



Protiviti UK Gender Pay Gap Report

April 2025

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Global Business Consulting

At Protiviti, we know that our people are our most valuable asset. Our commitment to fostering diversity and nurturing a work environment that is truly inclusive is central to our ethos. We strive to bring together individuals who reflect the communities and clients we engage with, united by Protiviti's core values of integrity, inclusion, innovation, and commitment to success.

An equitable workplace encourages employees to be their authentic selves, interact respectfully, experience a sense of belonging and thrive in their professional journey. To this end, we have been diligently monitoring and managing our gender pay gap for some time now. This year marks the publication of our third annual Gender Pay Gap report — an opportunity not just for transparency but also as a catalyst for further change.

Our analysis for 2024 reveals a marginal increase in our gender pay gap compared to the previous year. While this underscores the need for continued effort and focus to address the pay gap, it's also crucial to recognise the progress we made in other critical areas towards bolstering diversity and equity in our organisation. This report shines a light on those areas where we see room for improvement as part of our ongoing commitment towards creating a more diverse and inclusive workplace.

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
EVP ESG & Inclusion

Actions taken to Support an Inclusive Workplace:

- 1 Identified and deployed retention strategies supporting and encouraging women to remain in the workforce and with the business.
- 2 Implemented strategic workforce planning discussions with leaders, proactively identifying top talent and implemented specific action plans to support career growth.
- 3 Continued to drive recruitment efforts to attract a diverse candidate pipeline and positive candidate experience.

Gender Pay Gap Reporting

Our gender pay gap report looks at data captured as of 5 April 2024. Included in our data are all full and part-time 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, 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 Managed Services 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 which indicates 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

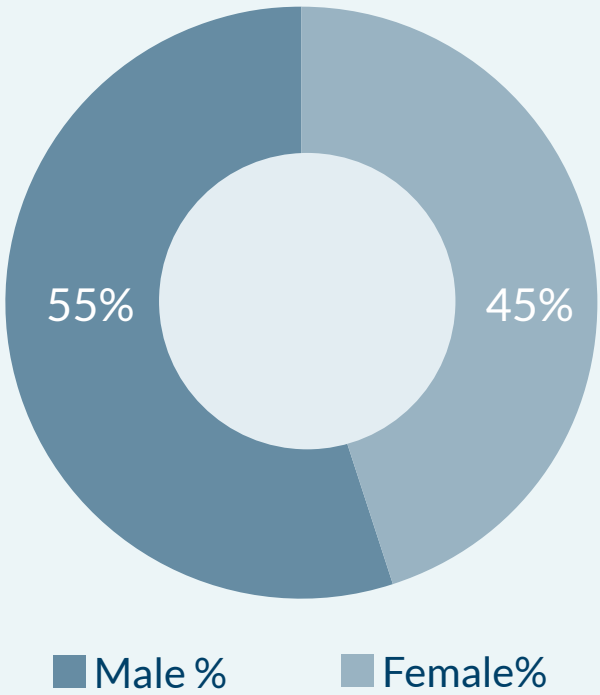
As of 5 April 2024, we had a 55% male workforce compared to a 45% female workforce, this is a positive shift from our gender distribution last year by one percent.

In our Managed Services team, men hold 85% of the positions, compared to our Business Operations teams which is mostly comprised of women (83%).

