commitment to improving all our lives. In all our actions, integrity guides us, every step of the way.

*Integrity means we commit to doing the right thing in all situations — whether it's in our relationships with our clients or each other.*



## Inclusion Moves Us Forward Together

We are on this journey together, and we succeed through teamwork, a diverse workforce and respect for one another. We manage our business in a highly collaborative manner where all viewpoints are heard and valued. We recognise and promote flexibility as essential to supporting our people.

Our value of inclusion has enabled us to reimagine recruiting practices, from sourcing to interviewing to onboarding. It has pushed us to think differently and diversely about the benefits we offer. It has expanded collaboration to all the markets and regions where we operate, in all service lines and at all career levels. Employee Network Groups enrich Protiviti's corporate culture, creating a sense of belonging, allyship, and authenticity that empowers every member of our team. We don't just want to be a great place to work – we aspire to be a great place to work for all. Inclusion moves us forward together.

## Innovation Creates New Destinations

With our value of innovation, we aim for nothing less than embedding an innovative mindset and approach in everything we do.

We expect, value, and deliver new ideas and our innovation is borne out of a service mindset, human-centered design, and a passion for helping our people and our clients succeed. To stretch our thinking, we engage diversity organisations, client collaborations, and an ecosystem of suppliers and business relationships who share our commitment to diversity and inclusion. Great ideas and practices can come from anywhere, and by seeking them out and being receptive to them, we reach new destinations.

## We Are Committed to Success

Our values are the cornerstones for everything that we do for our people, our clients, and the communities where we live and work. These values reflect the identity of who we are today as an organisation and collectively demonstrate what is most important to our stakeholders, both internally and externally.





# Our Inclusion Strategy

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## We strive to advance an inclusive culture where everyone feels they belong.

Our commitment to inclusion is embraced by everyone at Protiviti and is an integral part of our leadership priorities. We are committed to enhancing the attraction, engagement, 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.

To support our vision, we've developed a rotational program for our employees to join the inclusion team and gain direct experience working on inclusion efforts. These employees participate in a secondment for twelve months to help advance our mission.

*We care. We collaborate. We deliver.*



# Inclusion at Protiviti

We succeed through teamwork, a diverse workforce, and respect for each other, operating in a highly collaborative manner where all viewpoints are heard and valued. To do this, we:

## Cultivate Our Culture of Growth and Connection

Provide opportunities for our employees to feel a sense of inclusion and belonging by engaging in learning and communities of connection.

## Strengthen Our Workforce

Embed inclusive practices that assist in attracting, retaining, and advancing our diverse workforce.

## Expand Our Impact

Activate employee, client, and community engagement through our value of inclusion.

## Our Journey Forward Together

POWERED BY OUR VALUES:

Integrity

Inclusion

Innovation

Commitment to Success



## Employee Spotlight

I am currently in a rotational role as the inclusion strategic initiatives lead. Based in our Los Angeles office, I am also in our Technology Consulting practice, with more than 18 years of business and technology consulting experience in enterprise application solutions, governance, risk and compliance, and internal audit services.

In my current position as the global inclusion strategic initiatives lead, I collaborate closely with our global leader Susan Haseley. Together, with global practice and HR leaders, our team provides strategic guidance and innovative ideas for promoting inclusion policies, programs and opportunities internally to all employees. My personal goal is to help all my colleagues feel comfortable in their own skin every day.

Additionally, I am constantly looking for ways to guide and educate our diverse workforce on how to increase and enhance inclusion, and be supportive, collaborative, and respectful of any and all differences, thereby creating a safe and accepting working environment where colleagues can be their authentic selves. As a young lesbian consultant joining the firm in 2004, I initially felt that my 'work self' needed to be separate from my 'non-work self' and hesitated to share my private life with my colleagues and clients. In 2009, when a male client noticed my new engagement ring and asked who was "the lucky man," I felt obliged to be evasive in my answers. Afterwards, foreseeing that this might prove to be a future problem in my relationship with the client, I turned to my manager for guidance and was advised to do and say whatever felt right and authentic to me, knowing that the firm would fully support me. This key moment in my career led me to look for ways to actively encourage and support others in the workplace who might be struggling with similar issues. I have and continue to share my personal experience and the challenges of being a lesbian working in tech with my global colleagues during panel discussions, smaller group meetings, as well as during mentorship dialogues.

- Tina Bohn, Director, IT Audit



# Cultivate Our Culture of Growth and Connection

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We cultivate our culture of growth and connection through our people systems, practices and processes, enhancing our support structures to fully engage employees, providing continuous exceptional learning experiences, and driving and increasing leader support and accountability.



## Inclusion Initiatives

We are dedicated to advancing the full participation of all employees at Protiviti. As such, we acknowledge that everyone is different and has different lived experiences. This inspires us to recognise and support the needs of our employees.

