



IDEAS | PEOPLE | TRUST

PROGRESS WITH PURPOSE
CULTURE REPORT 2020/21

OCTOBER 2021



ABOUT THIS REPORT

WHAT CAN YOU FIND IN OUR 2021 CULTURE REPORT?

AS WE NAVIGATED THE PANDEMIC, WE WERE DETERMINED TO USE OUR CORE PURPOSE OF 'HELPING YOU SUCCEED' TO GUIDE OUR DECISION-MAKING.

Which is why the theme of this year's Culture Report is Progress with Purpose. As our firm flexes and adapts to the rapidly changing world, we are doing all that we can to ensure that the progress we make is focused on the right outcomes for our people, clients and wider society.

In line with this, our 2021 Culture Report is split into three chapters:

HELPING YOU SUCCEED

Read what it was like working at BDO during COVID-19, how we invest in career development, support our wellbeing, how we tackle Equality, Diversity & Inclusion, what Agile Working will look like, how we provide our employees a voice and what our Values are.

HELPING BUSINESSES SUCCEED

Read how our Rethink programme helps clients succeed, how our culture supports our commitment to Quality, Independence and Ethics, how we'll keep adapting to change and what innovation means to us.

HELPING SOCIETY SUCCEED

Read why ESG is important to BDO, about our Environmental impact and policies, our Social impact, our 5+5 Citizenship strategy and our work on Social Mobility, and how we approach Governance across our firm.



KEY CULTURE STATISTICS

6000



people.

[See page 7 for more.](#)

91%



of BDO people feel able to be themselves at work.

[See page 23 for more.](#)

2,400



people promoted.

[See page 13 for more.](#)



8



employee networks covering gender, ethnicity, disability, sexual orientation, faiths and citizenship.

[See page 34 for more.](#)

£3M



additional investment into central audit quality support.

[See page 50 for more.](#)

18,000+



career objectives created.

[See page 13 for more.](#)

28,000



people applied to join our trainee programme.

[See page 13 for more.](#)

85%



of our people think individuals from all backgrounds can thrive at BDO.

[See page 23 for more.](#)

46,000+



people applied to join BDO.

[See page 16 for more.](#)

25,000



training courses completed.

[See page 13 for more.](#)



2,197



auditors working to ensure shareholders and businesses have access to trustworthy financial information.

[See page 50 for more.](#)

100%



BDO operates carbon-neutral offices.

[See page 59 for more.](#)

1,200



people recruited.

[See page 6 for more.](#)

12,500+



audit reports signed.

[See page 50 for more.](#)

74%



said that, when it comes to inclusion, senior leaders' actions support their words.

[See page 23 for more.](#)

£19M



paid out in staff bonuses.

[See page 10 for more.](#)

90%



reduction in total emissions, due to COVID-19 impact

[See page 64 for more.](#)

60+



Mental Health First Aiders.

[See page 17 for more.](#)

84%



of our auditors think that 'doing what is believed to be right' should influence our decision-making.

[See page 50 for more.](#)

30



30 mentees and 30 mentors took part in 30% Club mentoring.

[See page 14 for more.](#)

82%



of participants in new Female and BAME Mentoring Circles would recommend taking part.

[See page 14 for more.](#)

11.79%



median Gender Pay Gap for employees.

[See page 27 for more.](#)

IDEAS | PEOPLE | TRUST



KEY CULTURE STATISTICS

\$10BN



is the size of our BDO Global network.

[See page 5 for more.](#)

80



local Wellbeing Champions.

[See page 17 for more.](#)

87%



of our people know how their role makes a difference

[See page 6 for more.](#)

1



future way of working = Agile Working.

[See page 36 for more.](#)

68%



decline in use of Citizenship days during COVID.

[See page 67 for more.](#)

2.65%



median Ethnicity Pay Gap for employees.

[See page 31 for more.](#)



77%



of people see Values demonstrated in people's behaviours.

[See page 44 for more.](#)

17%



female partners – and we'll get to 20% this year.

[See page 29 for more.](#)

25%



of company car fleet is Electric Vehicles.

[See page 64 for more.](#)

1.5°C



greenhouse gas emission reduction target in line with 1.5°C science-based target.

[See page 64 for more.](#)

100%



of furlough money repaid to the Government.

[See page 12 for more.](#)

73%



have a strong sense of belonging at BDO.

[See page 25 for more.](#)

4.1%



of workforce have taken parental leave in last 12 months.

[See page 30 for more.](#)

100



Rethink #WinningStories shared internally.

[See page 46 for more.](#)

£4.7M



invested in 4,000 pieces of IT kit and equipment into people's homes.

[See page 12 for more.](#)

78%



is our staff engagement score.

[See page 41 for more.](#)



4.75



out of 5 stars is average rating for our employee E,D&I training modules.

[See page 25 for more.](#)

1



BDO Store launched as part of our innovation programme.

[See page 57 for more.](#)

84%



of our people feel proud of BDO.

[See page 6 for more.](#)

88%



of our people felt supported throughout COVID-19.

[See page 12 for more.](#)

50%



of our Leadership Team are from a lower socio-economic background.

[See page 70 for more.](#)

2



new summer programmes: Black Heritage; and Explore BDO (for lower-socio-economic background).

[See page 33 for more.](#)

IDEAS | PEOPLE | TRUST





BDO'S UNIFYING CULTURE



We're asking our people to rethink how they continue to deliver quality work across our businesses; I'm inspired by their response, which constantly displays resilience and a renewed purpose.

PAUL ENGLAND

BDO's Managing Partner, husband, father, son, mountain biker, podcast fan and obsessed with walking everywhere.

While it was something that no one wanted to experience, is there a greater test of an organisation's culture than a pandemic and a global recession? I'm not sure there is. Culture is at its most important, and most tested, in moments that matter.

In the last 12 months, we, along with others around the world, had to deal with some of the most complex decision-making and dilemmas I've ever experienced. The global pandemic and other major agendas, such as climate change, Environmental, Social and Governance (ESG), race in the workplace, market reform and audit quality, have really tested our leadership, resilience and culture.

THE PURPOSE OF A PURPOSE

In responding to those tests, senior business leaders turned to their core purpose – why they go to work every day – as the anchor point for decision-making and how they operate as individuals, as teams and as businesses.

At BDO, our core purpose is 'helping you succeed'. This was our guiding thought and reference point as we worked our way through what became known as 'the world's largest working-from-home experiment'. Whenever I ask a colleague about what's made them feel energised that week, their response is nearly always an example of how they've helped someone succeed. It could be advising a client on a business challenge, coaching a team member through their first business process, being trained to be a Mental Health First Aider or volunteering in their local community.



WHAT IS 'CULTURE'?

In 2021, our regulator – the Financial Reporting Council – held a virtual conference on culture. Dr Tom Reader of the London School of Economics summarised that there are two aspects to consider when analysing culture:

- ▶ **BELIEFS:** ask people what they think and how they feel so you understand their sentiment
- ▶ **BEHAVIOURS:** look at what people then do so you understand the actions your culture is encouraging.

Our 2021 Culture Report contains both statistics and stories to explore the beliefs and behaviours of the 6,000 people who create BDO's culture in their daily interactions with each other and their clients.

A UNIFYING CULTURE

Having 6,000 people all working towards the same purpose – helping you succeed – fosters what we call our Unifying Culture. In a recent Listening Programme survey, the top four words chosen to describe our culture were friendly, respectful, supportive and client-focused; this genuinely represents the BDO world I want us to live in and experience.

It's been a tough year for everyone. COVID-19 has caused immense anxiety, health issues and financial uncertainty for many. We haven't always got it right and, when we've made mistakes, we've moved quickly to rectify them. But we've also done so many things that have made us proud, making decisions to ensure an inclusive and sustainable business for the long term. You'll find many of those stories in this 2021 Culture Report.

PROGRESS WITH PURPOSE

A year later, we're emerging as a thriving business, and one that remains firmly anchored in our core purpose.

In navigating those 12 months, I'm personally pleased that 84% of people feel proud of BDO, that 88% of our people felt supported throughout COVID-19, that we didn't make any redundancies, that we kept delivering quality work to clients, that we created a Winter Wellbeing Package to support our teams through a difficult locked-down winter, and that – as we moved into 2021 – we recruited 1,200 people and awarded both 2,300 promotions and a COVID-19 Thank You bonus to our teams.

There are many headlines that make me incredibly proud. 87% of our people know how their role makes a difference. 85% of our people think individuals from all backgrounds can thrive at BDO. We'll meet our Women In Finance target for the ratio of female partners in November 2021. We are progressing actively with our Race Action Plan. We've recruited 500 trainees – including school-leavers – to build vital financial and business skills in the next generation. We run carbon-neutral offices, and we've set a greenhouse gas emission reduction target in line with the 1.5°C science-based target. And – every day – we apply our professional skills to help entrepreneurial businesses, the UK's economic engine, the broader UK economy and 6,000 employees succeed.

WELLBEING IS FOR LIFE, NOT JUST FOR A CRISIS

Perhaps the most profound lesson of the pandemic is the critical role that our collective wellbeing plays in the success of our firm and vice versa. In this regard, we will continue to support one another to manage both our workload and our wellbeing, listen to one another and adapt our policies to create a better way of working for us all.

Indeed, we are already emerging as a business that works differently. Once COVID-19 restrictions allow, we'll introduce Agile Working as our chosen way to work. Agile Working means: work however you are most productive. As we strive to produce

high-quality work, some tasks are better done at a client site, some in an office – which we'll be calling our Hub – and some at home. At the heart of Agile Working – which we call **WORKABLE** – is flexibility, choice and trust.

How we responded during the pandemic and how we'll approach post-COVID-19 recovery are important moments in BDO's story. And we've captured the latest chapter of that story in our 2021 Culture Report.

I hope you enjoy reading it.



ANIELLA BODNAR



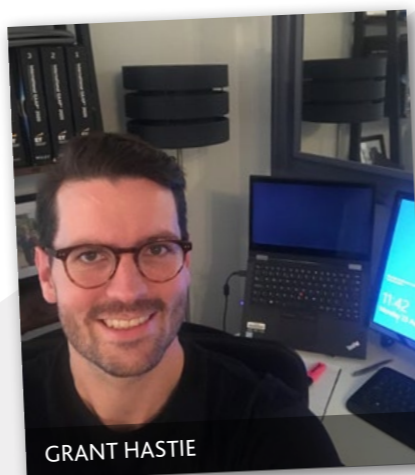
TOMMI COLES



LOUISE SAYERS



STACEY ALLPORT



GRANT HASTIE



HELPING YOU SUCCEED

WHAT WAS IT LIKE WORKING AT BDO DURING THE PANDEMIC AND WHAT DOES THE ROAD AHEAD LOOK LIKE?