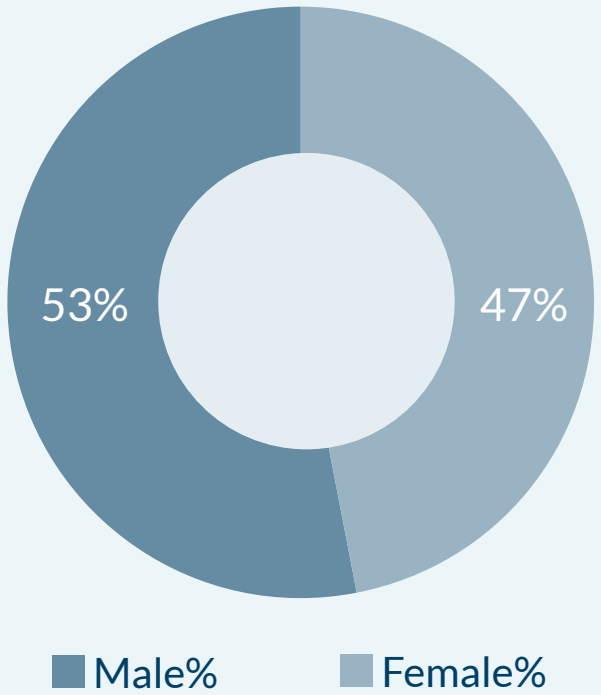
However, in our Consulting team, which makes up the majority of our workforce, we see a gender split of 60% male and 40% female. From Consultant to Senior Manager level the representation of women is averaging 42% and declines at our most senior career level at Director and Managing Director, which is 35% female. Although there is a decline at senior career levels, we are seeing growth at these levels compared to last year.

Gender Breakdown

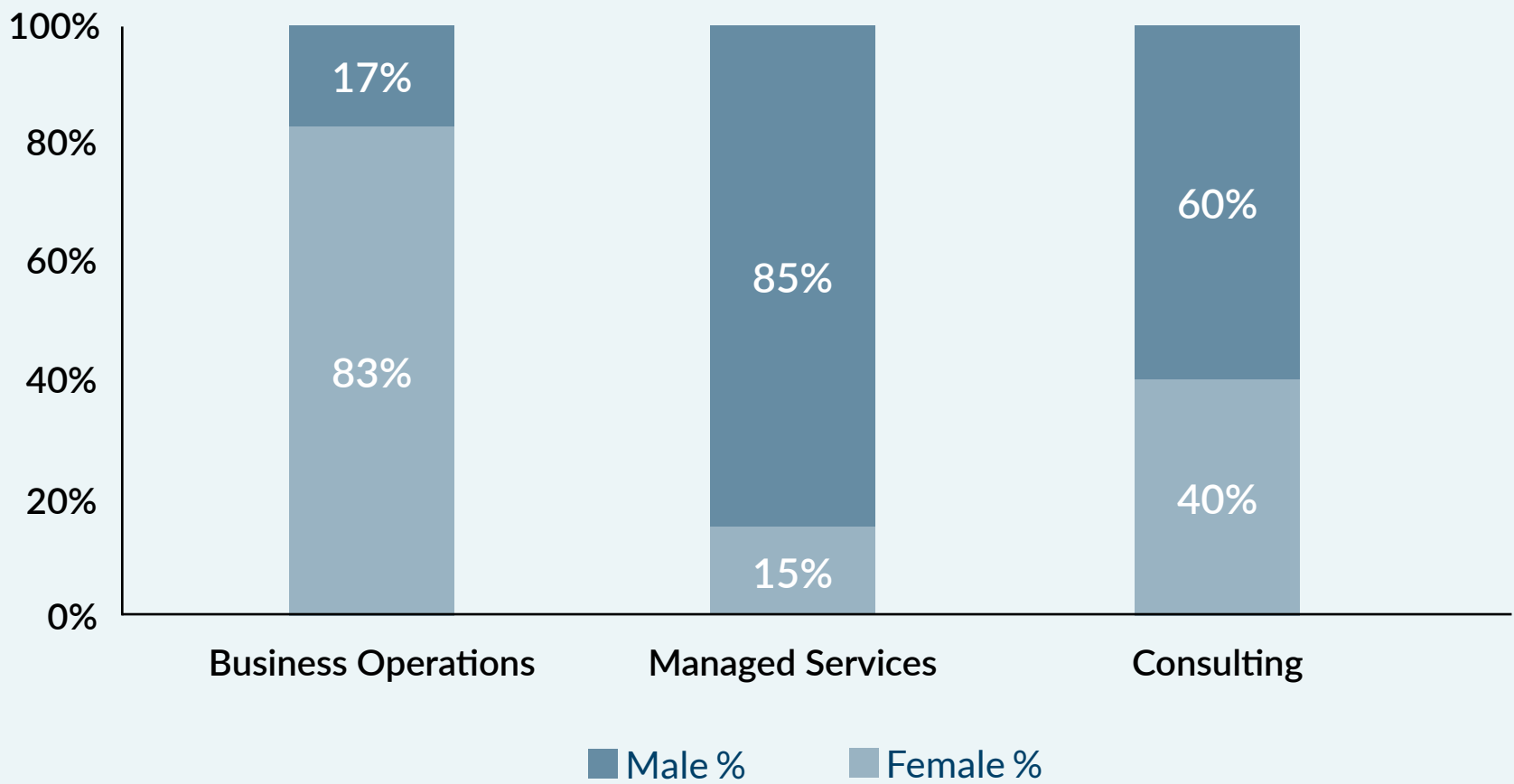
Employee population (including Managing Directors) by gender as of 5 April 2024

