



Protiviti UK Gender Pay Gap Report

April 2026

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Global Business Consulting

At Protiviti, our people are central to our success, and we are committed to fostering a fair, inclusive, and high performing organisation where everyone has the opportunity to thrive.

This report represents our fourth annual disclosure of Protiviti UK Limited's gender pay gap and reflects our continued commitment to transparency. While gender pay gap reporting does not measure equal pay for equal work, it provides important insight into the representation of men and women across our organisation and at different career levels.

Our 2025 analysis shows improvement in both our mean and median gender pay gaps compared with the prior year. These changes are largely driven by workforce dynamics, including hiring, promotions, attrition, and changes at senior levels. While this progress is encouraging, we recognise that sustained improvement requires continued focus — particularly on strengthening gender representation in senior leadership roles.

We remain committed to embedding equity across our people practices and to investing in initiatives that support inclusive leadership, career progression, and diverse talent pipelines. This report outlines our current position, the factors influencing our results, and the actions we are taking to drive continued progress.

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
Senior 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 experiences.
- 4 Utilise market data to establish clear compensation principles, ensuring that our rewards decisions are both data-driven and unbiased.

Gender Pay Gap Reporting

Our gender pay gap report looks at data captured as of 5 April 2025. 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 team, 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 function 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 2025, our workforce comprised 55% male and 45% female. While this overall gender split remains unchanged from last year, it reflects our ongoing efforts to recruit and attract a diverse workforce. However, we recognise the need for further progress in achieving a more balanced gender representation.

Gender Representation by Teams:

- **Consulting Team (Majority of Workforce):** The gender split is 59% male and 41% female — an improvement of one percentage point from last year.
- **Managed Services Function:** Men hold 82% of positions, while women represent 18%. Encouragingly, female representation has increased by 3% compared to last year.
- **Business Operations Team:** As in previous years, women continue to represent the majority of this group, accounting for 82% of the team.

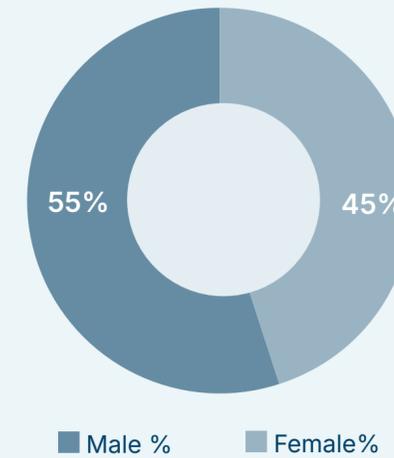
Career Level Insights for our Consulting Teams:

- From **Consultant to Senior Manager**, female representation averages 42%, which remains consistent with the previous year.
- At the **Director and Managing Director levels**, female representation averages 32% which represents a slight decline of 2% from the prior year.

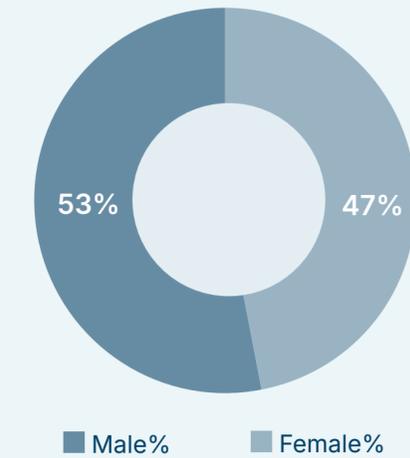
While there is positive momentum in increasing female representation across teams and senior levels, we remain committed to driving further improvements to create a more equitable and inclusive workplace for all.