- ▶ How can we help YOU succeed?
- ▶ A year like no other: what has it been like going through COVID-19 at BDO?
- ▶ Broadening horizons: how do people develop their careers at BDO?
- ▶ Wellbeing: how do we look after Wellbeing at BDO?
- ▶ Be yourself: how do we tackle Equality, Diversity and Inclusion at BDO?
- ▶ Agile Working: what does the new way to work look like at BDO?
- ▶ Listening: how do we make sure our employees have a voice at BDO?
- ▶ Values: how do we behave at BDO?

HOW CAN WE HELP YOU SUCCEED?



Our Unifying Culture will only succeed if we can help all of our employees, today and tomorrow, to succeed. Each of us has our definition of success – and we want to help our people firstly define and then achieve theirs. In doing so, we will ultimately contribute to the overall success of both our clients, our teams and the firm.

CHRIS GROVE

Chair of BDO's U Board, Leadership Team member, very, very keen cyclist and sometime surfer and skier.

Success is different for every single one of us. What counts as success in life to me is likely to be different to what counts as success in life to you or the next colleague you speak with. What career plan, development support, work-life balance or motivation I need is therefore likely to be different to what you or they may need. And it will change over time as our career plans evolve or we go through various 'life events' outside of work.

Which is why it's important to always ask: what does success mean to you?

BDO'S PEOPLE PROPOSITION

At BDO, we have a clear People Proposition which defines the 'social' contract we have with each other: what support and development we can give to you, in return for you using your individual strengths and experiences to produce high-quality work.

Our People Proposition includes the Unifying Culture you become part of when you join BDO. It includes how we help you succeed professionally and personally, how we reward and recognise

your successes, how we behave with each other, and how we listen to each other. Our culture is essentially 'the way we do things'.

As the world changes around us, we'll keep responding by evolving the building blocks that make up our People Proposition. For example, we're switching to what we call **WORKABLE**, an agile working framework for the post-COVID-19 world, and we remain fully committed to the continued prominence of Wellbeing for all those who work with us.

OUR PEOPLE PROPOSITION

IS THE CONTRACT BETWEEN WHAT YOU'LL DO AND WHAT WE'LL DO

OUR THREE-PART PROPOSITION	YOUR WELLBEING 'Successful and Collaborative'	BEING YOURSELF 'Diversity and Inclusion'	CITIZENSHIP 'Challenged and Inspired'
WHAT DO YOU GET	 <p>Your Career Development</p>	 <p>Your Personal Development</p>	 <p>Your Recognition and Reward</p>
HOW YOU ARE SUPPORTED	 <p>Achieving My Potential (AMP)</p>	 <p>WORKABLE: Our Agile Working framework</p>	 <p>Success discussions, Mentoring, Coaching</p>
HOW YOU WILL BE EXPECTED TO BEHAVE	 <p>Our behaviours and our Values</p>		 <p>Your balance Your needs and the needs of your team, your clients and the firm</p>
HOW YOU ARE LISTENED TO	 <p>Individual conversations</p>		 <p>The Listening Programme Listening Events U Leaders Community Networks Storytelling</p>





ANNELI BACKMAN

Director of Operations, ESG Executive Member and design enthusiast.

We're a people-powered business so how we treat the 6,000 people who work for BDO in the UK is critical. Having the mechanics and networks to keep evolving our People Proposition so it meets both employee and employer ambition is an important part of the 'S' in ESG: it shows how seriously we take social agendas from Equality, Diversity and Inclusion to Wellbeing and much more.



TANNYTH BUSH

Business Services & Outsourcing Director and gin aficionado.

BDO's core purpose and values were an important part of my decision to work for BDO and why I continue to think it's a highly desirable organisation to work for. Never before have I worked in an organisation where being myself and not conforming to the profile of a stereotypical accountant has been encouraged. I feel privileged to work for an organisation that has acted consistently with its core purpose throughout the pandemic.



DALTON BROOKS

Senior Finance Manager and soon-to-be-father of four.

Core Purpose underpins everything we do. Core Purpose has helped me challenge myself to achieve greater success. Having the support of a firm that values the individual's personal development and growth as highly as its external clients is a contributing factor to BDO's continued success.



Our internal strategy is BUILD and the **U in BUILD stands for Unifying Culture.**

That means a culture where we are encouraged to be ourselves, are inspired and challenged, and are collaborative and successful.



86% OF BDO EMPLOYEES KNOW EXACTLY HOW THEIR ROLE MAKES A DIFFERENCE.*

6,000 BDO EMPLOYEES OPERATED AS A FULLY-REMOTE BUT FULLY-CONNECTED WORKFORCE DURING COVID-19 LOCKDOWNS.

*LISTENING PROGRAMME 2021

A YEAR LIKE NO OTHER

WHAT HAS IT BEEN LIKE GOING THROUGH COVID-19 AT BDO?



ANDY BUTTERWORTH

Chief Operating Officer, Leadership Team member, morning runner and weekend motorcycling enthusiast.

As COO during a global crisis, I've had a dual role: to ensure our people are safe and well, and to keep our business going as effectively and efficiently as possible and to minimise the impact of the pandemic.

As a professional services firm that had invested in digital technology and developed a digital mindset long before the crisis, we were very thankful that our people could work from home far more effectively than in many other industries. This helped keep our people safe at home, as we closely followed Government guidelines, while also ensuring our business could keep trading because our people could stay connected and perform their work remotely.



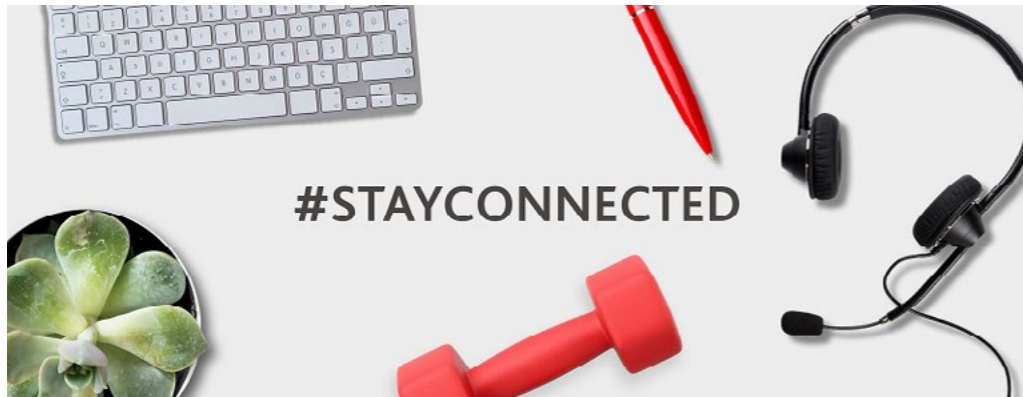
A COVID-19 THANK YOU

A year after the first UK lockdown, we're emerging as a thriving business, and one that remains anchored in our core purpose of helping you succeed.

As the third national lockdown eased and we got close to finishing our first full financial year during COVID-19 times, it was obvious that our success was down to the efforts of every employee. As a one-off COVID-19 thank you, we awarded everyone a one-off bonus – and they could choose between one week's salary or one week's holiday*.

* For those employees who were with us in 2020, this was one week's additional base salary. For those joining us in 2021 up to 2 June 2021, it was 50% of that. The bonus was added to September 2021 pay as a one-off payment. Alternative holiday days to be bought at the time of our annual holiday renewal in November 2021.





#STAYCONNECTED

Our internal #StayConnected campaign ran throughout 2020 with three themes: Health and Wellbeing, Technology, and Working Together. The framework aimed to bring our people together at a time when they were apart, giving them remote working guidance and sharing stories and tips to help them succeed: the **Technology** available to them; best ways to **Work Together**; and manage their **Health and Wellbeing** and support their colleagues.



NINA GHATAURA
Head of Internal Communications and Lockdown Runner and Breadmaker Extraordinaire

There was a lot we didn't know at the start of COVID-19: the extent or length of the personal impacts, business impacts or societal impacts. But there was a lot we did know: that 6,000 BDO people would face 6,000 different personal health and wellbeing situations; and that flexibility, staying connected and calm decision-making would help us to adapt. And we also knew that communications would be the glue that would hold our people together during the crisis.

WHAT WAS IT LIKE...

...JOINING BDO DURING THE PANDEMIC?



TOM STANNETT
Business Restructuring Manager and motorcycle enthusiast

Any nerves quickly turned to excitement as it was apparent that BDO had the technology and infrastructure to enable staff to adapt and embrace new methods of working. I've been impressed by the emphasis on professional development and remote delivery of courses. The stand-out element of my BDO journey has been getting to know the team. I have been well supported and given development opportunities that reflect my career goals.

...JOINING AS A TRAINEE DURING THE PANDEMIC?



COLBY HAWKINS
Audit Trainee and sport aficionado

I joined BDO in November 2020 in the height of the pandemic. As a result, I'd be working from home for the foreseeable future which was a very new experience coming straight out of school. Inductions, meet and greets and even studying all took place virtually with new online platforms and software being introduced all the time. However, BDO still ensured we all felt connected through virtual socials, which were a lot more entertaining than they originally sounded!

...AS A WORKING PARENT DURING THE PANDEMIC?



KIRSTY MCMAHON
Business Restructuring Director and DIY enthusiast

I was working from home with two young children present for large periods of time. The willingness of my team to try to understand each other's personal situations and adapt has been a revelation. Having been at BDO for 15 years, I hope we can successfully build on that experience to allow everyone the opportunity to feel supported and to succeed in the way in which I have been able.

WHAT WAS IT LIKE...

...BEING AT BDO AFTER TEN YEARS?



LAURA CAIRNS

Senior PR Manager and lockdown new mother

Is it possible for nothing to change yet for everything to change in ten years? That's how I feel about my time at BDO. As the market evolved, the firm has transformed into a bigger, better, bolder business. But what hasn't changed is the culture and the engrained belief that we're in this together working towards something impactful. BDO is a great employer and it employs great people; for me, that's a winning combination.

Our latest Listening Programme revealed that – among our female employees – **new recruits or those who have been with the firm for more than ten years are most highly engaged with BDO.**

...RETURNING TO BDO AFTER LEAVING?



DOUGAL BAXTER

Corporate Finance Partner and Bernedoodler

I re-joined BDO after spending over four years at a Big Four firm and, after I had been back for about two hours, it felt like home. Although BDO is a sizeable, diverse firm, it has a personable, collegiate approach. It's a great place to build lasting relationships across teams and with clients. I have now spent over 20 years at BDO and, during that time, the firm has provided me with the opportunities and support I have needed, to help me progress and achieve my personal career goals.



PROTECTING JOBS

As the first lockdown hit, and to brace ourselves for the COVID-19 impact, we asked our partners to reduce their monthly 'pay' and forego their quarterly distributions.