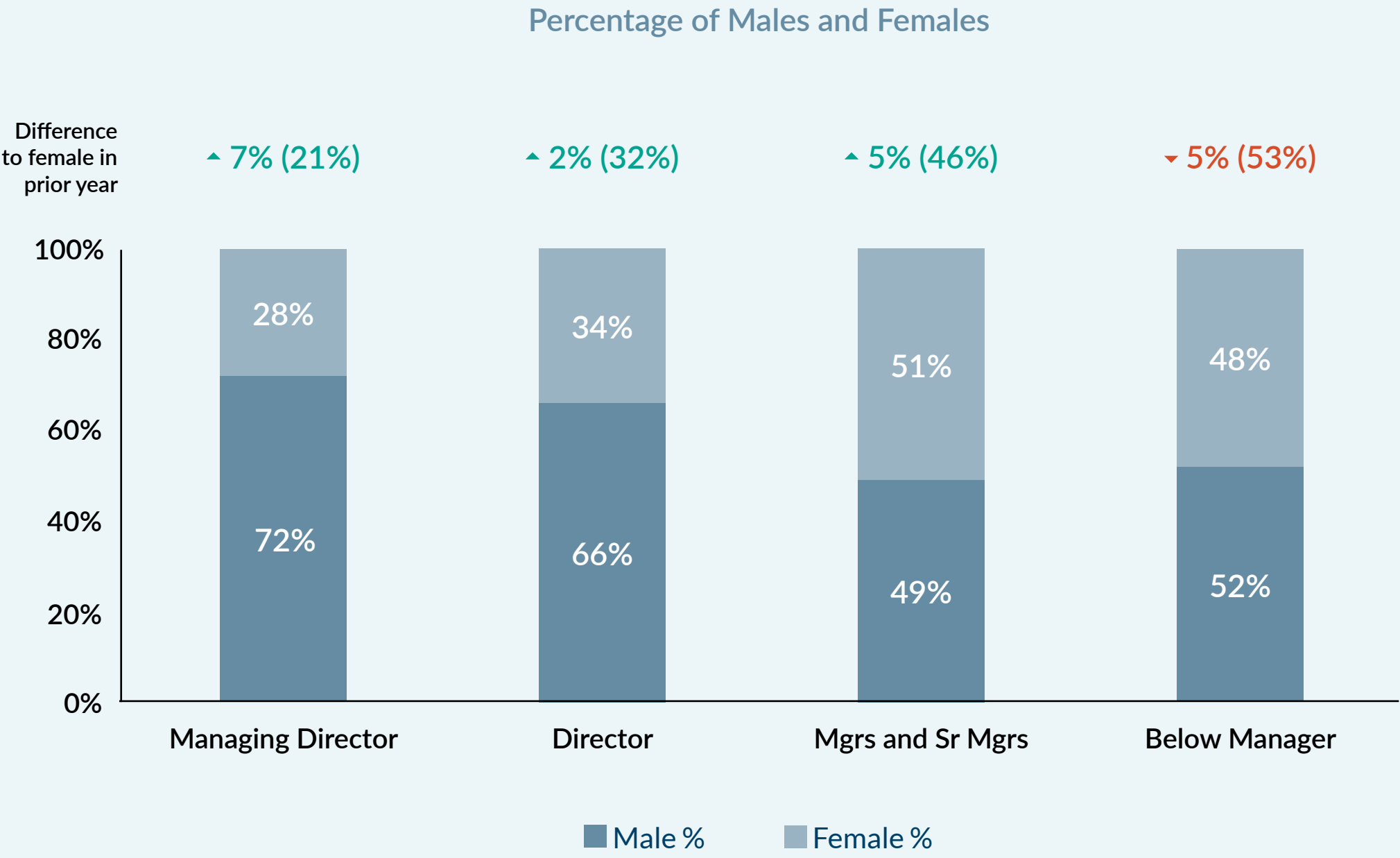


Employee Population (excluding Managing Directors) by gender as of 5 April 2024



Employee population by business function by gender





Hourly Pay Gap

Excluding Managing Directors, our mean and median pay gap slightly increased. Our Managing Directors data continues to be an area of focus for us. It is important to highlight that our most senior leadership has a long tenure with the firm, which accounts for the higher mean pay gap compared to the overall mean pay data across all employees. We also have fewer