



PAUL ENGLAND
Managing Partner

At BDO, we talk about 'Be Yourself'. For us, that's about making a sustainable and measurable difference to business performance and culture by creating a workplace where everyone is valued and feels valued. At BDO, we believe there's a strong moral and commercial case for doing so.

PAY GAP REPORTING 2021

PARTNERS AND EMPLOYEES COMBINED DATA

We want everyone at BDO to feel respected and valued for who they are, and to feel challenged, supported and empowered to be the best they can be.

'Be Yourself' is our qualitative approach to ensuring we support everyone at BDO. Our Be Yourself strategy specifically challenges us to look at the policies, processes and behaviours we have across BDO through four pillars: Leadership, Culture, Selection and Development.

We have mechanisms in place to generate continuous feedback to help us understand whether our policies are helping our people to succeed – which in turn allows us to flex firm-wide policies or behaviours to ensure we provide a great working environment, in which people feel like they can be themselves, belong and feel included. One of the most important factors here in ensuring individual success is one-on-one engagement and personal conversations.

But there is also a helpful quantitative measure which we review every Autumn, when we look at our pay gap reporting.

GENDER PAY

Gender balance is an important part of our 'Be Yourself' approach. We want everyone at BDO to feel respected for who they are and feel challenged, supported and empowered to be the best they can be.

We have published our Gender Pay Gap in line with the Government regulations. The data is in keeping with the regulatory requirements, was based on April 2021 data for all BDO Services Ltd employees. The detail is available in our [Pay Gap Report 2021](#).

ETHNICITY PAY

This is the second year we are reporting our ethnicity pay gap. We have committed to doing this annually together with our gender pay gap.

OUR ANALYSIS INCLUDING EQUITY PARTNERS

We have updated our data and calculated the earnings gap for both our equity partner population and also a combined figure for the whole firm.

Combining the two calculations together isn't straight forward so we've looked at total earnings for equity partners and total earnings for our employees and applied the pay gap calculation.

| PAY GAP 2021 | Gender | Ethnicity |
|--|--------|-----------|
| Equity Partner earnings gap – mean | 14.9% | 11.7% |
| Equity Partner earnings gap – median | 0.0% | 4.3% |
| Combined Equity Partner and Employee earnings gap – mean | 45.4% | 46.4% |
| Combined Equity Partner and Employee earnings gap – median | 12.5% | 5.2% |

It is important to understand this is not about an equal pay issue. This is about a balance issue – not having enough diverse representation across the firm, and particularly at senior levels.

Although we still have a long way to travel, we are heading in the right direction with our actions as our gender pay gap has started to close. We continue to work on this, and our ethnicity pay gap¹.

Paul Eagland, Managing Partner is the executive sponsor for both the Women In Finance Charter and the Race at Work Charter with the specific objective to increase female and BAME representation at all levels within our firm.

1. For the ethnicity pay gap, the gap is worked out by lining up all the partners in the two categories of BAME and non-BAME ranked highest paid to lowest paid, and comparing the mean and median figures of the two categories. The 'pay gap' is the % difference between the figures.

GENDER BALANCE

Our Gender Pay Gap data is heading in the right direction – that is, the gap is closing each year. But, of course, we acknowledge that we still have a long way to go to achieve more balance. Led by Leadership Team member, Wendy Walton, we continue to use our BE INSPIRED action plan to help us do this. BE INSPIRED summarises a detailed programme of local and national activity led by the Leadership Team, our culture board, our women's network BDO Inspire and a group of passionate people, with the aim of ensuring there are no barriers preventing our talented people from succeeding.

RACE AT WORK

Our Race Action Plan helps us plot how we can increase BAME representation, and senior representation, across BDO. Our Plan covers our five key commitments: Leadership Support, Capture Data, Zero Tolerance, Equal Responsibility and Helping You Succeed.



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