In order to protect the jobs and pay of our then 5,500 UK people during a time of great uncertainty, we applied to use the Coronavirus Job Retention Scheme. Our 700 furloughed employees were paid in full, as we topped up their wages to 100%. We subsequently brought our employees back into full-time employment with no redundancies made across our workforce.

We had planned to review paying back the furlough money before the end of our financial year once the impact of the pandemic was clear. But the mood of the public was that this wasn't quick enough. So we listened, and returned the money before Christmas 2020.



88% OF BDO EMPLOYEES FELT SUPPORTED BY THE FIRM DURING COVID-19.*

86% OF BDO EMPLOYEES SAID THAT INTERNAL COMMUNICATIONS HAD HIT THE SPOT THROUGHOUT THE 2020 COVID-19 PANDEMIC.*

100% OF THE FURLOUGH MONEY, WAS REPAID TO THE GOVERNMENT.

*COVID-19 PULSE SURVEY, NOVEMBER 2020

42 CORONAVIRUS UPDATES ISSUED BY OUR COO; ONE EVERY SINGLE MONDAY MORNING FROM MARCH TO DECEMBER.

696 PEOPLE FURLOUGHED ON 100% PAY, AS WE BRACED OURSELVES FOR THE INITIAL BUSINESS IMPACT OF THE GLOBAL HEALTH AND ECONOMIC CRISIS.

£4.7M INVESTED IN 4,000+ PIECES OF IT KIT AND OFFICE EQUIPMENT SHIPPED TO OUR PEOPLE'S HOMES.

BROADENING HORIZONS

HOW DO PEOPLE DEVELOP THEIR CAREERS AT BDO?



ALISON EAGLE

Head of People Development, keen gardener and cake baker.

ACHIEVING MY POTENTIAL (AMP)

Our AMP framework is a set of criteria that underpins and guides our people through their career journey with us. The framework helps our people with their career aspirations, whatever they are. It helps us understand what good looks like and drives clarity, transparency and consistency.

The framework has four elements: technical competencies, core competencies, values and attitudes. It clearly sets out what we need to do and how we need to do it so that everyone has the opportunity to achieve their potential.

This year, we reviewed our core competencies, aligning them to the firm's areas of focus, including Wellbeing, our Rethink client programme (see the 'Helping Businesses Succeed' chapter of our Culture Report), our new Values and more work on Equality, Diversity and Inclusion.



We support everyone in the firm to grow and develop in their skills and careers – to be the best they can be.

CAREER DEVELOPMENT PATHWAYS

Our Career Pathways set out clear journeys for our people throughout their BDO career, at every level. In the last 12 months, we have:

- ▶ Gone virtual with our flagship Career Development Programmes (CDPs), delivering 23 programmes for 242 high-potential participants across 64 days
- ▶ Focused on a Director Career Pathway, as 43% of BDO Directors tell us they aspire to be a Partner
- ▶ Launched a Partner Readiness Programme to support people who are considering a path to partnership.

TRAINEE DEVELOPMENT

We recruit between 500 and 600 trainees across our programmes each year, working in one of Audit, Advisory or Tax.

We make sure our trainees acquire the technical knowledge and business skills they need to achieve a recognised professional qualification. And, because we give them the opportunity to put their knowledge into practice on live assignments, they also learn the business skills and behaviours they need to be successful.

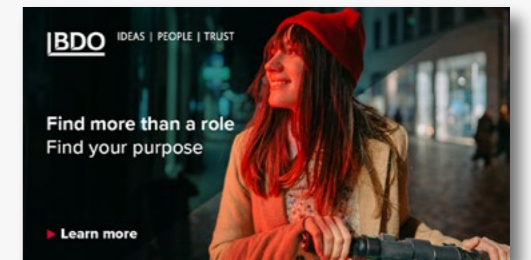
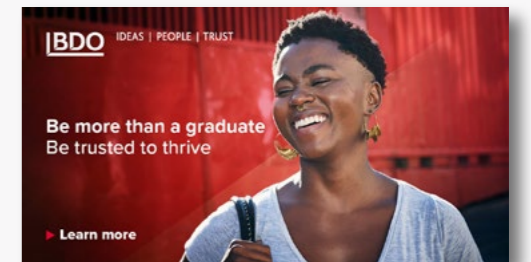
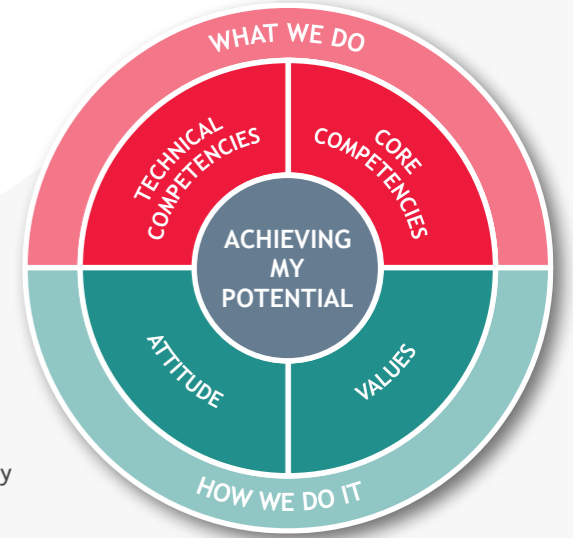
At the start of the programme, trainees have a detailed learning plan – right up to the final assessment – so they know exactly what to expect.

Once qualified, they'll be ready to take on more responsibility – for people and projects. Some choose to broaden their expertise, for example by taking an international secondment, while some work in a business area outside their first specialism.

Throughout, they'll use our learning platforms, receive real-time feedback on their major projects and have a more in-depth, twice-yearly performance review, to help them succeed and build the career that's right for them.

PARTNER DEVELOPMENT

The Partner Career Pathway includes a 12-month Welcome to Partnership programme for new partners, plus additional coaching, mentoring, conferences, skills workshops and opportunities to develop others by being 'Leaders of Learning'. We have also created a development programme for experienced Equity Partners. The secondary impact of these programmes is enhanced networking, peer/cohort support, greater understanding of ESG and E,D&I agendas, and increased engagement in development for self and others.



THE IMPORTANCE OF MENTORING

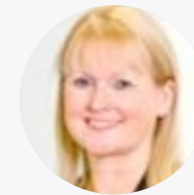
MENTORING CAN TAKE DIFFERENT FORMS. AT BDO, WE OFFER ONE-TO-ONE MENTORING, MENTORING CIRCLES, REVERSE MENTORING, AND EXTERNAL AND EQUALITY, DIVERSITY & INCLUSION MENTORING. WE'VE MADE IT EASIER FOR PEOPLE TO FIND OUT ABOUT THE DIFFERENT TYPES OF MENTORING, AS WELL AS GUIDANCE ON HOW TO SIGN-UP AS EITHER A MENTEE OR A MENTOR.



RACHEL AGOROM LLOYD

Corporation Tax Supervisor and lockdown convert to yoga

BDO has continued its commitment to the Race Action Plan and, in particular, the mentoring circles. This has been helpful in guiding my career and introducing me to peers with similar life experiences. As Chair of the North West BAME group, I have been involved in the reverse mentoring pilot, which has been very successful. It has been an effective way for the Leadership Team to get to know what barriers their BAME employees face in an effective way. Paul Eagland also took part in the pilot, which I was really excited about.



NICOLA ELAKEL

Senior People Development Manager and cat lover

A mentoring relationship allows individuals to share concepts and ideas, solve career-related matters, and be positively challenged both personally and professionally. Mentoring is for everyone, but it has also been identified as a strategic enabler in helping BDO to achieve the objectives set out under our Race Action Plan and Gender Balance Plan.



ANDREA HUNT

Business Services & Outsourcing Partner, Values Champion and Lead Partner for the 30% Club Mentoring Programme

This year, we had 30 mentees and 30 mentors from BDO actively involved in the 30% Club Mentoring Programme. The mentees said that they have experienced enhanced relationships, had constructive career conversations, explored advancement opportunities and dealt with specific job-related tasks and personal matters. We'll be signing up 40 mentees and 40 mentors next year, and supporting the 30% Club as it broadens its focus beyond gender.



KARMJIT MADER

Private Client Services Director and our Managing Partner's reverse mentor

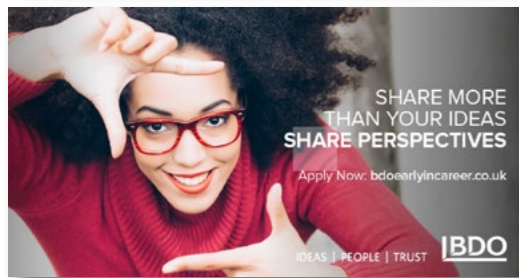
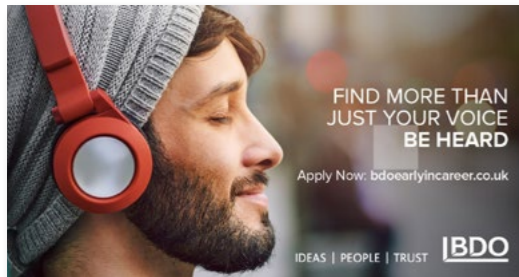
Reverse mentoring Paul Eagland allowed me the platform to voice my experiences and challenges as a BAME employee in a professional workplace and it allowed Paul the opportunity to hear these first-hand. These conversations are invaluable when setting the diversity and inclusion agenda.

A LABOUR OF LOVE DURING LOCKDOWN



TANYA KNIGHTS
 Manager for Business Services & Outsourcing based in Ipswich, champagne-loving mother, wife, sister, daughter, wannabe fitness fanatic and crisp-eating, ginger cat lover

Anxious. That's the best way to describe the feeling I had when planning returning to work in the height of a pandemic, having had my first child nine months previous. The support I received from my partner and manager was outstanding. Telephone calls, mentoring sessions and training were all offered to me, but the one question that I was asked the most was: "What will work for you?" I now work flexibly around childcare, improving my work-life balance, ensuring my work commitments are met while having the flexibility to spend quality time with my family – and achieve a recent promotion.



FROM TRAINEE TO PARTNER



ANDREW CROSSMAN
 Tax Partner who joined BDO as a trainee

At BDO, we are trusted to do the right thing, take ownership of our career and to make decisions along the way. This has been my experience throughout my time here. Both trust and support have always been there for me from my partners, my team, and quite frankly everyone that I interact with in our firm. I have been able to confidently take on new roles, ambitious marketing campaigns and develop new technical specialisms. The support that is engrained in our culture has been critical in my progression within the firm from trainee to partner.