We are continuously strengthening our commitment to inclusion by focusing on the following areas:

- Recruitment and Talent Management
- Engagement, Retention, and Advancement
- Pay Parity
- Benefits
- Data Analytics
- Exceptional Learning Experiences
- External Impact

### Recruitment and Talent Management

We continue to evolve our recruiting processes, talent acquisition methods and tools, and talent brand to support Protiviti's growing diverse recruiting talent needs.

### Data Analytics

We are committed to increasing and reporting our representation within our company, including at the leadership levels.

### Exceptional Learning Experiences

We continually educate our people on active allyship, gender bias, and gender identity and expression.

### Engagement, Retention, and Advancement

Our gender-focused employee network groups: We have two global networks focused on increasing gender inclusion – iGROWW, an initiative for the Growth and Retention Of Women in the Workplace, and GET IT, a group that drives gender equality in technology and IT.

Amplify global sponsorship program: Amplify is a sponsorship experience designed to aid in the career development of high potential employees.

Review of our people, policies & processes: We continuously review our people policies and processes to mitigate bias and support inclusion within the organisation.

### External Impact

Our gender pledges: We joined the [Catalyst CEO Champions for Change](#) & [Gender & Diversity KPI Alliance](#) to demonstrate and keep ourselves accountable to our gender goals.

#### Expansion of our gender-focused alliances:



## Employee Network Groups

Employee Network Groups (ENGs) are grassroots groups that organise to promote belonging and inclusion initiatives within the organisation. While the activities of these groups are driven by employees, they're supported by leadership and provide our employees an "Opportunity to Have an Impact," as noted in our people promises. Our ENGs cover multiple dimensions of diversity and are highly collaborative within the communities they serve and with their allies. ENGs are developed locally, with some being Global to the company.



### Asian Social Professional Initiatives and Resourceful Employees

The Asian Social Professional Initiatives and Resourceful Employees (ASPIRE) group's vision is to enhance the presence and influence of Pan-Asian professionals at Protiviti and beyond.



### Black Employee Inclusion Network Group

The Black Employee Inclusion Network Group (BEING) vision is to cultivate leaders within Protiviti through practiced inclusion and advancement opportunities for employees who identify as Black and/or African American, ultimately demonstrating Protiviti's commitment to diversity and inclusion.



### Disability Employee Network

The Disability Employee Network's (DEN) mission is to highlight and provide resources and forums to share ideas and stories. DEN aims to promote learning, inclusion and intersectionality within the disability space and across the firm.



### Experienced Hire Network

The Experience Hire Network's (EHN) mission is to help experienced hires successfully transition into Protiviti and provide them with the right resources for a successful start within the firm.



### Gender Equality in Technology and IT

Gender Equality in Technology and IT (GET IT) aims to address the unique challenges people face when pursuing careers in technology and strives to create greater gender diversity in those fields.



### Growth and Retention of Women in the Workforce

Growth and Retention of Women in the Workforce (iGROWW) provides a workplace community for women and a forum to enhance employee success, with initiatives focused on the recruiting, mentoring, growth and retention of women.



### Latin/Hispanic Employee Network Group

The Latin and Hispanic Employee Network Group (LHENG) vision is to promote and sustain an inclusive environment where Latin/Hispanic professionals can thrive across all levels of the organisation.



### Military Network

The mission of the Military Network is to have a positive impact on the careers of employees with prior and ongoing military service or their spouses and to improve Protiviti's ability to attract and retain employees from this deep and unique talent pool.



### Multicultural Employee Network Group

The Multicultural Employee Network Group (MENG) promotes an inclusive working environment and creates a network to ensure employees of all cultures, races and ethnicities are accepted and valued; create an organisation that reflects the communities we live and serve in; attract, recruit, retain, and facilitate career development and growth; and ultimately enrich the lives of our colleagues, clients and communities by incorporating the best of all cultures in our work.



### Parents Network

Our Parents Network is a community for working parents at Protiviti and through this network we empower working parents to share successes, exchange information, support transitions and tackle challenges they may be facing together.



### ProMIND

ProMIND aims to promote mental health and well-being and reduce the stigma of mental health challenges through open dialogue and support for one another, resource sharing and encouraging mindful activities.



### proPRIDE

The proPRIDE network provides a workplace community for LGBTQ+ employees and welcomes participation from both LGBTQ+ employees and allies.





*As a global business, we  
acknowledge and respect the  
heritage and traditions of the  
countries in which we operate.*



## Inclusion champions

At Protiviti, we have inclusion champions at each of our local offices. They work with the local ENG and market leaders to drive a strategy to promote diversity and inclusion, and provide support, oversight and resources to ensure the ENGs are meeting their goals on a local level. See what our inclusion champions are doing around the world.

## APAC regional highlights

### Australia

Protiviti Australia has worked together with Reconciliation Australia to develop a Reconciliation Action Plan (RAP). RAPs have enabled organisations to sustainably and strategically take meaningful action to advance reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians.

Based around the core pillars of relationships, respect, and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic parity and supporting First Nations self-determination.

## Hong Kong

Protiviti hosts Courageous Conversations globally to foster a safe environment and discuss relevant events around us. Protiviti Hong Kong joined the global Courageous Conversations by launching their first pilot episode.

