



Statutory Gender Pay Gap Statement 2020 and 2021



CEO Statement

2020 was without question an unprecedented year, not just for Pro but globally, as we adjusted to living and working through a pandemic of seismic proportions. As our workforce transitioned to a virtual one, Pro's leadership continued to focus on actions targeted at the investment in our people and our future.

We believe that long term people goals require continued investment, planning and persistence to ensure we are doing the best that we possibly can to achieve our full potential and in turn, deliver a satisfying and memorable client experience.

To that end, we have been working hard on further reducing our gender pay gap by developing sustainable initiatives across our global entity which focus on communication and community, education and raised awareness, recruitment and progression under the direction of Pro's Diversity and Inclusion agenda. We have invested in data analytics to help us better understand the specific drivers for change, so we are best placed to devise actions which will deliver effective improvements where they are most needed.

We have started to make tangible progress over the last year in identifying our rising stars, developing career pathways and clarifying our lines of progression, redefining our values and creating an improved environment where there is a true sense of belonging.

We recognise that our people are the key drivers to the successful delivery of our strategic plans. We still have much work to do but I am encouraged by the progress we have experienced and as demonstrated by our 2021 extract data. Our end goal is to ensure greater diversity in our workforce and an inclusive culture which attracts, retains and supports the best talent from all genders and backgrounds.

I confirm the gender pay gap data in this report is accurate.

Steve Lewis
CEO Pro

Summary of Gender Pay Gap 2020 and 2021

The gender pay gap measures the difference between the average hourly pay of male and female employees across the UK, irrespective of roles or seniority. This is not the same as equal pay. We have a gender-neutral approach to pay across all levels of the organisation

Definitions

Mean Pay Gap

The Mean pay gap is the difference between the average hourly pay rate for male employees and the average hourly pay rate for female employees, calculated as a percentage of the average male hourly pay rate.

If A is the Male Mean and B is the Female Mean, then the Mean Pay Gap = $(A-B)/A \times 100$

Median Pay Gap

The Median pay gap is the difference between the midpoint male hourly pay rate and the female hourly pay rate, calculated as a percentage of the male value.

If A is the Male Median & B is the Female Median, then Median Gender Pay Gap = $(A-B)/A \times 100$.



	Mean			Median		
	2021	2020	2019	2021	2020	2019
Gender Pay Gap Based on hourly pay rates as at 5th April each year	35%	38%	45%	20%	23%	35%
Bonus Pay Gap Based on total bonus amount paid between 5th April and 6th April the preceding year	59%	61%	63%	40%	43%	53%

What is the data telling us?

In both 2020 and 2021, Pro continued to see pay gaps in both ordinary and bonus pay. We know that this is largely driven by the higher proportion of male employees in leadership roles, where both salary and bonus are higher.

Movement from 2019

Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Pay Gap	Median Bonus Pay Gap
2019 45%	2019 35%	2019 63%	2019 53%
↓	↓	↓	↓
2020 38%	2020 23%	2020 61%	2020 43%
↓	↓	↓	↓
2021 35%	2021 20%	2021 59%	2021 40%

Comparing the mean and median Gender Pay Gap results to recent years, we have seen an improvement in both scores, with the mean decreasing in 2020 to 38% compared to 45% in 2019 and the median decreasing to 23% compared to 35% in 2019. The 2021 figures show a further reduction in both Mean and Median figures. A lower pay gap percentage demonstrates that the difference between the male and female hourly pay is narrowing.