EMPLOYER BRAND TOUCHPOINTS

ENGAGE

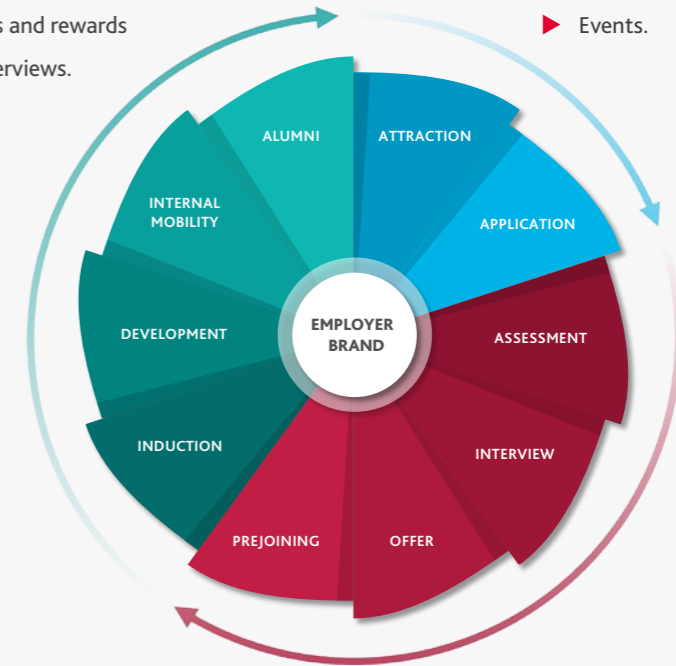
For example:

- ▶ Employee Development
- ▶ Learning and onboarding
- ▶ Buddy schemes
- ▶ Benefits and rewards
- ▶ Exit interviews.

ATTRACT

For example:

- ▶ Candidate Marketing
- ▶ Careers website
- ▶ Social media campaigns
- ▶ Events.



RECRUIT

For example:

- ▶ Candidate Communication and Experience
- ▶ Interview training
- ▶ Contract generation
- ▶ Welcome pack
- ▶ Keep warm.

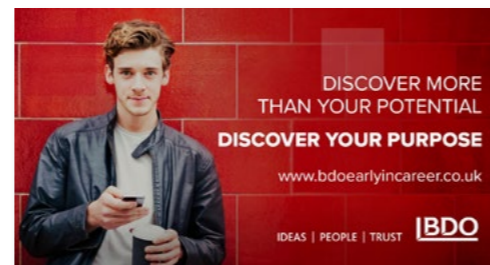
YOUR POTENTIAL IS OUR PASSION



ANITA GURU

Partner Development Manager and mental health advocate

I support programmes geared towards assessing or developing individuals for internal promotion. I'm passionate about supporting employees during their career journey and seeking out opportunities to help them to grow. The Career Development Pathways (CDP) are an example of structured opportunities for employees to achieve their career aspirations and a great way to feel challenged in a safe environment. Another type of support involves coaching colleagues during their journey. It's an insightful experience as you get to see them excel and achieve their goals.



46,000+ PEOPLE APPLIED TO JOIN BDO.

28,000 PEOPLE APPLIED TO JOIN OUR SCHOOL-LEAVER OR GRADUATE PROGRAMME.

580 NEW TRAINEES HIRED.

2,400+ PROMOTIONS.

£5.8M INVESTED IN TRAINING AND PEOPLE DEVELOPMENT.

18,000+ OBJECTIVES CREATED TO SUPPORT CAREER DEVELOPMENT.

80% – PASS RATE FOR FINAL LEVEL EXAMS.**

15% – STANDARD VOLUNTARY ATTRITION RATE.

25,000+ TRAINING COURSES COMPLETED.*

82% OF PARTICIPANTS IN OUR NEW FEMALE AND BAME MENTORING CIRCLES WOULD RECOMMEND TAKING PART.

* EXCLUDES COLLEGE OR EXAM DATA
 ** ICAEW-ACA ADVANCED LEVEL PASS RATE

WELLBEING

HOW DO WE LOOK AFTER WELLBEING AT BDO?



ROB WORRALL

Head of People and HR Director, U Board member, father to teenagers and very grateful for his garden office

We earmarked Wellbeing as one of the U Board's three cultural priorities back in 2017. That gave us three years of building up Wellbeing resources, training, materials and mindsets before the biggest Wellbeing test of all arrived: COVID-19.

Before the first lockdown had begun, the Leadership Team discussed the importance of our people's health and wellbeing. This was a driving force behind both our decision-making and how we structured our HR support throughout the pandemic.

With 6,000 people reflecting on their own wellbeing, our Wellbeing framework needed to be both comprehensive and bespoke. Based on the structures we set in place, Mind awarded us with a Gold award in their Workplace Wellbeing Index.



PERSONAL CONVERSATIONS

Wellbeing is personal, which means the conversations need to be personal. In the Midlands, our partners each took a list of employees they didn't personally work with and set up regular Wellbeing check-in calls as an additional safe space for people to speak in. In our Markets, Sales and Clients department, they ran a series of virtual coffees to encourage people to pause and think about their wellbeing. In both our interim and annual performance review meetings, everyone was encouraged to spend time discussing their wellbeing, not just their work performance.



24/7 EMPLOYEE ASSISTANCE

We extended and heavily promoted our 24/7 Employee Assistance Helpline, as well as other wellbeing helplines and points-of-contact.



A ONE-STOP SHOP

We created a dedicated Wellbeing section of our intranet, sharing a wealth of personal stories, tips and resources that people could access at all times.

- ▶ The overhaul of our Wellbeing intranet resulted in a **540% engagement increase** in the first week alone
- ▶ In COVID-19, we saw a **136% year-on-year increase in engagement** with our Wellbeing-related resources and **2,700% increase in active users** in our Wellbeing Yammer group, as well as a **464% increase in posted messages**.



MENTAL HEALTH FIRST AIDERS

We trained more Mental Health First Aiders, who could act as first response for colleagues with immediate concerns or needs.

We now have more than 60 trained Mental Health First Aiders at BDO.



AN INTERACTIVE, CLEAR FRAMEWORK

We used Mind's Five Ways of Wellbeing to help people navigate towards the material that best suited their current need, and to understand how all the support they receive fitted together.

More than 3,000 views of our new framework in the first month.



LOCAL WELLBEING CHAMPIONS

We have more than 80 Wellbeing Champions – people in every team who work with their local partners and HR Managers to keep Wellbeing part of team conversations and run local challenges and events.



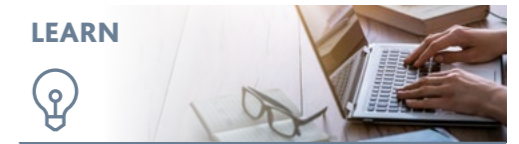
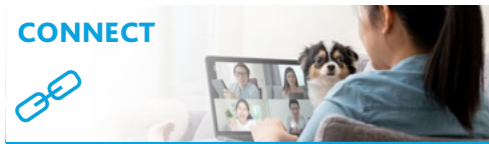
SUPPORT FROM EXPERTS

Our thanks go to a number of psychologists and business academics with whom we have worked on materials, resources and webinars. In particular, to Cognacity and London Business School for creating a bespoke series of 'Succeeding through Change' webinars, launched in summer 2021.

'5 WAYS' TO HELP MANAGE YOUR WELLBEING

AS BDO, WE WILL **GIVE** OUR PEOPLE TOOLS SO THEY CAN **LEARN** HOW TO **TAKE NOTICE**, **BE ACTIVE** AND **CONNECT** TO SUPPORT THEIR WELLBEING

THE 5 WAYS OF WELLBEING



- ▶ **Mental Health First Aiders:** In a similar way to Physical Health First Aiders, Mental Health First Aiders can offer support in a crisis and help identify possible next steps
- ▶ **Wellbeing Champions:** To help us achieve success with all of our wellbeing, we have recruited a network of wellbeing champions
- ▶ **Yammer:** You can stay connected and find out the latest in the world of wellbeing at BDO by joining our dedicated Wellbeing Yammer group; a place for conversation and an opportunity to share resources and helpful hints and tips
- ▶ **The Black, African and Asian Therapy Network (BAATN):** Specialise in working psychologically with people who identify as Black, African, Asian and Caribbean. Their work is informed by an understanding of intersectionality and seeks to bring Black and Asian perspectives into psychotherapy and counselling.

- ▶ **Physical Wellbeing:** Discover ways to keep physically active while working from home
- ▶ **Health Club Membership:** BDO has commissioned 'My Gym Discounts' to provide a discounted gym membership scheme to all BDO staff and partners. Full information about the scheme, the participating gyms and access to the discounted rates can be found on the My Gym Discounts website, as well as information on online classes
- ▶ **BDOVELO:** Why not join an upcoming virtual ride and 'network in the saddle'.



- ▶ **Citizenship:** Participation in social and community life has attracted a lot of attention in the field of wellbeing research. Individuals who report a greater interest in helping others are more likely to rate themselves as happy. At BDO, our Citizenship strategy is called '5+5'. You all have five 'action' days and five 'strategy' days
- ▶ **Volunteering remotely during coronavirus times:** Many people want to play their part and help out during the current Covid-19 crisis, here we provide some options and things to consider.

5+5

- ▶ **Employee Assistance Programme:** Did you know that with our EAP service, all employees and Partners have access to a 24/7 confidential guidance, counselling and information service across a range of areas. Find out more here along with testimonials from people at BDO who have used the service
- ▶ **Immediate Wellbeing assistance:** Access a list of resources if you are experiencing a mental health emergency or struggling
- ▶ **Digicare+ workplace app:** Designed to support you and give you the guidance and care you need to help detect, manage and prevent physical and mental health problems. The app offers five services, giving you access to highly qualified, experienced practitioners – including GPs, mental health counsellors and nutritionists
- ▶ **Samaritans:** A helpline that allows people to talk about feelings of distress and despair with confidential and non-judgemental support.

- ▶ **Internal events:** Sign-up to upcoming events featuring some of your very own BDO colleagues. You can also access recordings of previous events
- ▶ **Workday learning:** Our HR system Workday has a dedicated section for wellbeing learning that you can access at any time. The learning content ranges from an introduction to wellbeing, resilience training, to how you can best manage your mental health at work
- ▶ **Wellbeing videos:** We now have a dedicated Wellbeing channel on Microsoft Stream where you can access a variety of wellbeing-related videos.



TAKE TIME TO LOOK AFTER YOURSELF AND YOUR WELLBEING - THESE TOOLS AND THE OTHERS AVAILABLE ON THE WELLBEING INSITE PAGES ARE HERE TO HELP YOU.