women with long tenures at those levels compared to the male population, and this contributes to the pay gap.

Mean Pay Gap using Hourly Pay

Including Managing Directors			Excluding Managing Directors		
41%	25%	▲16%	14%	13%	▲1%
Apr 2024	Apr 2023	Diff to PY	Apr 2024	Apr 2023	Diff to PY

Median Pay Gap using Hourly Pay

Including Managing Directors			Excluding Managing Directors		
21%	19%	▲2%	15%	14%	▲1%
Apr 2024	Apr 2023	Diff to PY	Apr 2024	Apr 2023	Diff to PY





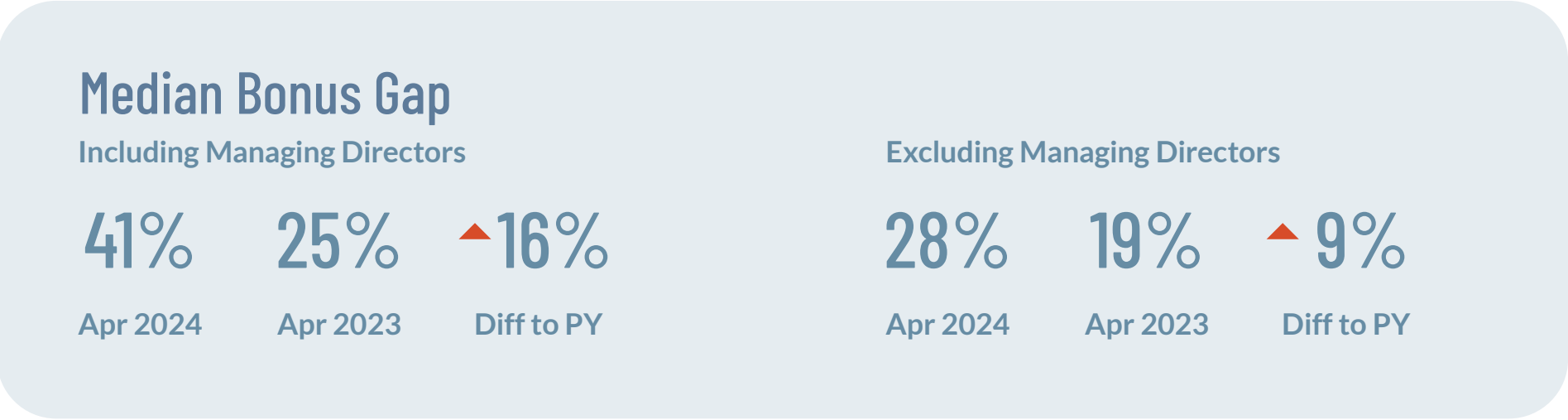
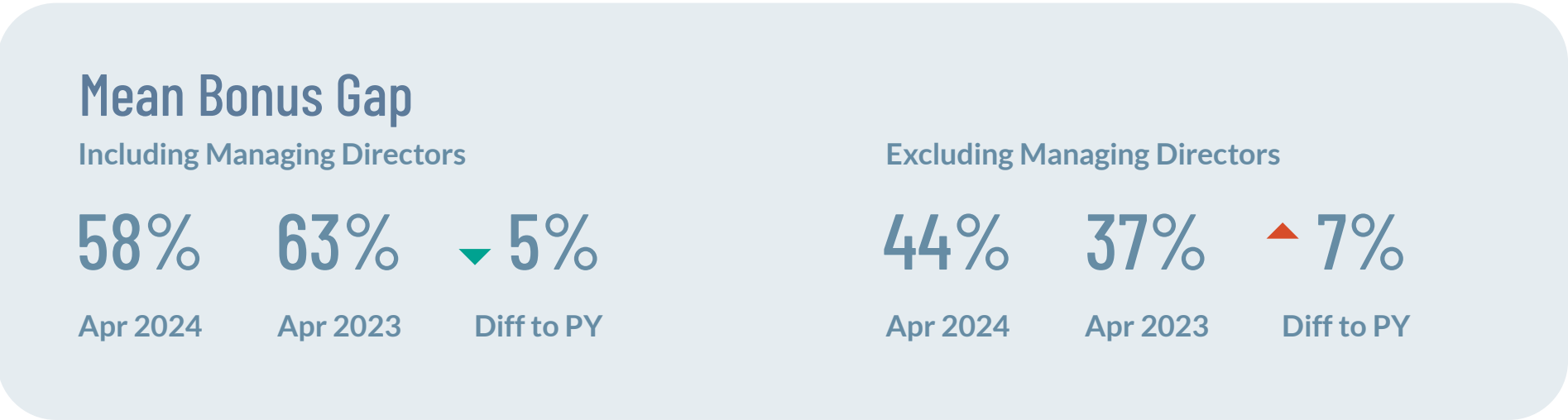
Pay Quartiles