The event was met with much enthusiasm as colleagues from all business lines and support functions collaborated to discuss living conditions and our perceptions of domestic helpers in Hong Kong. The diversity in audience led to rich dialogue with various points of view. They challenged the conventional “live in rule,” where domestic helpers are mandated to stay in with their employer and explored common risks, such as predatory lending and pandemic-induced issues. The session not only fostered a culture where authenticity is encouraged, but also helped build awareness and provided meaningful perspectives on issues close to the heart.

Following the success of the pilot episode, Protiviti Hong Kong continues to facilitate Courageous Conversations to enable a safe space for listening, sharing, and learning.

## Japan

Protiviti Japan drives their journey through: Embrace, Encourage, and Enhance.

**Embrace** – Protiviti Japan embraces its multicultural working environment and the inclusion committee works to connect employees from different parts of the world. Various gatherings and events strengthen bonds and surveys help identify areas of opportunity to improve the Protiviti work culture.

**Encourage** – The inclusion committee collaborates to organise events such as International Women’s Day, to encourage more women employees to take on leadership roles. We also encourage a Professional Ladies’ lunch to create neutral environments for women colleagues and leaders to share their unique experiences and thoughtful advice while inspiring and nurturing future women leaders.

**Enhance** – Through organising networking events tailored for working parents, we help them navigate through work and home experiences. It not only enhances the communication channel between the group but builds relationships on trust and support. This gives a chance to better understand the working environment and create innovative ideas to help improve working parents to achieve a sense of work–life balance.



### Employee Spotlight

As a Chinese-Indonesian living alone in Hong Kong, inclusion has always been a topic close to my heart. I believe differences are what drive true innovation and help us live richer and more meaningful lives. Initially, I was skeptical of the impact that corporate initiatives have on the wider community; however, direct experience at Protiviti has proved otherwise. Even as someone relatively new to the firm, I've been empowered to lead company-wide initiatives and explore unconventional ideas. To say that I'm glad I've joined Hong Kong's inclusion champion committee is an understatement.

—Amanda Wantono, Manager, Business Performance Improvement



## Europe regional highlights

### United Kingdom

Our strategy in the U.K. is focussed on raising awareness, educating our employees across the business, and holding our leadership team to account. We have created a clear plan defining our short-, medium-, and long-term objectives. This includes having a clear plan with defined actions around how we attract and retain diverse employees, driving greater diversity at our senior levels, using data to improve processes, and encouraging collaboration among our U.K. ENGs.

ProCulture, in collaboration with MENG, hosts quarterly Courageous Conversations, which are a 'safe space' for employees to talk openly and confidently on a particular topic. Similarly, ProMind hosts regular ProTalk sessions for conversations around mental health and well-being.

### Germany

Protiviti Germany focuses on the expansion and establishment of new ENGs to further embrace diversity within our teams. For example, we are very proud of the merging of our women's network (iGROWW) with our parent company, Robert Half's, GWEN into an enterprise-wide "UniteHer" ENG to broaden impact and support across both entities. In addition, we are pleased to introduce the new "Heritage & Horizon" ENG (incl. Protiviti's BEING) that focuses on recognising and celebrating the values of different cultures and backgrounds. All employees are welcome to join the group.

Our inclusion champion and ENG leaders organise events for employees to enhance understanding on the value of diversity and inclusion and to raise awareness through communication and training. We are thoughtful about planning our various programs and initiatives at different times of the year, focusing on events and themes that are meaningful to our people. For example, we celebrate International Women's Day in March and PrideMonth in June.

To drive our agenda, we continuously identify opportunities to make an impact through participating external certification/accolade such as the Diversity Charter and Seramount Global Inclusion Index. We also look for ways to enhance our internal processes in order to support diversifying our talent and being inclusive by ensuring our communication and job advertisements are using gender neutral language.



## Employee Spotlight

I consider myself incredibly lucky to have grown up in a multicultural upbringing. Being born in Spain and then living in Brazil, Germany and France are among the many factors that makes me so curious, in business and private life, and why I found myself in consulting as a career. All things considered, most consultant work is dynamic problem solving.

Through my work and education, I have already participated in various cross-cultural projects, developed strong communication skills, and feel I have a natural empathy and interest in other cultures. I can very much thank my parents for teaching me from a young age the importance of helping the less fortunate, especially as I wanted to follow their example in donating money and lending volunteer time. This lesson has given my life purpose, and in all honesty, feels quite nice.

I'm thankful to Protiviti for giving me an opportunity to give back to my work community by including me in the Global Inclusion Champion Network, as well as shaping inclusion initiatives in the Amsterdam office. With the team, we've been able to organise diversity workshops, host a potluck in which colleagues could celebrate the foods of their homes, and look for ways in which the office can be a more comfortable place for people of all backgrounds—international and local.

To finish off, I love that at Protiviti we can bring our authentic selves to work, and that we can further foster that on the team.