WELLBEING EVENTS

WE UNDERSTAND THE POWER OF STORYTELLING AT BDO, AND WE HAVE AN ACTIVE SERIES OF WELLBEING EVENTS, WEBINARS AND PANEL DISCUSSIONS, INCLUDING:

- ▶ FINANCIAL WELLBEING – YOUR PROPERTY, YOUR MORTGAGE AND YOU
- ▶ MENTAL HEALTH FIRST AID AT BDO
- ▶ CULTURAL STIGMAS AND TABOOS THAT IMPEDE MENTAL WELLBEING AT WORK
- ▶ MY BLACK DOG – WHY TALKING ABOUT DEPRESSION IS TABOO
- ▶ THE PHYSICAL AND MENTAL HEALTH BENEFITS OF THE OUTDOORS
- ▶ NATURE CONNECTION FOR WELLBEING – AN EVENT TO CELEBRATE EARTH DAY
- ▶ BAME WELLBEING EVENT: CELEBRATE VAISAKHI! A BHANGRA DANCE CLASS
- ▶ MY RESILIENCE TOOLBOX – AN EVENT FOR STRESS AWARENESS MONTH
- ▶ HOT CROSS BUNS MADE EASY WITH HEALTHIER OPTIONS
- ▶ GIVE AS YOU EARN: GIVING MADE EASY
- ▶ EMOTIONAL WELLBEING FOR WORKING FAMILIES AND CARERS
- ▶ MANAGING OUR GRIEF AND SUPPORTING EACH OTHER THROUGH CHALLENGING TIMES
- ▶ FERTILITY JOURNEYS
- ▶ VEGANUARY AND THE HEALTH BENEFITS OF A PLANT-BASED DIET
- ▶ NUTRITION FOR HEALTH AND IMMUNITY WEBINAR
- ▶ GUINNESS WORLD RECORDS CHALLENGE
- ▶ HEALTHY TREATS FOR CHRISTMAS
- ▶ LIVING ALONE, SHARING EXPERIENCES OF SOLO LIVING IN LOCKDOWN
- ▶ CRAFTERNOON SESSION – MAKING ORIGAMI STARS AND SHARING CREATIVE HOBBIES
- ▶ MENOPAUSE IN THE TIME OF COVID-19
- ▶ MOVEMBER AND MEN'S HEALTH
- ▶ KEEPING WELL DURING MENTALLY CHALLENGING TIMES
- ▶ EMPOWERING OURSELVES THROUGH UNCERTAINTY
- ▶ HAPPINESS SESSION



IT and Shared Services Centre Team event



Between BDO and our colleagues, we have donated more than £10,000 this year to mental health charity, Mind.



BDOVELO team

OUR WINTER WELLBEING PACKAGE

In October 2020, we promoted our Winter Wellbeing Package. Advice from psychologists was that two things would help people get through a COVID-19 winter: firstly, breaking down the winter into shorter chunks; and secondly by having a goal to aim for by the end of the winter. We broke down the winter period into the five months (October 2020 – February 2021) and aligned each with one of the Five Ways of Wellbeing:

- ▶ **LEARN:** relaunch of our Wellbeing intranet pages
- ▶ **GIVE:** a gifted voucher for virtual Christmas parties, a bonus payment to all employees and encouragement to use CSR days for festive volunteering
- ▶ **TAKE NOTICE:** a clear message from our Managing Partner to all business leaders to 'help your teams to slow down' in the run-up to Christmas. Plus we hosted a firm-wide virtual Christmas quiz
- ▶ **BE ACTIVE:** local physical challenges in January including a successful Guinness World Record attempt
- ▶ **CONNECT:** the launch of a new app that generates a virtual coffee slot for two random people across the firm.

OUR WINTER WELLBEING PACKAGE



NADINE HILL

VAT Accountant and lockdown bread maker

As a single mum working in a busy global payroll services team, I knew I had to find a way of working that worked for me. Initially, I replaced my usual commuting time with a walk. Over time, I extended this to walking while listening to group meetings or webinars; I was more relaxed and focused on really listening that way. When we could meet up outside again, I also met with colleagues for walks and found those very constructive conversations.

I found time to make bread before starting work each morning, cook soup at lunchtime and have dinner ready at a reasonable hour. I even planted the garden with veggies – more for the therapy than any belief I would have a vegetable glut! Being positive and flexible with the changes I needed to make certainly helped.



LORRAINE MCFADYEN

Business Restructuring Associate Director and Mental Health First Aider (MHFA)

Training as an MHFA has given me the confidence to provide support and comfort to colleagues who've reached out to me when they've needed support with a mental health issue or are in emotional distress. It's important to create a safe and confidential environment for those seeking support and to signpost to further guidance. I'm humbled that I've been trusted in this role, as I recognise that it's not always easy to ask for help when we are struggling.



ISRAH SHABBIR

Technical Standards Group Associate, Wellbeing Champion and dessert lover

Facing this pandemic, being kind to yourself and focusing on physical and mental health, for example openly sharing your feelings with others, has been important to help build resilience to get through this challenging time.



LUCY HILL

Senior Manager in BDO South East, Wellbeing Champion and knitter of bobble hats

Continuing to look after not only our own Wellbeing, but looking out for those around us has been crucial over the past 12 months. We've all been living in an extraordinary environment where one size doesn't fit all. It's important to recognise that not everyone has the same coping strategy, and at times, maybe not even a coping strategy. Listening to others and openly sharing our stories has encouraged empathy and understanding and, importantly, helped us stay connected.



MARIE BROAD

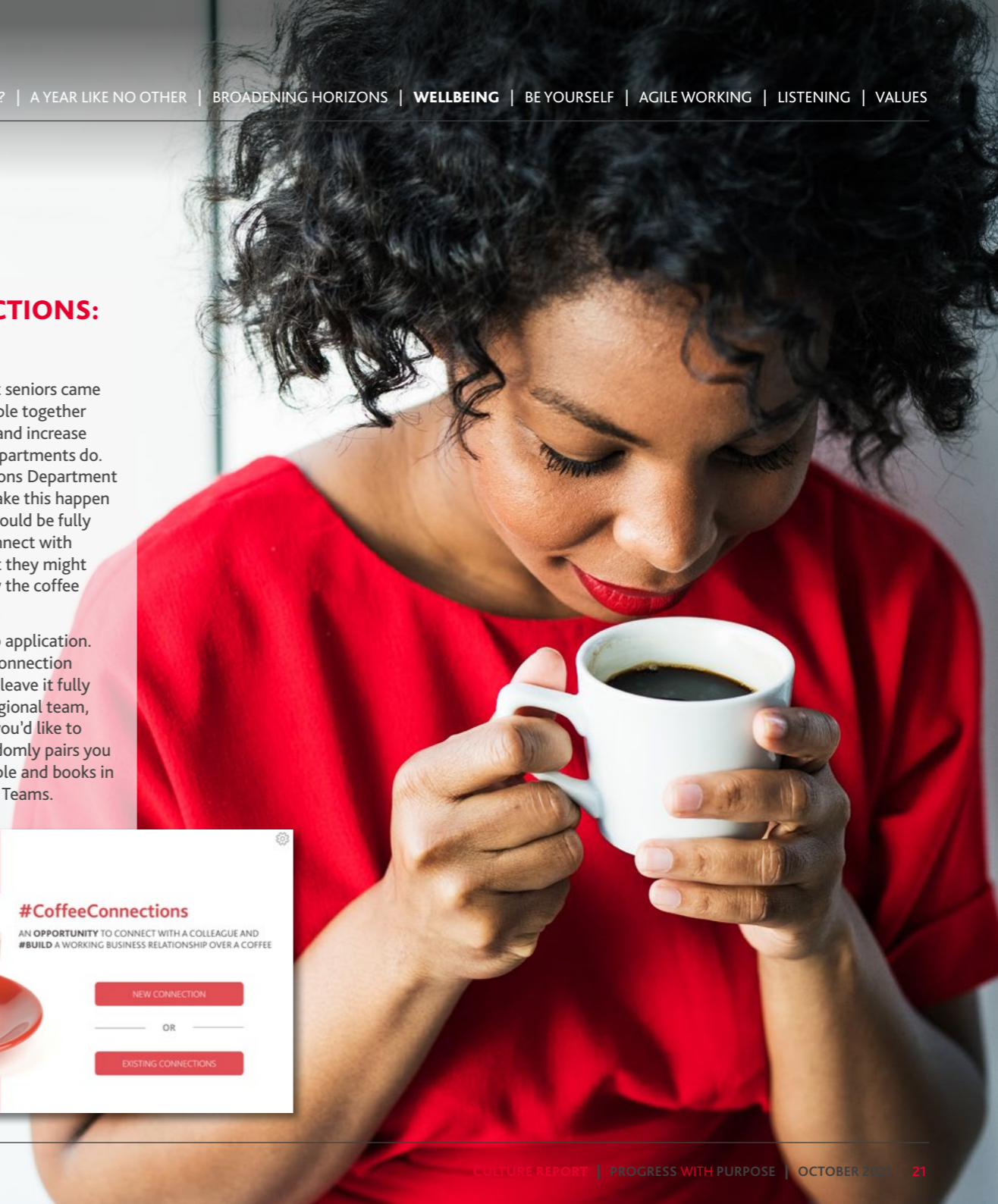
Wellbeing Manager and lockdown meditation convert

Running a wellbeing session for all new joiners as part of their induction has been a fantastic way to connect with new colleagues and find out what is most important for them. It has made me feel proud to talk through our initiatives and the support that is available across the firm. It is a crucial time when employees are starting with us, to let them know that we care about their wellbeing and that we do not want anyone to suffer in silence, particularly in the virtual environment where it can sometimes be easier to avoid talking about problems. It has also been great to encourage colleagues to block wellbeing time in their diaries and to let them know that taking time out during the working day is supported from the top.

**#COFFEECONNECTIONS:
OUR NEW APP**

Pre-COVID-19, one of our audit seniors came up with an idea to connect people together to build business relationships and increase knowledge of what different departments do. During COVID-19, the IT Solutions Department created a digital platform to make this happen – with the added twist that it would be fully virtual and also help people connect with new people across the firm that they might otherwise have bumped into by the coffee machine.

#CoffeeConnections is our web application. You simply request a #CoffeeConnection at your preferred time. You can leave it fully random or you can request a regional team, service line or grade of person you'd like to connect with. The web app randomly pairs you up with someone who is available and books in a #CoffeeConnection using MS Teams.





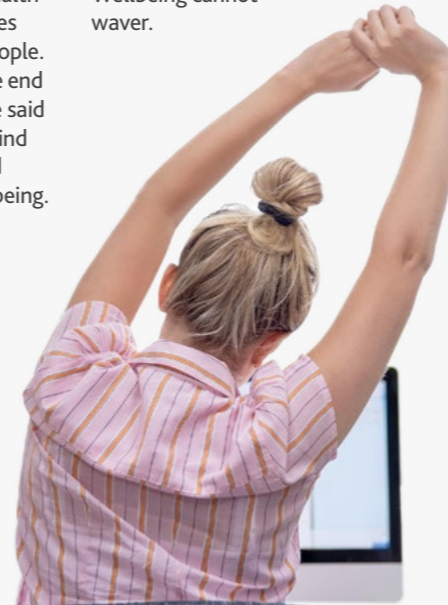
WELLBEING HAS TO BE A REALITY, NOT A CAMPAIGN

Managing Partner **Paul England** says:

There is still so much to do. Wellbeing has to be a reality, not a campaign. There are lots of signs that our people feel reassured that we understand how important Wellbeing is, that we're putting the right emphasis on it, and that we have a wealth of central resources, helplines and materials to support people. We ran a pulse survey at the end of 2020, and 88% of people said they felt supported – and Mind also awarded us with a Gold award for our work on Wellbeing.

