

*Diversity and Inclusion is 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.*

# GENDER PAY REPORTING 2019

## BDO SERVICES LIMITED

At BDO, we have been working to make senior roles more attractive to women – and our ratios improve each year. However, we want and need to do more. Gender diversity – in fact all diversity – creates a stronger, sustainable and valuable business so we need to keep working at creating an environment which is desirable to all our people. The key message for us is that it's not about a gap, it's about a balance.

### GENDER PAY GAP (DATA AS AT APRIL 2019)

Difference in mean hourly rate of pay	16.7%
Difference in median hourly rate of pay	17.3%

The calculations are complicated but the takeaway is simple: this is absolutely not about a man getting paid differently to a woman for doing the same job. In its simplest terms, it's about listing all male salaries and all female salaries (ranked highest to lowest) and calculating the mean in each list. The gender pay gap is the % difference between these two figures. The calculation is done in the same way using the median.

However this isn't about a gap in real pay - it's all about the gender balance, as we have a higher proportion of males in higher paid roles.

### PROPORTION OF EMPLOYEES BY QUARTILE PAY BANDS (DATA AS AT APRIL 2019)

Quartile Band	Male % of employees	Female % of employees
Upper	64.5%	35.5%
Middle Upper	53.6%	46.4%
Lower Middle	45.2%	54.8%
Lower	47.6%	52.4%

Our results are consistent with our peers but we want to do better. Our culture at BDO encourages everyone to be themselves and our core purpose is to 'help people succeed'. The career aspiration of every person is different, and the way in which they wish to work is different too. Through flexible and agile working we have enabled our people to work in a way that suits them. There is always more we can do to make this happen.

**GENDER BONUS GAP (DATA AS AT APRIL 2019)**

Difference in Mean Bonus pay	39.3%	
Difference in Median Bonus pay	17.2%	
	<b>Male (M)</b>	<b>Female (F)</b>
Proportion of employees receiving bonus pay	66.6%	67.4%

The bonus calculation includes bonuses where we pay these, our recognition awards and also long-service awards. The bonus gap, as with our pay gap, is as a result of gender mix. Recognition and long-service awards are gender-balanced. Our bonuses tend to be paid to more senior grades where we currently have more men than women.

**IT'S ALL ABOUT THE (GENDER) BALANCE**

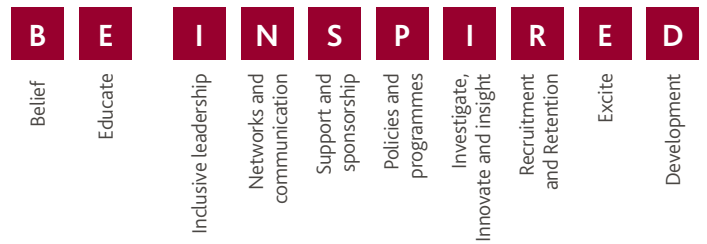
Our gender mix is what creates our gap – both on pay and bonus. For those at senior manager grade and above, our gender balance is 37% female and 63% male.

Gender diversity is important to us, and more importantly, it's about what is right for our people. Everyone is different and we embrace those differences.

**WHAT ARE WE DOING ABOUT IT?**

We know it's going to take a long time to be where we want to be, but it's important we take the right actions rather than rush into unsustainable, quick fixes. Fundamentally, we need to listen, measure and communicate our success.

'BE INSPIRED' helps us to both articulate and challenge how we're addressing gender balance. Our culture is also an important part of how we support balance. 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 are strong supporters of reporting the gender pay gap because it helps focus attention and encourages the market to work together to help create a better balance. Our people tell us that BDO is a great place to work where everyone really is encouraged to be themselves and respect one another. We are very proud of our people and we want them to succeed. It won't happen overnight but, with the support of our people, we know we can make sure our statistics reflect our ambition.

**Declaration**

We confirm that our gender pay gap figures are calculated and presented within this report in accordance with the required regulations.

  
**PAUL ENGLAND**  
 Managing Partner

  
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