—Pablo Estefania Lopez, Manager, Internal Audit Financial Advisory

## North America regional highlights

### United States

The committee in Austin, Texas, hosted an introductory happy hour for its new committee members to connect with the local office and raise awareness for inclusion efforts and upcoming events.



Additionally, the Austin inclusion committee hosted a panel event in honour of Haitian Flag Day: a national holiday celebrated every year on May 18th to honour the culture and heritage of the Haitian people and commemorate the nation's history. The discussion offered a productive and purposeful conversation with the panellists to learn about their culture, as well as their personal and professional experiences

### Canada

The Canada inclusion committee hosted a National Day for Truth and Reconciliation Lunch and Learn Session.

The National Day for Truth and Reconciliation in Canada is an important moment to honour the memories of survivors, who were harmed by horrendous abuses at residential schools, and their families, who have suffered intergenerational traumas. This is also a time to commemorate those who did not survive. September 30, 2021, marked the first National Day for Truth and Reconciliation. We had some great conversations around the issues faced by the Indigenous people and how we might relate to them.

We had great contributions from people and personal stories were shared. We shared some materials that people can review to learn more about the topic and received great feedback on the event.



# Strengthen Our Workforce

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**We work to strengthen our workforce by increasing avenues to recruit diverse talent, creating and broadening existing programs and practices to enhance retention and advancement, and defining and tracking diversity metrics.**

## Enhancing diverse talent

Building a diverse workforce does not occur by chance. At Protiviti, we know that our strength lies in bringing together people with varied backgrounds, perspectives, and skills. Enhancing the diversity of our team is a priority at all levels and is supported and reinforced continually.

Protiviti's value of inclusion means that we're also committed to an inclusive recruiting process. Inclusive recruiting includes, but is not limited to:

- Creating diverse pipelines for positions through a variety of sources
- Providing candidates with a consistent interview process that helps to mitigate bias
- Writing inclusive job descriptions and prioritizing inclusive recruiting training



### Other Related Initiatives Include:

- Maintained investments in recruiting relationships, programs, and tools focused on historically underrepresented students and professionals
- Promotion and pay processes that occur annually and with each promotion cycle to ensure fairness in our performance and compensation processes
- Sponsorship programs which assists in advancing diverse leaders
- Learning and development programs that provide employees with Career Advisor support and training opportunities

## Employee Spotlight

Within my time at Protiviti, I have been amazed to see all the initiatives surrounding diversity and inclusion that we are not only investing money into, but also time and effort. This is my first time working at an organisation where I feel psychologically safe to truly be myself.

As an Afro-Latina woman in the workforce, it is so important that I feel heard, seen and valued in a world where that may not always be the case when I log off for the day. We spend a good amount of time working and you should choose to be somewhere you can live authentically.

Protiviti is a place where every employee can feel accepted knowing their differences bring value to the organisation. Your colleagues genuinely want to see you succeed and understand that it takes a village to be successful, but that village must include everyone to get to where we are heading.

– Champaigne Powell, Senior Recruiter



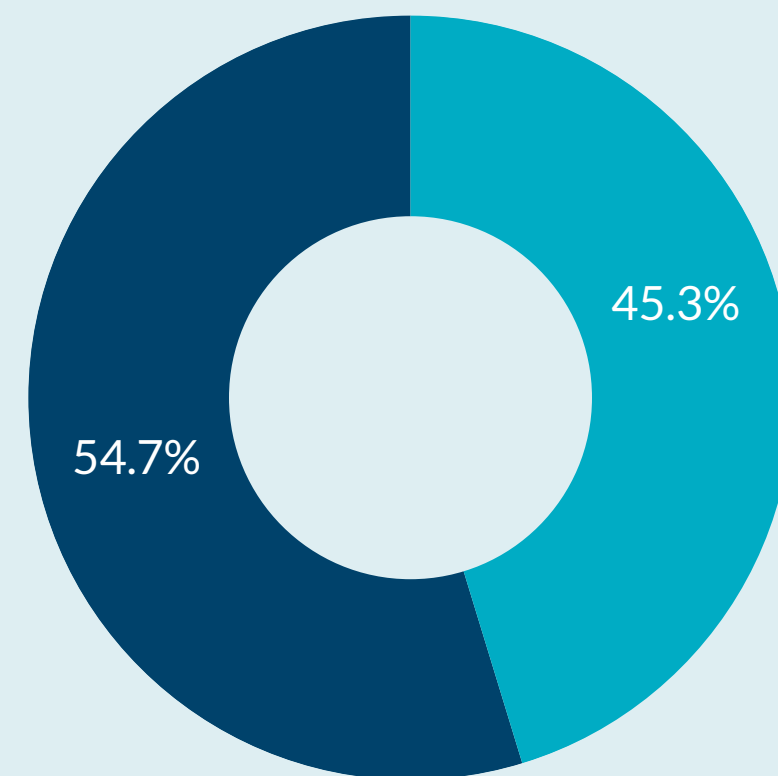
## Metrics

We measure the state of our diversity and inclusion efforts in several ways. Monitoring and publishing our metrics demonstrates our transparency and helps keep a strong focus on our efforts.