Gender Breakdown

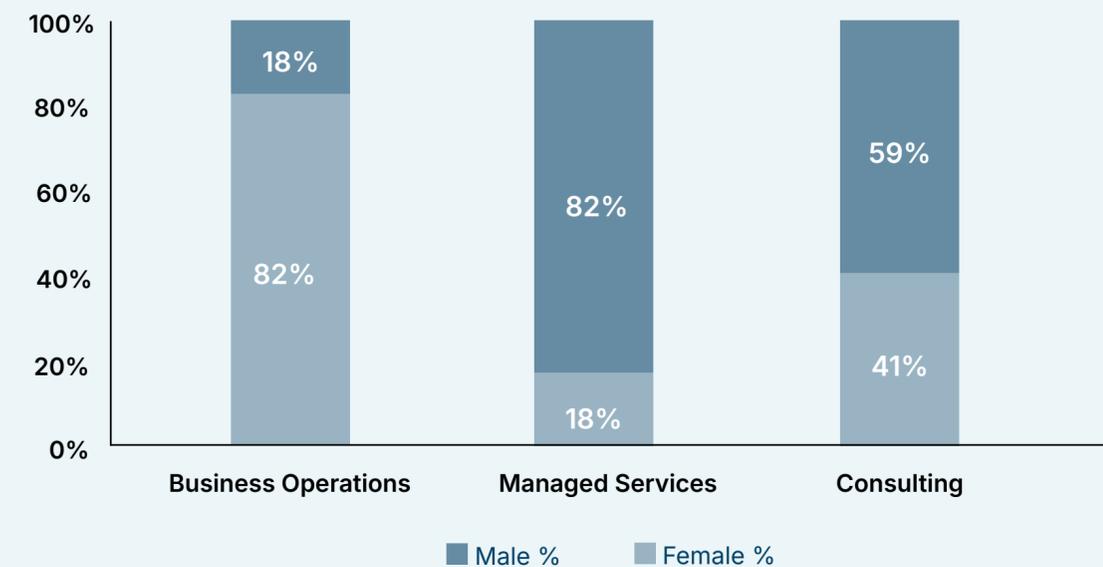
Employee population (including Managing Directors) by gender as of 5 April 2025



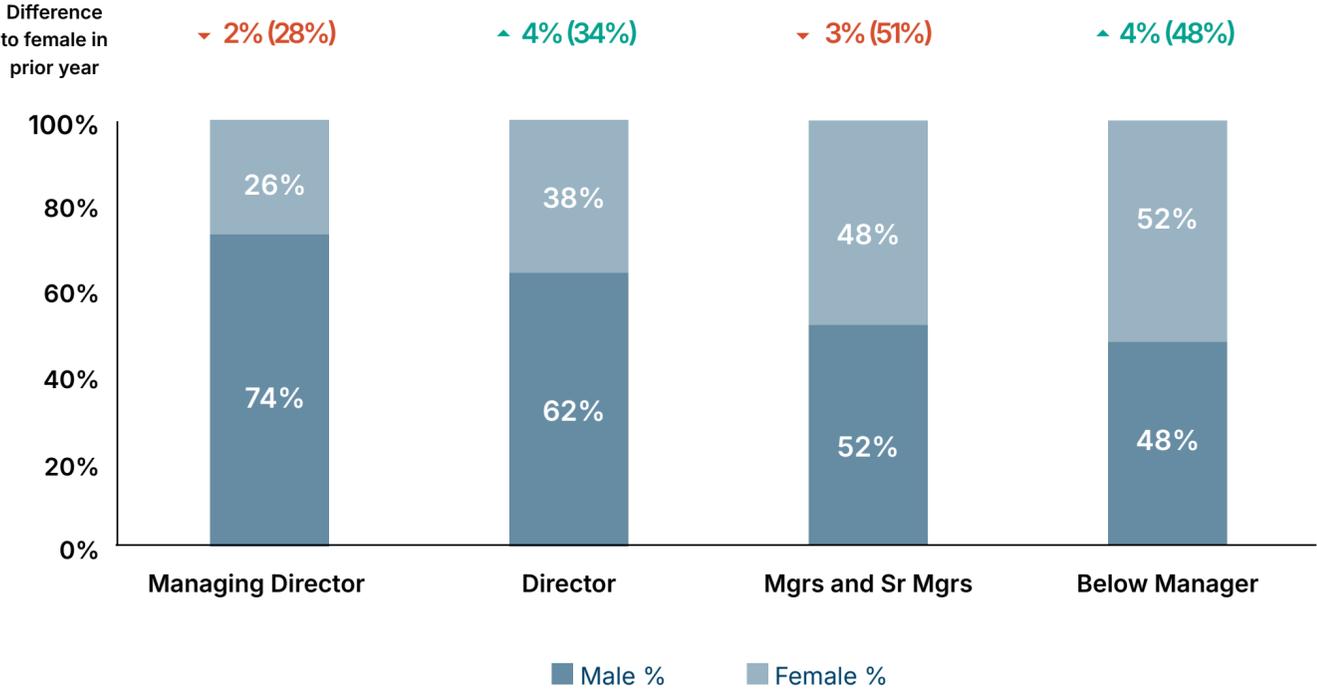
Employee Population (excluding Managing Directors) by gender as of 5 April 2025



