



PAUL ENGLAND
MANAGING PARTNER

At BDO, we talk about 'Being 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. We believe there's a strong moral and commercial case for doing so.

PAY GAP REPORTING 2022

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.

Gender pay gap information falls within The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ('the Regulations'). The Regulations require employers with 250 or more employees to publish statutory calculations each year showing how large the pay gap is between male and female employees.

We have published our Gender Pay Gap in line with the Regulations. The data is in keeping with the regulatory requirements and is based on April 2022 data for all BDO Services Ltd employees. Although not a statutory requirement, we also report on our ethnicity pay gap. The detail is available in our Pay Gap Report 2022.

The Regulations require that firms report on our employees. However, we think it is important to understand the picture across the whole firm. That is why we are also reporting our Equity Partner gender and ethnicity pay gaps, and the combined Equity Partner and employee earnings gaps.

PAY GAP 2022		GENDER	ETHNICITY
Equity Partners earnings gap	Mean	10.40%	12.00%
Equity Partners earnings gap	Median	0.00%	8.80%
Combined Equity Partner and employee earnings gap	Mean	38.83%	44.34%
Combined Equity Partner and employee earnings gap	Median	11.00%	4.02%

IDEAS | PEOPLE | TRUST



OUR ANALYSIS INCLUDING EQUITY PARTNERS

We have updated our data and calculated the earnings gap for both our Equity Partner population and 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 calculations.

It is important to understand that this is not about equal pay. This is about balance - not having enough diverse representation across the firm, particularly at senior levels.

Although we still have a long journey ahead, we are heading in the right direction with our actions as our gender pay gap has started to close.

Our ambition is to achieve 30% female partners by 2030 and are using our Gender Balance Plan BE INSPIRED to make and track progress.

We also acknowledge that as we promote more women to the junior end of the partnership, the gaps may increase in some respects in the coming years. This will be the impact of more women than men at in the lower pay quartiles but is a means to achieving greater gender balance in the long run.

We are committed to increasing the diversity of partners and our ambition is to achieve 10% partners from Black, Asian and Minority Ethnic backgrounds, of which 10% will have Black heritage by 2026.

Our Race Action Plan covers our five key commitments: Leadership Support, Capture Data, Zero Tolerance, Equal Responsibility and Helping You Succeed.



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