As part of our continued commitment to building a global culture of inclusion, we gather additional demographic data from our employees across our offices beyond gender. The results help us to better understand our current workforce demographics and inform future strategies, employee programs and initiatives.

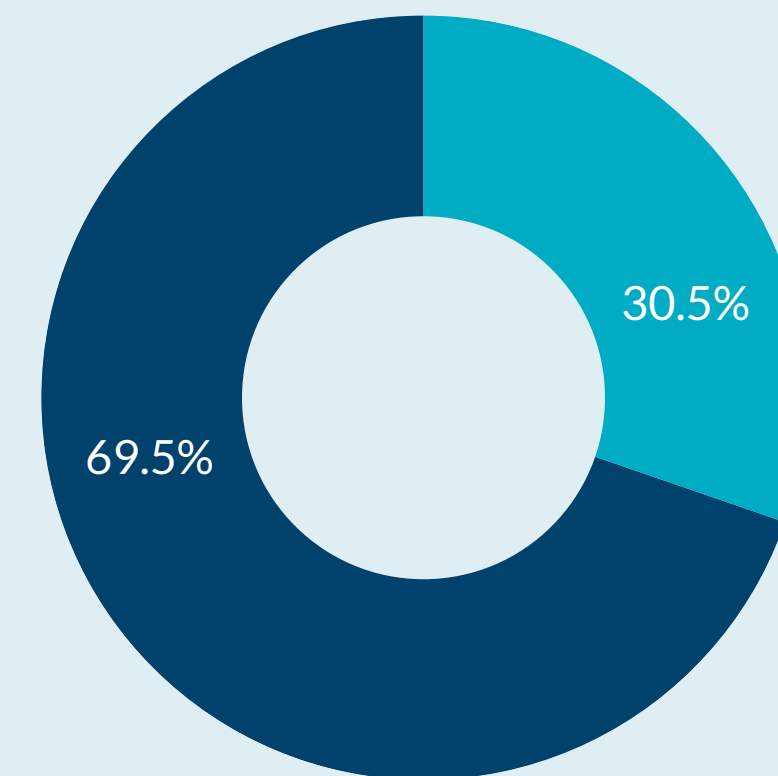
Data as of 12/31/2023

### Global Headcount



■ Male ■ Female

### Global Leadership



■ Male Leadership ■ Female Leadership

## Learning & Development

Our global learning programs include impactful learning experiences to introduce a variety of relevant topics to audiences across the firm. Passport to Protiviti, our global onboarding program, is designed to foster belonging through multiple connection and growth opportunities throughout a new hire's first year, including exposure to our diverse Employee Network Groups (ENGs). Our milestone Challenge Programs are infused with topics including Unconscious Bias, Effective Inclusive Communication, Allyship, and Leading with Empathy and Inclusion. As a part of our global sponsorship program, Amplify, we conduct multiple learning sessions dedicated to accelerating the careers of high potential leaders through sponsorship support regardless of individuals' backgrounds.

Our ENGs host Heritage months, recognitions and celebrations, and acknowledgements to allow our employees to share their lived experiences. Lastly, we provide access to hundreds of learning resources through Percipio, and through our relationship with Catalyst, a global nonprofit working to build diverse workplaces.



## Benefits

Throughout our personal and professional journeys, we may want to work in different ways and places, and we may experience challenges and competing demands. Programs and benefit offerings can help in navigating new experiences or difficult events. To see a full suite of our benefits, visit our [global well-being website](#).

Protiviti recognises the unexpected moments that new parents experience and our goal is to help adjust, transition, and balance professional and personal commitments upon returning to work. In Australia, new parents and caregivers have the option of flexi-time, additional leave to help them balance home and work life. In Hong Kong, employees also have the option to discuss flexible work arrangement with their manager depending on individual needs and/or circumstances. In the U.S. and the U.K., Protiviti offers back-up dependent care — so when last minute child-care issues arise, parents have options to help them manage their personal and professional commitments.

To empower new parents, Protiviti in the U.K. offers career coaching and expert support and mentorship to help them navigate through the first weeks of balancing home and work responsibilities, while empowering employees to maximise their potential in their career.

In many of our offices - including Australia, Hong Kong, India, the Netherlands, Singapore, and the U.K. — our parental leave policies also apply to adoptions to ensure time is provided to parents to bond with their new baby or child and transition into parenthood.



## Employee Assistance Program (EAP)

Protiviti is committed to providing employees and their families with meaningful and competitive benefits to support mental health and we continue to look for ways to support employees' well-being across the globe. Our employees and members of their household are eligible to utilise the confidential services of their EAP provider 24 hours a day/365 days a year. Those benefits include free annual counselling sessions, coaching for personal or professional growth and work-life services, as well as wellness programs, webinars, and interactive apps to help reduce stress, manage depression, control anxiety and improve mindfulness.