Employee population by business function by gender



Percentage of Males and Females



Hourly Pay Gap

Our mean and median pay gaps both improved compared to the previous year, reflecting continued progress in reducing the gender pay gap across the organisation. This improvement is supported by ongoing efforts to attract a diverse candidate pool, with women representing a strong proportion of new hires during the snapshot period. Attrition during the period was broadly aligned with the overall gender composition of our workforce. We have also maintained a consistent and equitable approach to pay and reward decisions through our annual pay review and hiring processes.

Our mean pay gap has narrowed, influenced largely by the shifting working patterns of several senior male Managing Directors and the addition of a female Managing Director. However, when excluding the MD group, the mean hourly pay gap has increased from the prior year, driven largely by a higher proportion of male promotions (62%) compared with female promotions.

While we are making strides in pay equity, we continue to focus on gender representation and progression at the most senior levels within the firm.

Mean Pay Gap using Hourly Pay

Including Managing Directors

30% **41%** **▼ 11%**
Apr 2025 Apr 2024 Diff to PY

Excluding Managing Directors

21% **14%** **▲ 7%**
Apr 2025 Apr 2024 Diff to PY

Median Pay Gap using Hourly Pay

Including Managing Directors

17% **21%** **▼ 4%**
Apr 2025 Apr 2024 Diff to PY

Excluding Managing Directors

13% **15%** **▼ 2%**
Apr 2025 Apr 2024 Diff to PY





Pay Quartiles

Our pay quartile analysis reveals an encouraging gender balance in the lower quartile, with an almost equal representation of men and women. The lower-middle quartile continues to show a higher proportion of women, highlighting strong female representation at this level.

Additionally, we are seeing positive shifts in the upper-middle quartiles. The upper pay quartile, which typically includes our more senior positions, underscores the importance of maintaining focus on creating opportunities for women to advance into senior roles and ensuring equitable compensation at these levels. These findings reinforce our commitment to fostering gender diversity and equity across all career levels.

	Female	Diff to Female in PY	Male
Upper	25%	▼ 3% (28%)	75%
Upper-Middle	46%	▲ 2% (44%)	54%
Lower-Middle	59%	▲ 3% (56%)	41%
Lower	49%	– 0% (49%)	51%