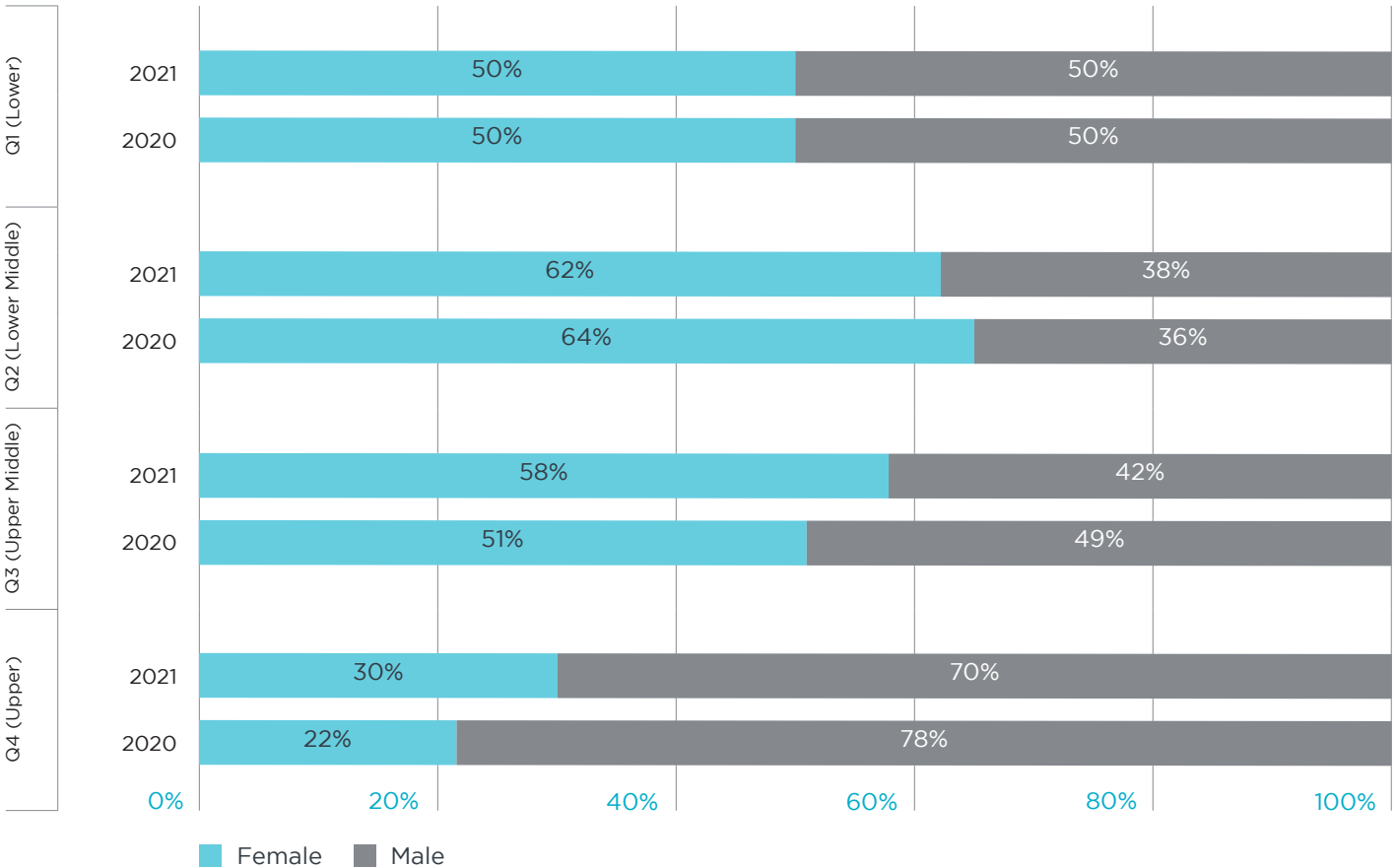
We are encouraged by the many examples of progress we have witnessed since 2019, for instance in 2021, we have seen a higher percentage of female employees receiving a promotion with 55% of total internal promotions for female employees year to date compared to 52% in 2020 and 30% in 2019. However, we recognise that while we have seen positive movement and our median gender pay gap remains below that most recently recorded for the Financial and Insurance sector (33.2% for all employees*), we know there is still much work to be done.

*House of Commons Gender Pay Gap paper, published November 2020



Pay Quartiles

The pay quartiles are calculated by ranking the hourly pay rate for all employees, both male and female, and dividing into four equal sections. The total percentage of male and female employees making up each quartile are then calculated.