## Advisor Program

At Protiviti, we value relationships and have a unique structure for our advisor program, which is inclusive of every employee. Our advisors play an important part in their advisees career development. The goal for advisors is to help their advisees maximise their potential by being a positive influence, providing feedback and sharing experiences.

Protiviti has many available resources aimed at helping our advisors succeed in their role, including an online learning centre filled with information such as guides to providing effective feedback and trainings on how to conduct career checkpoints. We understand that the power of an impactful advisor goes far beyond the day-to-day responsibilities. Strong advisors create growth opportunities for both the individual they are coaching and for themselves, all while perpetuating a culture of trust. Our goal at Protiviti is to provide our people with the tools and resources they need to have that impact and empower them to build meaningful relationships across our firm.

## Global Mobility Program

Protiviti's Global Mobility Program provides a unique experience, creating opportunities for both personal and professional development. The Global Mobility Program strives to match global business needs with top talent, as efficiently and effectively as possible. By having a streamlined framework for global people movement, we meet global growth demands, build knowledge across markets, develop our people and better serve our clients. The program aligns the personal aspirations of our people who want the experience to work and live abroad with the needs of the business. This satisfies clients' demands and our people's desire for new work, life, and client experiences.

## Pronouns Identification

Operating from a belief that everyone should bring their authentic self to work, using a person's chosen name and their pronouns treats them with dignity and is a form of mutual respect and basic courtesy. In line with this belief, Protiviti introduced the opportunity for individuals to indicate their pronouns within our Human Resources system.

Adding pronouns is one of the first tasks in Workday that our new hires are prompted to complete. It's optional but is indicative of the value we place on inclusion and individual identity. It's also an additional data point that allows us to better understand the identities that make up our community and highlights the importance of not making assumptions and being conscientious of the language we use.

## Namecoach

Namecoach provides audio name pronunciation through Outlook. Users can also record their own names as well and place them in the signature panel, provided an audio pronunciation. Pronunciations will be provided for each employee, but there is an option to record your name yourself.



## Flexible Work

Protiviti supports flexibility for our people. Encouraging and supporting a flexible work environment promotes diversity and inclusion and enables all to thrive. In fact, our value of inclusion notes that a culture of flexibility is key to empowering our people, both now and in the future. We believe people are most successful when they have the trust and flexibility to achieve both their professional and personal goals. In a client-centric organisation like Protiviti, we understand that our employees require flexibility. For some, it's a formal reduced work schedule, and for others, it's flexing hours in a given day or week, working remotely or working early or late outside of the standard business hours.

Our hybrid work model is an example of our commitment to flexibility. Hybrid work at Protiviti allows our employees the flexibility to design their workday. We encourage project teams to discuss work-life flexibility goals at the beginning of each project and address how the team will support one another and solve our client's critical business problems. With mobility across our company, collaboration tools and technology that keep us connected, and a culture that values flexibility, we're positioned well to address the varied needs of our diverse workforce.





# Expand Our Impact

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We expand our impact by working with strategic alliances, developing greater client engagement, contributing to community organisations through volunteerism and scholarships, advancing supplier inclusion, and benchmarking efforts through external recognitions and pledges.





## Employee Spotlight

My parents were 24 years old when they left Taiwan to come to the United States. They did not speak English, have any formal education or trade skills. Nevertheless, they went because of the opportunity for a better life. They left their loved ones and moved to America. Like many others with few options, the work they could find was in Chinese restaurants. For over 25 years, usually 7 days a week, they sacrificed weekends, holidays, family and parts of their cultural identity to provide for their children.

While this story is not unique to immigrants, the actions of my parents are a reminder to me of how fortunate I am, why I am proud of where I came from, and why I am passionate about diversity and inclusion. As I better understood my dual cultural heritage, I became comfortable talking about my identity. In turn, this led to others sharing their personal experiences of being Asian in America. While I do not believe any single experience can define what that means, the stories that were shared made me realise that many people have similar lived experiences.

I was inspired and wanted to create a local group that would connect people at my own office. With support from Protiviti, I started our Chicago Pan-Asian employee network group — now with over 25+ people! Protiviti has also sponsored the Ascend Midwest chapter while simultaneously being supportive of my involvement with the chapter. They have provided me with the tools, resources and expertise to build meaningful relationships with the student chapters. I am lucky to have this opportunity to be involved and look forward to continuing to learn and give back.

—James Pan, Director, IT Audit

## Strategic alliances

Building wholistic and strong relationships with our alliances is key to our success. We work with external organizations to advance inclusion initiatives, invest in sponsorships and scholarships, engage in community impact, promote brand awareness and engagement, and to recruit new candidates or identify new clients.



Above: Protiviti professionals attending the ALPFA National Convention



### Catalyst

Catalyst is a global nonprofit supported by many of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Protiviti employees have access to trainings, microlearning offerings, infographics and other resources as part of our relationship with Catalyst. In March 2021, Protiviti CEO Joseph Tarantino signed the Catalyst CEO Champions for Change pledge and by doing so, committed to promoting the advancement of women and sharing key metrics with Catalyst for benchmarking.