Our pay quartiles indicate that we have an almost equal split for men and women in the lower quartile as demonstrated below. The lower-middle quartile continues to have a higher proportion of women, while we are seeing positive shifts in both the upper-middle and upper quartiles. 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	28%	▲ 1% (27%)	72%
Upper-Middle	44%	▲ 4% (40%)	56%
Lower-Middle	56%	▲ 3% (53%)	44%
Lower	49%	▼ 2% (51%)	51%

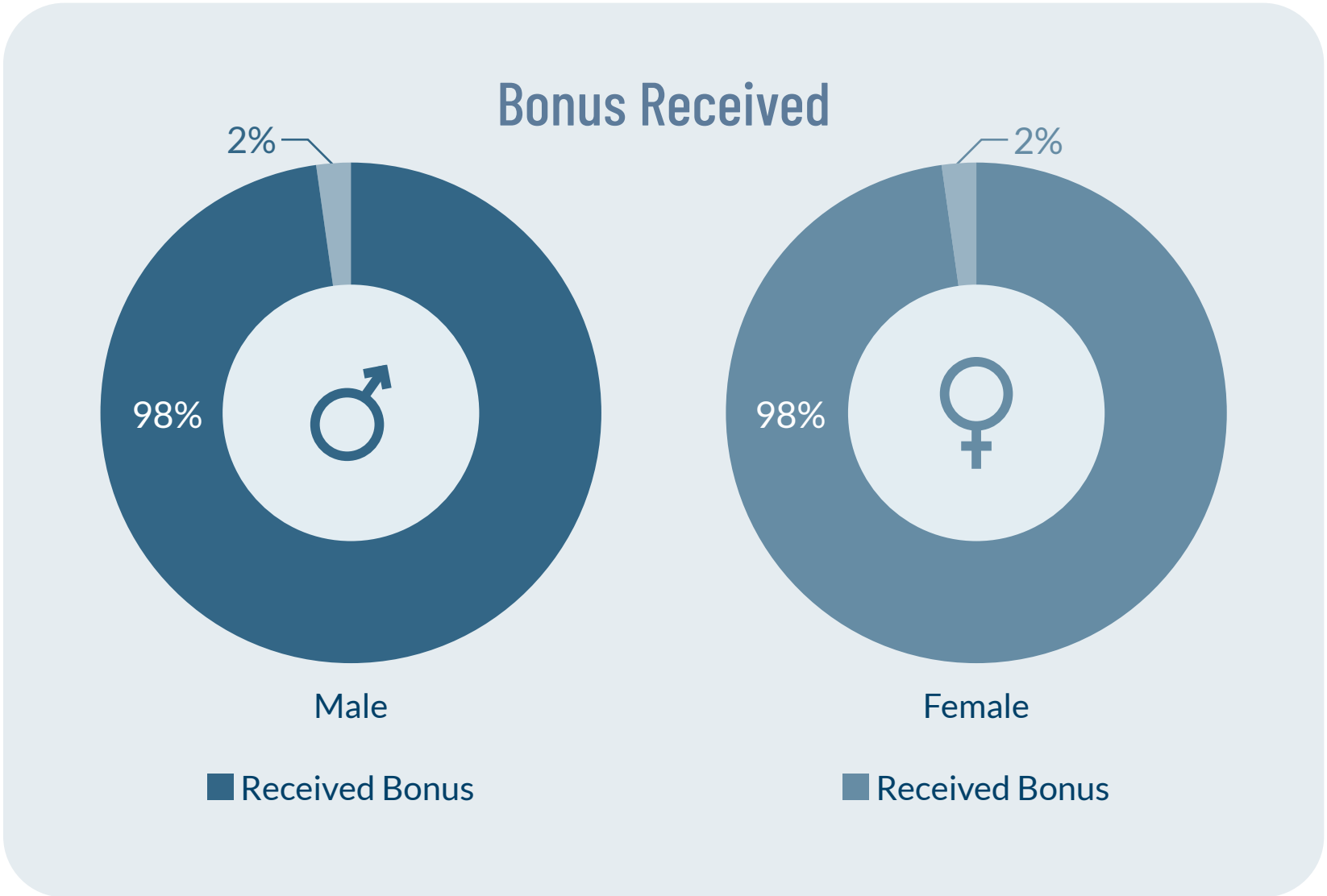
Bonus Gap

We are pleased that the mean bonus gap decreased from the prior year, for individuals in the group including Managing Directors. 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 increase in the median bonus gap.



Percentage of Workforce Receiving a Bonus

The table below shows that almost all our employees received a bonus during the snapshot period. 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. Regarding the snapshot period, individuals who joined toward the end of the year were not eligible for a discretionary bonus award as per our internal bonus plan.



Actions we have taken and continue to focus on

Attraction

Gender Diversity Goals:

We are pleased to announce that this is our third consecutive year of observing a greater balance in our graduate hires, with equal offers extended to male and female candidates in 2024.

To reach this milestone, we implemented targeted recruitment strategies aimed at attracting a diverse pool of candidates. Additionally, our hiring panels were trained in unconscious bias to ensure fair evaluation of all applicants.