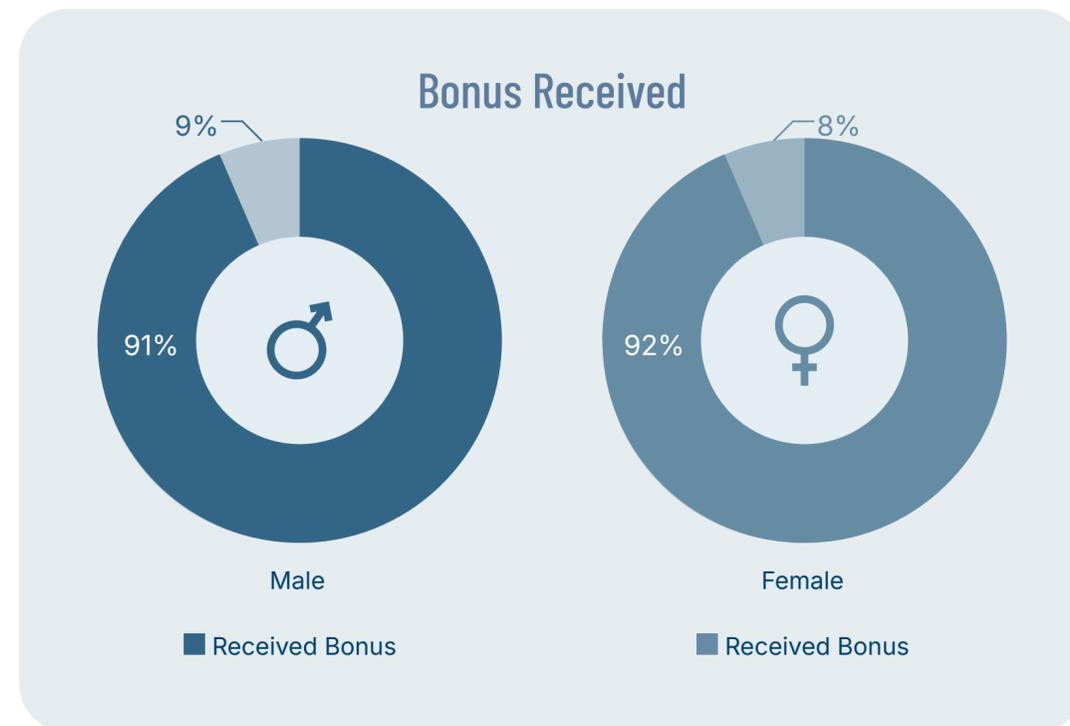
Bonus Gap

We saw a decrease in the mean bonus gap compared to the prior year for the group that includes Managing Directors. The higher proportion of males in senior and global leadership positions continues to influence our overall bonus gap, as reflected by the increase in the median bonus gap.



Percentage of Workforce Receiving a Bonus

Over 90% of our employees received a bonus during the snapshot period. Employees who did not receive a bonus 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, employees joining between October 2024 and April 2025, were not eligible for a discretionary bonus award in accordance with our internal bonus plan.



Actions we have taken and continue to focus on

Attraction

Gender Diversity Goals:

Achieved a 50:50 split in offers to male and female graduate hires in 2025, promoting equal gender representation in early career stages at Protiviti.

Workforce Planning

Quarterly Workforce Planning:

Engaged with business leaders to ensure alignment between staff skills and business requirements, strategic objectives, and performance development initiatives, while emphasising the diversification of talent and leadership pipelines.

Employee Network Groups

ProCulture:

Fostering a sense of belonging and inclusion for ethnic minority employees by championing diversity-driven initiatives, encouraging authentic self-expression in the workplace, and celebrating cultural diversity across the organisation.

iGROWW:

- Facilitating UK-wide sessions to increase awareness of issues impacting women in the workplace.
- Collaborating with other Employee Network Groups to host quarterly discussions that promote a diverse culture.
- Implementing a mentorship programme that connects women at various career levels for advice and support.

Partnership

Technology Community for Racial Equality (TC4RE):

- Committed to advancing diversity within the technology sector as one of nine founding members.
- Supporting TC4RE's scholarship programme, which provides grants to help underrepresented individuals pursue careers in technology.

Women on Boards:

- Supporting women in attaining board positions across various industries to increase gender diversity in leadership.
- Sponsored 'The Hidden Truth' report from WB Directors for the third consecutive year. The report highlights the state of gender representation in boardrooms.

Neurodiversity Partnership (NiB):

- Partnering with the Neurodiversity in Business forum to exchange best practices and improve employment experiences for neurodivergent professionals.



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