### CEO Action for Diversity & Inclusion

We have a relationship with the CEO Action for Diversity and Inclusion which is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. We participated in the CEO Summit, Day of Understanding, I Act on Pledge and fellowship program. We also hosted global CEO Action Collective Perspectives Discussions focusing on a culture of inclusion and belonging allows everyone an opportunity to participate, be heard, be valued and feel empowered to fulfill their potential.



## Out & Equal

Out & Equal’s annual Workplace Summit is the world’s largest LGBTQ+ conference, with more than 5,000+ attendees from across the globe. This four-day conference brings together powerful executives, ENG leaders and members, and HR and Diversity & Inclusion professionals and experts – all working for LGBTQ+ equality.



Above: Protiviti professionals attending the Out & Equal Conference



## Seramount

Protiviti employees have access to trainings, microlearning’s, infographics and other resources as part of our relationship with Seramount. Seramount provides expert guidance, strategies and tools needed to help navigate the ever-changing landscape of diversity and inclusion in the workplace.



## Neurodiversity in Business

Protiviti U.K. is proud to partner with Neurodiversity in Business – an industry forum supporting the inclusion of neurodivergent individuals in the workplace. The partnership will see us work together with the forum to share best practices to improve the employment and experience of the neurodiverse workforce.



## Pride in Diversity

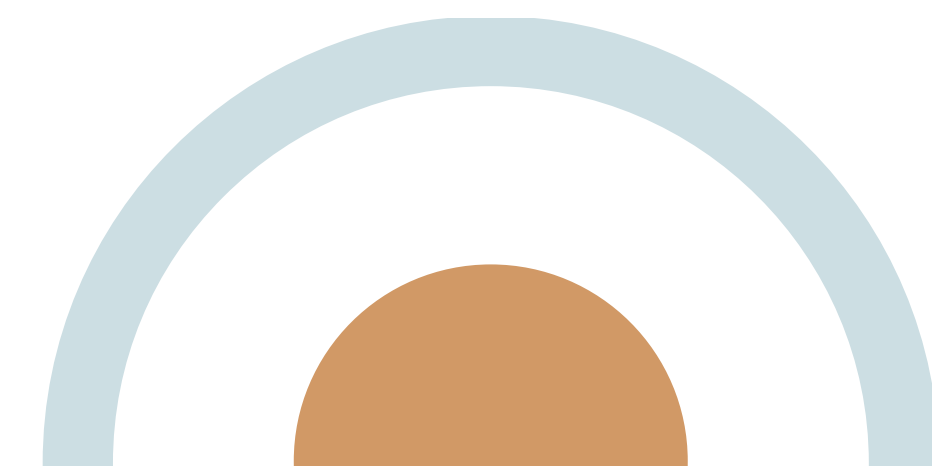
Protiviti Australia is now a member of the LGBTQ+ inclusion-focused partner organization, Pride in Diversity – Australia’s first and only not-for-profit employer support program.



## Risky Women

Risky Women® is a global network connecting, celebrating and championing women in risk, regulation, and compliance. Providing a voice for the female perspective of our rapidly growing, changing, and influential industry. Together, we strive to bring together women shaping the debate and the industry.

Our relationship with Risky Women has expanded globally, and we have and will be continuing to host podcasts and share relevant resources to our employees.



## Employee Spotlight

Like many new graduates, I went back into the closet when I joined the workforce. It was a difficult period of my life where most of work and personal life were fully separate. Since joining Protiviti in 2014, I've been able to be fully out of the closet from day one and wanted others to feel empowered to do the same. What an amazing experience it has been!

After about a year at Protiviti, I joined proPRIDE and started to get involved in the initiative. When I moved to the U.K. in 2016, both locally and globally the network began to grow and thrive. Through my involvement, dedication and passion towards embedding inclusion values throughout Protiviti, I worked my way into leadership roles both in the U.K. and globally. Through this came the incredible opportunity to attend Out and Equal Workplace Summit (O&E), the largest LGBT+ Conference in the world, with more than 5,000 attendees from large corporations and non-profits. It's an amazing opportunity to network, learn and share experiences and best practices to ensure workplaces are environments where everyone feels like they belong.

This year's Summit in Las Vegas was my third time attending O&E, with the first two I attended in Seattle and Washington DC. I had an amazing time getting to know our Protiviti and Robert Half colleagues in attendance as well as meeting people across other like-minded organisations. Each day was extremely busy with activities. We attended 3-4 breakout sessions each day plus some sessions for all attendees. These interesting presentations were focused on relevant and diverse topics related to LGBTQ+ topics in the workplace. We were also tasked to work our Protiviti/Robert Half booth in the conference centre where we met and shared information with prospective employees and clients by using our pronoun pins and swag to attract them to the booth. Our nights were filled with meet and greets, dinners, drag shows and group social events. It was exhausting but would not trade the memories, lessons learned, and connections made for anything.

—Andrew Wieser, Associate Director, Internal Audit Financial Advisory



## Community collaborators

We promote inclusion internally within our employee workforce and externally through client and community engagement.