The split between male and female employees within the first three quartiles of Pro’s UK population is positive, with a minimum of 50% or higher female representation, whilst the upper quartile continues to be predominantly composed of male employees. However, we are seeing movement in a positive direction with increases in the proportion of female employees in both the Upper Middle and Upper quartiles, as demonstrated in 2021.

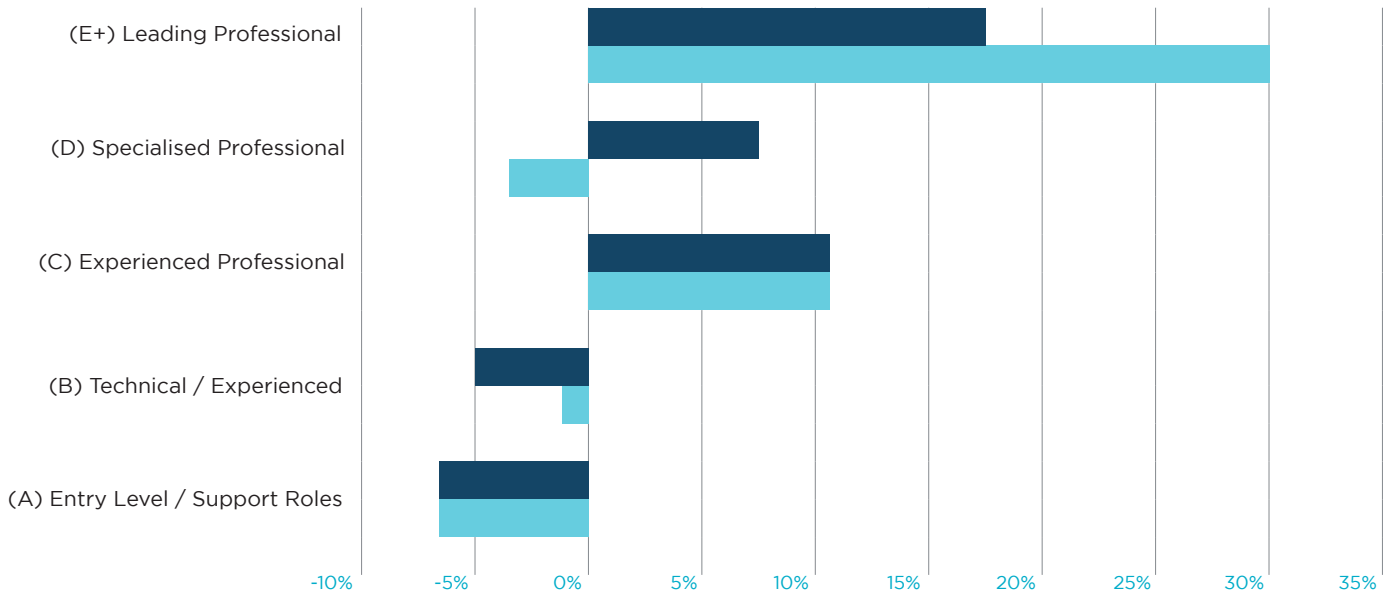


Pay Gap by Job Level

Applying the mean pay gap calculation to each job level of our workforce allows us to identify the areas where improvement is most needed.

We calculated this by splitting the total number of employees into job level groups and applying the mean pay gap calculation, using the average male hourly rate and the average female hourly rate per job group.