But there are also signs that many people continue to need support in balancing workloads, working from home and managing yet more change as COVID-19 restrictions

are lifted. Only one in five said they haven't experienced strain recently, with just under half struggling to achieve a good work-life balance during COVID-19 times. This means our commitment to Wellbeing cannot waver.



CATHERINE GRUM
Private Client Services partner and fitness enthusiast

We know that people across financial and professional services are feeling the strain of work-life balance and wellbeing. As a BDO partner, I know that we genuinely want to do something about it.



DOMINIC RODNEY
IT Business Relationship Manager and enthusiastic extrovert

We now have a flexible workforce, which encourages initiatives to enable agile working and embrace hybrid environments. The idea here was to build a network-matching platform to enable colleagues to create connections. #CoffeeConnections supports individual wellbeing by building more meaningful connections across the firm and supports our colleagues to take a break during their day. This was especially useful during lockdown through periods of isolation when, sometimes, your only source of human interaction was with those you work with.

BE YOURSELF

HOW DO WE TACKLE EQUALITY, DIVERSITY AND INCLUSION AT BDO?



SARAH HILLARY

Digital, Risk and Advisory Services Partner and U Board member, Pomeranian dog lover, Patron of Access Accountancy and member of Government group to improve senior diversity

BEING YOURSELF, FROM WHEREVER YOU ARE WORKING

Our focus on 'Be Yourself' – which includes the equality, diversity and inclusion agenda – is all about encouraging our 6,000 people to feel like they can truly be themselves at work. If people can be true to themselves, they are far more likely to succeed in realising their own potential.

According to Harvard Business Review, 61% of the global workforce 'cover up' some part of their identity. If we were to transpose that to BDO, that's 3,660 people potentially spending effort in pretending to be 'someone else' rather than giving 100% of their true selves in solving clients' problems or coming up with new ideas to win pitches or think differently.

Research shows that creating a firm where our people can be themselves leads to enhanced success, increases profitability, diverse decision-making and – quite simply – makes life more

enjoyable. And if you combine it with our Wellbeing priority, they are able to bring their best selves to work each day.

That's why we chose 'Be Yourself' as one of our cultural priorities four years ago. We recognise the responsibility we have to all our people – and to our clients – to build and promote an inclusive and diverse culture. At BDO, 'Be Yourself' is the positive mindset we want to encourage.

In this section, you can read about:

- ▶ Our Be Yourself strategy
- ▶ Gender Balance
- ▶ Race in the Workplace
- ▶ Our network of networks.



The famous quote “Be Yourself, everyone else is already taken” captures our belief perfectly.

OUR 'BE YOURSELF' STRATEGY

If we aspire to build a culture where everyone can be themselves, we need to ensure that people feel they belong and are included at every point of their career at BDO. Our Be Yourself strategy is founded on our Core Purpose – helping you succeed – and allows us to check that at four levels: Leadership, Culture, Selection, and Development.



Leaders who are open-minded, listen to your voice and are actively taking steps to support, role-model, champion and sponsor the development of diverse talent in their teams.

An inclusive culture where we are transparent about our progress, our success and our areas of new and continued focus. Looking beyond our firm, working with our professional bodies, and peers to drive systemic change in our profession.

An employer brand that appeals to quality, diverse candidates, who broaden the firm's horizons and add to our diversity of thinking. Achieved through an inclusive selection process, which leaves all candidates with a first-class experience regardless of outcome.

A career that is based upon equality; access to inclusive, fair opportunities, underpinned by robust data-informed processes and with support available through a mentoring and coaching environment.

UNDERPINNED BY OUR CORE PURPOSE, VALUES AND BEHAVIOURS



INCLUSION IS FOR EVERYONE

Inclusion is not about fixing people. For example, to improve gender balance, we don't need to 'fix' the women. We need to address a number of complex levers at play – and we can only do so if we have the support from both majority and minority groups. Inclusion means we have to go out of our way to ensure that every voice is heard, nobody feels excluded and all contributions are valued.

This year, we launched dedicated training to encourage active allyship: mandatory Inclusive Leadership training for all our partners; and two ED&I e-learning modules for our staff: Introducing Diversity & Inclusion, and Understanding Bias.

We also launched our four new BDO values: Being Genuine, Being Bold, Being Collaborative and Being Responsible and acting with integrity. All of these support us as we strive to help others be themselves at work.

And we asked for all our colleagues' support in helping us address ED&I for the long-term. We asked everyone to share their personal demographic data with us so we could better understand the make-up of our BDO population.



ANDY HARRIS

Transaction Services Partner, U
Leader in Reading and Hungarian
Vizsla dog charity helper

My role as Reading U Leader is important; our culture is critical to BDO and our people being successful. Having a visibly positive culture where people can be themselves boosts morale, increases staff retention and encourages collaboration and development.

This year I have chaired a BAME Mentoring Circle of six colleagues, helping them build their own internal network and to both guide them and be educated by them. I facilitated a new BAME South network across Bristol, Reading and Southampton offices in order to develop and promote BAME initiatives both within BDO and in the wider community. I hope that, by acting as an ally in this way, I can make a difference and can inspire others to do so too.



PAUL ENGLAND commented on the first module of the Inclusive Leadership training for partners:

A very thought-provoking session – explaining how the human brain is biologically wired to respond to uncertainty (e.g. COVID-19) by creating the feeling of fear – and how calm, slow thinking can help us deal with these anxieties. The presenter (who is brilliant) also opened our eyes further to the subject of unconscious bias; there are over 300 acknowledged biases! He is clear: these are not weaknesses, we all have them – but it's essential to be aware of them.



THE U CREW IN FINANCIAL SERVICES



SASHA MOLODTSOV

Coffee-obsessed Financial Services Director

Financial Services' U Crew is a small group of passionate colleagues across the Financial Services department who 'show up' and dedicate their time to nurture and protect the inclusive culture of Financial Services. We value our different perspectives, experiences and backgrounds, and together, work hard to educate, support and celebrate each other's diversity. We've also collaborated with other BDO departments and contributed to national conversations. Over the past 12-18 months, FS has delivered over 15 staff engagement events, CSR opportunities and 'tea and talks' and which have made individuals "think", "feel less alone", "feel understood" and "united".



85% SAID PEOPLE FROM DIFFERENT BACKGROUNDS AND OPINIONS CAN BE THEMSELVES AND THRIVE AT BDO.*

73% HAVE A STRONG SENSE OF BELONGING AT BDO.*

83% SAY THAT PEOPLE CAN BE THEMSELVES AT WORK WITHOUT FEAR OF JUDGEMENT OR DISCRIMINATION.*

74% SAID THAT, WHEN IT COMES TO INCLUSION, SENIOR LEADERS' ACTIONS SUPPORT THEIR WORDS.*

315 PARTNERS HAVE SO FAR ATTENDED THE INCLUSIVE LEADERSHIP TRAINING.

4.75 OUT OF FIVE STARS
– AVERAGE RATING FOR OUR EMPLOYEE E,D&I TRAINING MODULES.

* LISTENING PROGRAMME 2021

OUR BDO POPULATION



6,000 PEOPLE

BASED ON WORKDAY DATA AS OF 2 JULY 2021 AND ARE RELEVANT FOR OUR FINANCIAL YEAR 2020/21.

GENDER

TRAINEES: 45% are female

MANAGERS: 52% are female

SENIOR MANAGERS: 44% are female

PARTNER: 17% are female

PROMOTIONS: 44% have been female

JOINERS: 42% of people joining BDO last year were female

LEAVERS: 45% of people leaving BDO last year were female

WHAT DOES THIS TELL US?

Helen says: This latest data tells us things are moving in the right direction – and that we will hit our first target of 20% female partners very soon. It confirms that career development tracks in a fairly balanced way until we get to levels above senior manager. We ran Listening Events with this group this year to find out more about why this might be the case and what success looks like to them. Those insights have helped us to progress with our BE INSPIRED action plan.



HELEN CHURCH

our Equality,
Diversity & Inclusion Senior Manager

ETHNICITY

TRAINEES: 20% are BAME

MANAGERS: 17% are BAME

SENIOR MANAGERS: 15% are BAME

PARTNER: 4% are BAME

PROMOTIONS: 17% have been BAME

JOINERS: 28% of people joining BDO last year were BAME

LEAVERS: data unavailable for FY 20/21; we have set up a process to be able to measure and report on this for FY 21/22

WHAT DOES THIS TELL US?

Helen says: This is the first time we've had sufficient data to ensure our programmes support all our colleagues. There are still some limitations to the data, as it's based on 74% completion of ethnicity demographic data on Workday. The increase in new joiners is positive, as is the fact that promotions track the overall population. As we progress through our new Race Action Plan, the proportion of senior BAME colleagues should increase. Next year, we aim to have an even higher rate of completion of demographic data so we can be even more robust and look at individual populations within the BAME community, as well as intersectional analysis.



GENDER BALANCE



WENDY WALTON

Leadership Team member, Global Head of Private Client Services and lockdown-convert to exercise bikes and puppy ownership

Gender diversity – in fact all diversity – creates a stronger, sustainable and valuable business. That's why we need to keep working to create an environment desirable to all our people and one in which they can succeed. Within our Be Yourself strategy, we consider how we can attract more females into the profession, and how we keep them here at BDO.



ACTIONS SPEAK LOUDER THAN WORDS

We have published our BE INSPIRED plan, in which we openly share our long-term actions to keep moving towards gender balance. The plan is comprehensive: across policies, programmes, recruitment, retention, sponsorship, education, inclusive leadership and belief.

In the last 12 months, we have:

- ▶ Launched Inclusive Leadership and ED&I training
- ▶ Hosted Listening Events with female senior managers and above
- ▶ Conducted an external, independent audit of our HR policies to ensure they are inclusive, fair and transparent
- ▶ Interviewed our Leadership Team sponsors on our BE INSPIRED actions
- ▶ Continued to meet regularly with our business leaders to discuss gender balance and progression pipelines
- ▶ Actively promoted our Whistleblowing and Zero Tolerance policies
- ▶ Improved our exit interview analysis
- ▶ Supported our BDO Inspire network in their running of skills-based, virtual events to support career progression.