We host best practice sharing sessions to demonstrate to our clients the importance of our commitment to driving our efforts forward. Our sessions have included financial services, healthcare, and consumer product clients. We discuss leading practices as well as our successes and areas of opportunity. As we continue this journey, our client interaction is essential and necessary to our growth.

### We also engage in a number of community service events, such as:

- Our Matching Gifts Program provides all Protiviti employees an opportunity to increase the impact of their commitment to non-profit organisations annually
  - Employees have additional funding through our Giving for Equality program to match to any of our diverse strategic alliances per employee annually
- Actively serving on nonprofit boards in the U.S. related to our strategic alliances included but limited to Ascend, ALPFA and NABA
- Developing relationships in the U.S. with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Minority Serving institutions (MSIs) to give back and build a more diverse candidate pipeline
- Providing scholarships to students from underrepresented groups who engage with our strategic alliances, for example through our sponsorship of TC4RE which is a group of leading U.K. technology organisations dedicated to building a more diverse and inclusive workforce focusing on racial equality within the technology industry.
- Volunteering with the ProMazo, QMentoring and Harris Academy Bermondsey programs to mentor underrepresented college and university students in the U.S. and U.K.
- Working together with the U.K.'s House of Pride #ConnectingTheLetters annual campaign for LGBT+ History Month aligning with U.K. Black History Month to raise funds for the Stonewall Housing and Gay Times' Amplifund
- Reading children's books in Spanish and English for the U.S. based Mi Escuelita organisation.



### Employee Spotlight






I learned from my parents at an early age to help the less fortunate when possible whether it was donating money, lending your time, or helping in some other way. Being able to give back to the community and volunteer for various organisations make me feel good and gives my life a sense of purpose. Protiviti has given me the opportunity to volunteer with Mi Escuelita which is a non-profit for pre-school kids who happen to be mostly Hispanic/Latinx and are learning English. We have been able to provide them with virtual stories as well as virtual and in person lessons. Seeing the smiles and interacting with the little ones warm my heart. I am also involved with Association of Latino Professionals (ALPFA) through our Latinx/Hispanic employee network group, and this will give me the chance to mentor students as well as assist in the recruitment and retention of Latinx employees which is another area I am passionate about. Looking back at my career, I did not have many Latino role models to mentor and guide me, so I would like to serve as a mentor for the younger generation to help them navigate through their journey both professionally and personally. I love it at Protiviti as we can bring our authentic selves to work, and they support our inclusion journey 110%.

—Miguel Torres, Senior Manager, Technology Consulting



## Pledges

Protiviti's commitment to diversity and inclusion runs deep, and we are proud to publicly show our support by signing pledges and aligning with organisations that are devoted to furthering inclusion efforts goals on both local levels and across the globe. Among the pledges we're honoured to support are:

-  [CEO for Action Pledge](#)
-  [Protiviti Commitment: Standing Together Against Racial Injustice](#)
-  [CEO Letter for Disability Inclusion](#)
-  [The Armed Forces Covenant](#)
-  [Protiviti GmbH - Unterzeichner\\_in der Charta der Vielfalt \(charta-der-vielfalt.de\)](#)



## Accolades

We are proud that our efforts in diversity and inclusion have been recognised by many external organisations. These honours we received in 2024 recognise and reinforce the importance we place on our ongoing efforts to build an inclusive workplace culture on shared values.

- BLOOMBERG – Gender-Equality Index
- DAVE THOMAS FOUNDATION – Adoption-Friendly Workplaces
- FORTUNE – Best Workplaces for Millennials
- SERAMOUNT – Best Companies for Multicultural Women
- SERAMOUNT – Top Companies for Executive Women
- SERAMOUNT – U.S. Leading Inclusion Index Company
- SERAMOUNT – Global Inclusion Index Company (Australia, China, Germany, India, Italy, Japan, United Kingdom)
- UNI/PdR 125 2022: Management System for Gender Equality (Protiviti Italia)
- Fortune 100 Best Companies to Work For®
- Great Place To Work Certification (Australia, Canada, Germany, U.K., U.S.)





# Our Inclusion Journey Continues

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## Our journey continues

Our journey invigorates our work with clients, strengthens our team, and empowers every individual to achieve their full potential. As the journey continues, each step reveals a deeper appreciation for who we are and what our future may hold.

*We empower our people to drive the success of our clients and colleagues and to better our communities.*



Protiviti ([www.protiviti.com](http://www.protiviti.com)) is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Protiviti and its independent and locally owned member firms provide clients with consulting and managed solutions in finance, technology, operations, data, digital, legal, HR, risk and internal audit through a network of more than 90 offices in over 25 countries.

Named to the *Fortune* 100 Best Companies to Work For® list for the 10th consecutive year, Protiviti has served more than 80 percent of *Fortune* 100 and nearly 80 percent of *Fortune* 500 companies. The firm also works with government agencies and smaller, growing companies, including those looking to go public. Protiviti is a wholly owned subsidiary of Robert Half Inc. (NYSE: RHI).

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