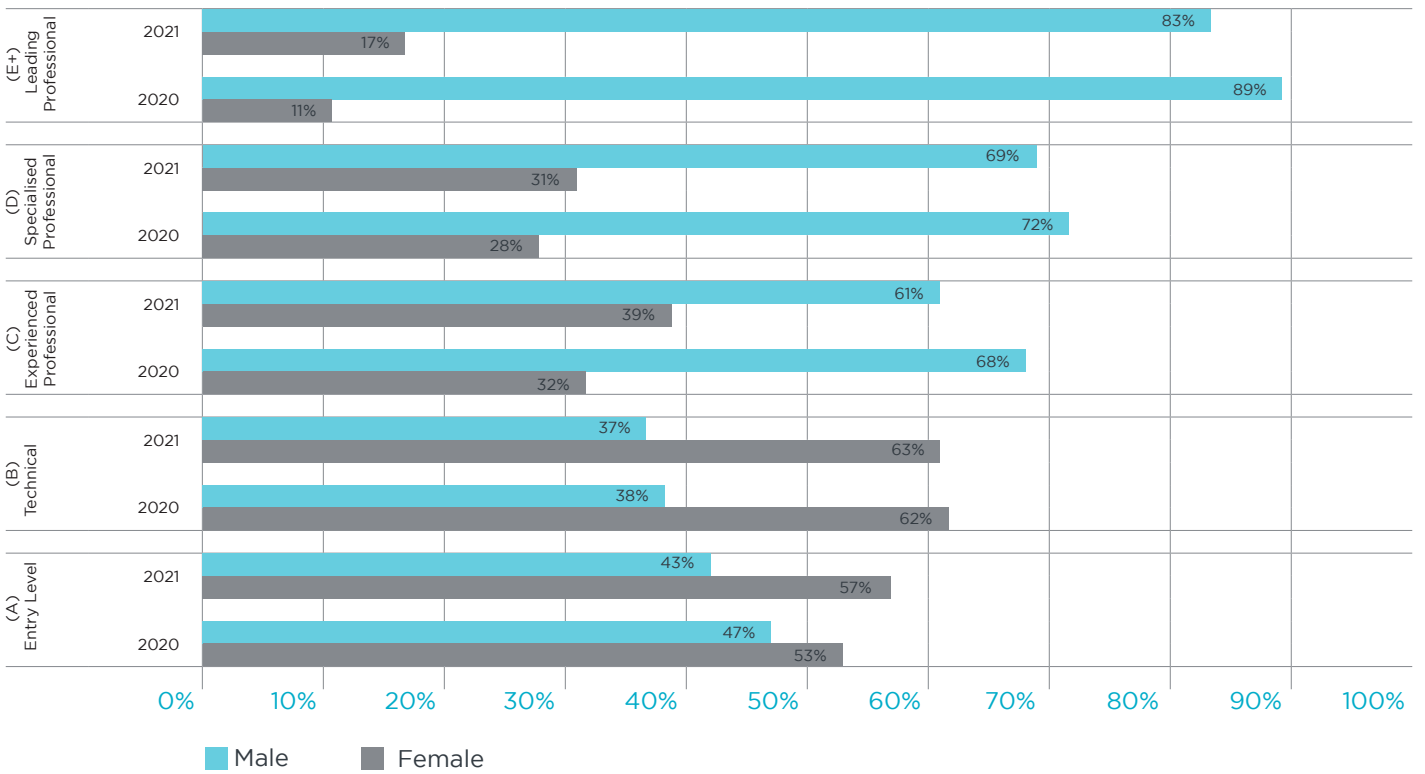
Mean Gender Pay Gap by job level



	(A) Entry Level	(B) Technical	(C) Experienced Professional	(D) Specialised Professional	(E+) Leading Professional
2021	-7%	-5%	11%	8%	18%
2020	-7%	-1%	11%	-3%	30%