BE YOURSELF: GENDER BALANCE – 2021 ACTIONS

B	E	I	N	S	P	I	R	E	D
BELIEF	EDUCATE	INCLUSIVE LEADERSHIP	NETWORKS & COMMUNITIES	SUPPORT & SPONSORSHIP	POLICIES & PROGRAMMES	INVESTIGATE, INNOVATE & INSIGHT	RECRUITMENT & RETENTION	EXCITE	DEVELOPMENT
<ul style="list-style-type: none"> ▶ Be Yourself programme delivered by D&I Manager and U Board ▶ Storytelling through role models ▶ New video with Wendy Walton on our BE INSPIRED plan (Nov 2020). 	<ul style="list-style-type: none"> ▶ Ongoing storytelling through central channels ▶ Key dates: March (Intl Women's Day), Feb/Nov (partner promotions), Oct (Culture Report, Gender Pay Gap data, WiF Charter report) ▶ Support BDO Inspire in their skills-based, knowledge-sharing events. 	<ul style="list-style-type: none"> ▶ Our business leaders regularly review gender balance and progression pipelines ▶ Inclusive Leadership training rolled out to all partners at the end of 2020 ▶ D&I training rolled out to People Managers in 2021 ▶ Wendy Walton and Paul Eagland to host a number of gender balance engagements: with partners, focus groups and firm-wide comms (IWD). 	<ul style="list-style-type: none"> ▶ Internal networks: continue to meet regularly with BDO Inspire (our gender balance network); support North West Inclusion, Transaction Services' Women's Forum, Technology Risk Assurance female group and Corporate IT Forum ▶ External memberships: continue to support Women in Finance Charter, 30% Club, SWIFT, Women Working In International Development Group, She Who Discovers. 	<ul style="list-style-type: none"> ▶ Support through mentoring: partners, firm-wide, 30% club – more active promotion of this ▶ Deliver and evaluate new Mentoring Circles for females ▶ Support through people managers – HR to work with People Managers ▶ Sponsorship for future partners – continue with formal sponsorship of those in the partner pipeline, including a new Director Development Centre. 	<ul style="list-style-type: none"> ▶ External, independent audit of our HR policies to ensure they are inclusive, fair and transparent (in conjunction with Race Action Plan) ▶ Regular promotion of success stories – ongoing ▶ Active promotion of Whistleblowing and Zero Tolerance policies (in conjunction with Race Action Plan). 	<ul style="list-style-type: none"> ▶ Gender Balance Partner Sponsors to hold dedicated listening events with senior managers and associate directors: this is the grade at which we seem to be losing people ▶ Horizon-scanning session to check on other external initiatives, trends or awards may be helpful ▶ Annual competitor review of gender balance achievements. 	<ul style="list-style-type: none"> ▶ HR reviewing Recruitment processes through a D&I lens (in conjunction with Race Action Plan) ▶ Active briefings to recruiters on inclusive recruitment actions and stories ▶ Root cause analysis of female manager/ senior manager departures ▶ Active and regular review from HR of exit interview trends. 	<ul style="list-style-type: none"> ▶ Continue to promote Allies to work with and help represent females (partners) ▶ Inspiring stories with a link to our 'Be Yourself' priority – ongoing ▶ Leverage network of champions and U Leaders. 	<ul style="list-style-type: none"> ▶ A clear development plan linked to our 'Achieving My Potential' framework – ongoing ▶ Embed D&I objective into performance management: partners in June 2021; firm-wide in Sept 2021 ▶ Work with HR Managers and PD Manager to ensure balanced groups are put forwards for inclusion on Career Pathway Programme and other development opportunities.



BDO INSPIRE NETWORK EVENTS

BDOINSPIRE



ANNE CLARK



VERONIKA LIPINSKA



RACHEL TUCKER

Over the last 12 months, our BDO Inspire network has hosted a series of skills-based practical networking events online. The advantage of virtual events is the number of attendees is unrestricted and we have the ability to record the event.

BDO Inspire continues to adhere to the motto that what is good for women is not necessarily bad for men and encourages all genders to attend. We believe that the more understanding of the issues that women face, the better.

Events in the last year included:

- ▶ Personal brand
- ▶ Modern masculinity and its benefit to all genders
- ▶ Glass ceilings and concrete walls: a panel discussion of experiences of BAME women in the workplace
- ▶ 'Seven essential steps to bringing your dream to life' with Sonia Jackson Myles
- ▶ 'Phasing of a woman's career – where are we now?' with external speaker Dr Deirdre Anderson.



OUR ENTIRE BDO UK POPULATION IS **48%** FEMALE.

WE SIGNED UP TO HM TREASURY'S WOMEN IN FINANCE CHARTER IN 2018.

OUR CURRENT TARGET – WHICH WAS AMENDED LAST YEAR DUE TO COVID-19 – IS TO ACHIEVE **20%** FEMALE PARTNERS BY THE END OF 2022.

THIS YEAR, WE HAVE CONTINUED TO PROGRESS AND ARE NOW AT **17%** FEMALE PARTNERS. WE ARE ON-TRACK TO MEET OUR **20%** TARGET THIS YEAR.

WE HAVE CONTINUED TO IMPROVE OUR GENDER PAY GAP YEAR-ON-YEAR, NOW AT **11.79%** MEDIAN (DOWN FROM 16.9% IN 2020).



RUTH IRELAND

Risk and Advisory Services Partner, partner sponsor for our BDO Inspire Network, wannabe chef and obsessive orchid-grower

We know we're already doing a lot of the right things; they simply take time to become sustainable, long-term fixes. It won't happen overnight but, with the support of our people, we know we can make sure our future statistics reflect our current ambition. To keep our balance, we must keep moving – today, tomorrow and for as long as it takes to remove barriers to equality.



"The event was so inspiring... I hope there will be more."

"Hearing people's experiences was quite moving and really valuable."



LISTENING TO UNDERSTAND – THE STORIES

"It's like cycling: in order to balance, you need to keep moving." That was the opening quote we used in a report we published on the Gender Balance Listening Events which Paul Eagland and Wendy Walton held in January and February 2021.

Over eight Listening Events, we heard from 160 of our women from senior manager to director. It was at these grades where our data showed we lose senior women. And we wanted to listen to understand why. And what we heard was that each personal story and experience was different. It was clear: if we want to help each person succeed, we need to first understand what success means to them.

The events concluded with four common areas that the women felt determined the success of their individual progression:

- ▶ The support of their people manager and team
- ▶ Their ability to access professional development – particularly coaching, learning opportunities and mentoring
- ▶ The support structures around them in their work-life set-up
- ▶ Their own desire for progression at a given time.

Insights from the event were then fed into an updated version of our BE INSPIRED action plan.

IN OUR RECENT LISTENING PROGRAMME:

- ▶ Among white colleagues, there were no notable differences in responses between male and female colleagues at a firm-wide level
- ▶ BAME women working in our Quality and Risk team gave particularly favourable responses
- ▶ Asian-Chinese female colleagues gave favourable responses in most categories
- ▶ BAME, particularly Black, women had lower engagement scores than their Black and BAME male colleagues. We're planning a listening event for BAME Women to hear more about how we can better support.



30 MENTEES AND 30 MENTORS

TOOK PART IN THIS YEAR'S 30% CLUB MENTORING PROGRAMME.

4.1% OF OUR WORKFORCE HAVE BEEN ON FAMILY LEAVE IN THE LAST 12 MONTHS.

52% OF THOSE TAKING PATERNITY LEAVE WENT ON TO TAKE SHARED PARENTAL LEAVE.

OF ALL OUR PARENTAL LEAVE, **15%** WERE SHARED PARENTAL LEAVE.

RACE IN THE WORKPLACE



I said last year that 2020 needed to go down in history as a turning point to sustainable, systemic change in racial justice – in society, for individuals and in the workplace. How we continue to respond in 2021 and 2022 is key. It is neither easy nor quick to solve – but we know that racism will not disappear and true equality will not be achieved without consistent, intentional action.

HAMID GHAFOOR

BAME Network partner sponsor, leader of BDO's Risk Advisory Services and Not For Profit teams in the North, and Liverpool FC fan

In Autumn 2020, BDO published its Race Action Plan. This detailed how we can increase BAME representation, and particularly senior representation, and drive sustainable, long-term change. Our Race Action Plan uses the Business in the Community's Race at Work Charter as its framework.

In the last 12 months, we have:

- ▶ Held ourselves accountable to sharing progress with our BAME Network and Black Consulting Group – and via live firm-wide events hosted by our Managing Partner
- ▶ Launched BAME Mentoring Circles, Reverse Mentoring and one-to-one mentoring programmes
- ▶ Introduced Inclusive Leadership and ED&I training
- ▶ Organised our first Black Heritage work experience programme for Summer 2021
- ▶ Signed up to the #10000BlackInterns programme
- ▶ Reviewed the demographic of our brand ambassadors on college campuses
- ▶ Conducted an external, independent audit of our HR policies to ensure they are inclusive, fair and transparent
- ▶ Collected more demographic data to help us better understand our population; while not yet fully comprehensive, it suggests that circa 12% of our BDO population are BAME
- ▶ Published our ethnicity pay gap data: 2.13% median and 10.10% mean
- ▶ Actively promoted our Whistleblowing and Zero Tolerance policies
- ▶ Improved our exit interview analysis
- ▶ Supported our BAME Network and Black Consulting group in their forums and events – including an expansion to a regional BAME Network outside of London
- ▶ Worked alongside the accountancy profession by launching the Black Professional Services Collective with the other major professional services firms.

Our Listening Programme tells us that our Black colleagues gave a lower-than-average score when answering if people from different backgrounds can be themselves and thrive at BDO. 94% of Black African men are proud to work for BDO; far higher than other communities. But BAME and particularly Black women were less engaged than their male colleagues in most categories. This reminds us that we still have a long way to go and that we need to remain committed to delivering our Race Action Plan in a very individual way.



RACE ACTION PLAN: OUR 5 COMMITMENTS



LEADERSHIP SUPPORT	CAPTURE DATA	ZERO TOLERANCE	EQUAL RESPONSIBILITY	HELPING YOU SUCCEED
<p>01 We will support our Race Action Plan from the top.</p> <ul style="list-style-type: none"> ▶ Assigned Managing Partner as Exec Sponsor ▶ Created a team to support the Exec Sponsor to implement the plan ▶ Briefed our Leaders and U Leaders on the plan. 	<p>02 We will measure and report on our data and progress.</p> <ul style="list-style-type: none"> ▶ Capture, measure and publish data ▶ Starting with our Ethnicity Pay Gap Reporting ▶ Use Workday to improve data collection ▶ Actively monitor pipeline. 	<p>03 We will have zero tolerance to racial harassment and bullying.</p> <ul style="list-style-type: none"> ▶ Committed at both Board level and firm-wide to zero tolerance of racial harassment and bullying ▶ Define and promote what 'zero tolerance' looks like for us ▶ Promote whistleblowing policy. 	<p>04 We will take equal responsibility for equal opportunities.</p> <ul style="list-style-type: none"> ▶ Making it clear that supporting equality in the workplace is the responsibility of all leaders and managers ▶ Unconscious bias and inclusive leadership training, starting with partners and people managers. 	<p>05 We will help you succeed.</p> <ul style="list-style-type: none"> ▶ Taking action that supports ethnic minority career progression ▶ Career support: launch mentoring circles ▶ Tailored development pathways ▶ Identify sponsorship and partnership options.