By creating an equitable hiring process, we not only enhance our team’s diversity but also enrich our organisational culture. We believe that diverse perspectives lead to more innovative solutions and better decision-making, ultimately driving our success as a company. Furthermore, we are dedicated to providing ongoing support for all our employees through mentorship programs and professional development opportunities, ensuring that everyone has the resources they need to thrive in their careers.

Workforce Planning

Quarterly Workforce Planning:

Conducted with business leaders to align staff skills with business needs, strategic plans, and performance development activities while focusing on diversifying talent and leadership pipelines.

Employee Network Groups

ProCulture:

Fosters belonging and inclusion among ethnic minority employees by promoting diversity-driven change, encouraging authentic self-expression at work, and celebrating cultural diversity within the workforce.

iGROWW:

Women’s Network Group – Initiative for Growth and Retention of Women in the Workplace:

- Leads UK-wide sessions to raise awareness on issues affecting women in the workplace.
- Partners with other Employee Network Groups for quarterly discussions to support a diverse culture.
- Runs a mentorship programme that pairs women across all career levels for advice and guidance.

Partnership

Technology Community for Racial Equality (TC4RE):

- As one of nine founding members, Protiviti works to promote diversity in the tech sector.
- Protiviti supports TC4RE's scholarship programme providing grants for education in technology careers.

Women on Boards:

- Protiviti is a corporate member which gives our employees access to leadership training and advice on the value of non-executive roles.
- Women on Boards is an organisation that supports and promotes gender diversity in leadership by helping women secure board positions across various industries.



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