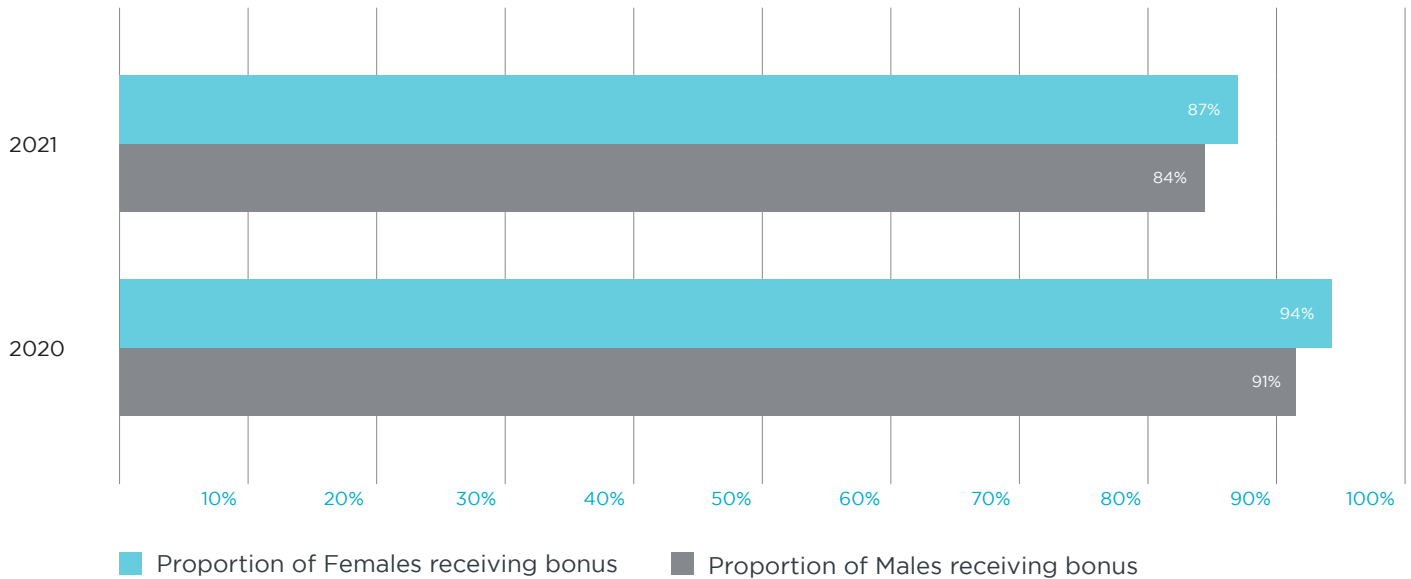
Male vs. Female Split by Job Level



Bonus Pay Gap

A higher percentage proportion of female employees received a bonus in both 2020 and 2021, as a result of our reviewed reward strategy which broadened the range for eligibility at entry level. However, the bonus gender pay gap continues to be a reflection of the greater variable pay at our leadership levels, which are predominantly occupied by males.

Proportion of Male and Female Employees in Receipt of Bonus



In 2021, the percentage of those who received bonus fell and is representative of the growth phase and subsequent recruitment at entry level which took place throughout 2020 impacting the 2021 result as many would not have been eligible to receive bonus until the completion of their 26 week induction period.

An additional factor affecting the bonus pay gap is the higher proportion of female part time employees. In 2020, our workforce consisted of 63 part time employees, of which 76% were female, increasing to 69 part time employees, 78% of which were female, in 2021. This specially impacts the bonus pay gap as the amount used for the purpose of bonus calculation is a proportional percentage of pro-rated salary. The gender pay gap is calculated using total hourly pay rates while the bonus pay gap is worked on the basis of total bonus amount paid per employee and therefore will not distinguish where a bonus amount has been pro-rated to account for part time working hours.

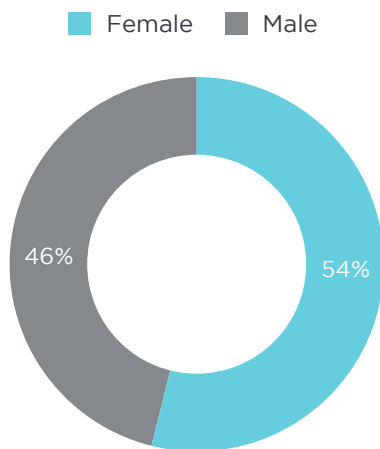


What actions are we taking to reduce the Gender Pay Gap at Pro?

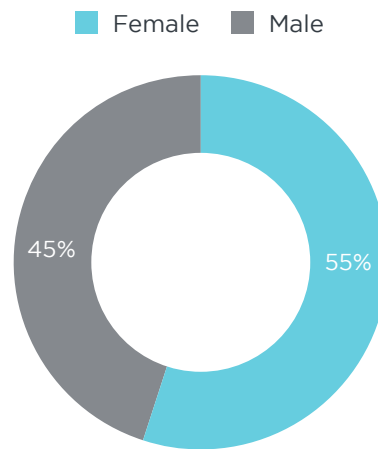
Global Approach

We have been working hard to deliver the commitments made in last year's report to help attract more women to all levels of the business, to provide initiatives for their retention and design better career development opportunities for all new recruits, enabling a consistent talent pipeline to feed into a natural succession of roles as they arise.

Global Employees by Gender 2020



Global Employees by Gender 2021



Diversity and Inclusion Agenda

In 2020 we launched our Diversity and Inclusion agenda following on from the results of our Global employee survey. The objective of the survey was to benchmark our current position regarding our employee's values and sense of belonging. The action plan which was subsequently devised and agreed, reflected the survey outcomes by resetting both our approach and language to diversity; becoming a more inclusive organisation within which, everyone can achieve their best.

The agenda consists of 3 main elements:

Communication

- Introduction of Diversity and Inclusion Champions who provide independent referral points across Pro offering support, promoting awareness and challenging accountability for inclusivity across the Company.
- A refresh of Pro's values which give full consideration to the D&I agenda.
- Networking with external organisations to learn from the positive experiences of others.
- Using digital platforms to communicate the D&I agenda and let others have their say.
- Celebrating landmark and cultural events.
- Ensuring quantifiable targets are devised which can demonstrate progress against our aspirations.

Education

- Unconscious bias training for managers and employees alike.
- Development of a strategy which promotes 'belonging' linked to Pro's Communication and Community plan with the aim of improving the work environment and sense of connection.
- The roll out of a leadership, management and education programme in line with the development of a coaching framework.
- Setting out clear guidelines on the expectations and responsibilities on which they will be measured.

Progression

- The continuous review of practices, competencies and training linked to our recruitment processes to ensure they remain fair, transparent and unbiased.
- An agreed framework for leadership and behavioural competencies. Our first management training cohort launched this summer, contains a 50/50 split male and female.
- A career model which provides a transparent framework and clarity around career pathways and development to promote equality of opportunity for progression

Progress So Far

We have taken many actions to bring the agenda above to life starting in 2020 and continuing to date, some examples of which are outlined below;

- Colleagues across the business have received Unconscious Bias training appropriate to the locale. This was delivered face to face for all people managers and via e-learn for all staff. New employees in the UK are allocated this online learning as part of their induction.
- Many local, national and international landmark events have been celebrated during 2021 in a variety of ways. Informative emails have been circulated to educate employees on a range of topics. Dates significant to a range of different religions have been celebrated so far. Other notable occasions in the calendar have also been highlighted such as Black Lives Matter in the US in February, and Autism Awareness in April. The D&I team have received much positive feedback regarding the educational nature of the content.
- In March, to celebrate International Women's Day, a global Thank You sheet for colleagues to recognise the achievements of their female colleagues on was introduced, with one lucky nominee chosen at random receiving a prize. This was well received and it was inspiring to see so many colleagues being publicly recognised for their contributions. We intend to run the same initiative on International Men's Day in November.
- During Mental Health Awareness Month in May, £700 was raised to support Lydney Hub, a young person's charity based in Gloucestershire, UK, that provides facilities for the local youth to promote good mental health and wellbeing. Colleagues from all locations could choose their own personal challenge to achieve during the month.



- To show support for and celebrate LGBTQ+ Pride Month in June, our Pro logo was modified to incorporate the Pride rainbow colours and these were adopted across all our social media platforms. Colleagues were encouraged to add the logo into their email signatures and display their pronouns if they wished to do so. Following on from this Pro were represented with a stand at Gloucester Pride in September, raising our profile as an inclusive employer in the community.
- Activities planned for the rest of 2021 include a series of educational weekly emails to celebrate Black History Month in the UK, a company-wide quiz to highlight the diverse cultures and traditions in our varied office locations, a 'before and after' photographic competition in support of Movember (or 'no-shave November') to raise awareness for cancer and mental health awareness training for people managers.
- A comprehensive career framework is in the final stages of development with the business in preparation for launch by the end of 2021.



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