DALTON BROOKS
National Credit Control Senior Manager and Chair of BDO's Black Consulting Group

The Black Consulting Group's aim is, simply put, to educate. And by doing so, debunk misconceptions and bring our people closer together. BDO's key differentiator is its people. If we continue to increase our knowledge, tolerance and understanding, by definition we remove hidden barriers such as unconscious bias, allowing all to be their true authentic self and to reach the highest heights. When we successfully achieve this, we will unleash BDO's true potential. How awesome would that be?



BAME NETWORK

OUR BAME NETWORK ACTIVITY

- ▶ **LOCAL LISTENING EVENTS** FOLLOWING THE MURDER OF GEORGE FLOYD (JUNE AND JULY 2020)
- ▶ **LAUNCH OF BDO'S RACE ACTION PLAN** AND BLM CONSULTING GROUP (SEPT 2020)
- ▶ **BLACK HISTORY MONTH** (OCTOBER 2020)
- ▶ **BE YOURSELF** LIVE EVENT INCLUDING AN UPDATE ON PROGRESS AGAINST THE RACE AT WORK CHARTER – (FEBRUARY 2021)
- ▶ **ANTI-ASIAN HATE: END THE VIRUS ON RACISM** TEAM TALK (APRIL 2021)
- ▶ **ONE YEAR ANNIVERSARY OF GEORGE FLOYD** (MAY 2021)
- ▶ **BLACK CONSULTING GROUP – OPEN FORUM: RACIAL ABUSE OF BLACK FOOTBALL PLAYERS** (JULY 2021).

SUPPORTING BLACK TALENT



KUDZANAI MUMBURE

Financial Services Advisory Associate Director, ICAEW Members and Commercial Board member and mother of a teenager who trained with the Bermuda National Women's Volleyball team

After receiving sponsorship from two partners, I attended a leadership training programme run by Santander called Accelerating You: Black Talent Development Programme. I did not know what to expect but, by the end of the first workshop, I was just blown away! The modules covered how to bridge professional development with your own personal values, what Black Experiences are like, and how to use leadership skills to address your own personal challenges.



BDO'S BLACK HERITAGE PROGRAMME



AISHAT OLA-SAID

HR Assistant Manager and new mother

We analysed the experience of candidates through our recruitment process. This confirmed that Black candidates were underrepresented at application and hire stages when compared with their proportion of the UK graduate population.

In response, we developed our first ever Black Heritage Insight Week. Open to first-year university students of black heritage, it is an early engagement programme aimed at providing a pathway for Black students who may not have considered the accounting profession but would be a great fit for our firm. We initially planned to offer 25 spaces but – due to the overwhelming number of applications we received – we hosted 29 black heritage first-year university students for a week of inspirational talks, networking and training sessions delivered by 86 partners, directors, managers and trainees who volunteered from across our offices and business streams.

At the end of the week, over 90% of the participants were tracked onto our summer internship process, offering our business the added benefit of retaining the talented individuals we were able to connect with through the programme. In addition, many of the participants will become university Brand Ambassadors over the upcoming autumn term, allowing us connect with even more students on university campuses across the UK over time.



BAME NETWORK MENTORING

We launched a BAME Mentoring Scheme in summer 2021 to allow BAME Network members to be paired to a mentor with a similar background. The programme is designed to help members grow their networks and build confidence through developing leadership skills. The programme will run for 10 months from July 2021 and will start with a launch event hosted by the Learning and Development team outlining how to get the most out of the mentoring relationship.



A NETWORK OF NETWORKS

As many of us reflect on what 'belonging' and 'community' mean to us in a COVID-19 world, we thank our Network groups for creating a place for our local communities, in which we can provide support, promote inclusivity and encourage all of us to be ourselves.

We aim for our Networks to be well-represented groups, with access to strong and prominent role models. We embrace individuality along with collaborative working; Being Collaborative is critical between our Networks. We believe that 'difference' is what makes us great and what strengthens our team, which is why we foster an inclusive culture at BDO that encourages people to be themselves.

You can read more about our BDO Inspire women's network and BAME Network on pages [29](#) and [32](#) of this report.

BLEND NETWORK



TIM THORNTON
Forensics Senior Manager and long-time chair of our BLEND network

BLEND is our lesbian, gay, bisexual and trans (LGBT) network. Our network's objective is to help all of you to live your professional life as you. We understand that you are going to be less effective in your job if you don't feel comfortable at work and feel you need to modify your words and behaviours to 'fit in'. We aim to create and promote a safe, open-minded and encouraging work environment when it comes to matters of gender and sexual identity, so that everyone can thrive.

The network name 'BLEND' recognises that BDO, and indeed the world, are not homogenous environments but that society is made up of a

blend of countless intersecting identities. BLEND signifies that we strive to employ, support and nurture a diverse workforce.

Through internal and external networking, we aim to:

- ▶ Support employees on matters of non-traditional gender and sexual identity
- ▶ Provide an official channel for raising and dealing with issues concerning gender and sexual identity
- ▶ Tackle and prevent instances of prejudice, improving internal practices as needed
- ▶ Enhance our understanding of, and connection into, the LGBT client landscape
- ▶ Support inclusive recruitment
- ▶ Ensure BDO is partnered with the right organisations to help us succeed
- ▶ Bring our network together around social occasions – even if it has been virtually during COVID-19 times.

ENABLED NETWORK



ADAM SPIRES
Public Sector Partner and Back to the Future lover – Great Scott!

In 2019, we found that 13.6% of our people identified as having a disability (including long-term conditions) and 3.7% of our people identified as a carer.

In 2020, we established the Enabled Network, open to all – whether you have a disability or long-term health condition, are caring for such an individual, or want to be an ally. The Network's vision is to build on the inclusive culture of BDO where you can Be Yourself and create an environment where anyone identifying as having a different ability can truly thrive.

We aim to support all BDO employees with a long-term health condition and carers, both practically and emotionally, sharing practical solutions and ideas.

We want to learn and educate ourselves and others about the multitude of conditions which may be impacting our colleagues, and to address misconceptions about disabilities and promote understanding.

And we want to be advocates for policy change within BDO to ensure we continue as an inclusive firm for our all our employees, our clients and society.

Personally, I have been absolutely delighted and overwhelmed with the level of engagement and interest in the Enabled Network. The fact that the article on my autistic son was one of the most read and commented articles on our intranet pages all year demonstrates the level of passion for ensuring equality and opportunity for those with long-term health conditions and those who are neuro diverse. We are exploring new ways of working to support our colleagues who identify as having a disability, as well as those who are carers.

MUSLIM NETWORK



ABLAH SHABBIR

Quality & Risk Management Associate and walking enthusiast

BDO's Muslim Network supports Muslim employees to practice their religion in a manner balanced to the professional environment; recognising that both work and faith are essential elements of daily life. Our network provides a forum for discussion and events on a variety of topics such as raising awareness and understanding of Islam, charity and community work. We also aim to support the firm's business objectives by promoting the firm to alumni and other networks.

Our Ramadan challenge this year was to complete the Quran as a collective across the month of Ramadan, helping us to stay connected with our network members as well as other colleagues at a time where we couldn't be together.

Our chosen fundraising campaign of the month was the Restoring Hope campaign run by the charity Forgotten Women. We raised more than £1,500, which was matched by BDO.

We hosted a virtual workshop in February called 'From Ibn Sina to Myers Briggs: Exploring the connection between physical and mental health' with external speaker Mohammed Isaaq. This session provided practical tools to improve emotional/physical health and increase self-awareness through the four temperaments framework – a framework dating back to Hypocrates and Plato, and which has most recently been adopted by Myers Briggs with his theory of the 16 personality types. Very positive feedback was received from Muslim and non-Muslim employees alike.



KARIM BEREKSI

Principal Consultant – International Projects Group and, as a fan of Value For Money, he got married during lockdown

CHRISTIAN NETWORK



ROGER BUCKLEY

Corporate Finance Partner and Christ-loving, rugby-loving, voluminous tea drinker

We recently celebrated our 1st birthday as a Network and gave thanks to an amazing God who has done amazing things throughout the year. It's been a year of stark contrasts, of struggles and real difficulties but also of deep hope and encouragement. We have seen so much love.

Despite home working, during the year we've been able to 'meet', nationally, three times a week and share time and study and pray together, forging connections and friendships across the firm.

Our Yammer page has been busy with over 200 messages and over 21,000 reads. It's also been an active time for us within the firm; enjoying three services celebrating Christmas, an Easter service and six external speakers, including a sitting judge, who examined the evidence for Jesus' resurrection: "Was the tomb empty?"

JEWISH COMMUNITY NETWORK



RICHARD LEVY

Audit Partner, keen swimmer and early riser

Our Jewish Network's aim is to raise awareness and understanding across the firm about some of the key elements of the Jewish faith, including dietary laws, weekly Sabbath observance and the Jewish festivals.

Each year – COVID-19 aside – we hold a number of internal networking (early evening) events, typically around the dates of the major Jewish holidays. We also encourage our Jewish employees to get involved in the external charity events in which the firm participates on a regular basis. We help to support the firm's long relationships and strong business connections with the Jewish Community, with a view to helping entrepreneurially-spirited and ambitious businesses and individuals to succeed.



AGILE WORKING

WHAT DOES THE NEW WAY TO WORK LOOK LIKE AT BDO?



We recognise that changes that businesses make at this stage will have an impact on the retention and attraction of talent, how we deliver quality work and the long-term success of the business. We recognise that the expectations of our people have changed. Ultimately, we want to take the best of what we had before March 2020 and evolve on this by adding the best of what we've learnt over the last 18 months.

JON RANDALL

Head of Transformation and obsessed with motorcycles that go really, really fast

The last 18 months changed the world of work as we knew it. 2020 taught us that there are alternatives to the traditional daily commute and offices lined up with banks of desks, which can still allow us to be productive, collaborative, connected to and adding value, whether to our clients or to BDO.

But it also reminded us how much we all appreciate and value the social interaction that comes with seeing our colleagues in person. That interaction enables us to maintain social bonds and a strong sense of community with our clients and colleagues.

Importantly, it showed us that some tasks are best done from an office – and that some tasks are best done from elsewhere.

Which is why BDO is introducing more flexibility and choice through Agile Working as the way that we will work once COVID-19 restrictions allow.

WHAT IS AGILE WORKING?

Put simply, you will work how, when and where you are most productive.

At the heart of our Agile Working vision is flexibility, choice and trust. This involves consideration for 'when' and 'where', combined with 'how' we work. This means balancing business needs with personal needs.

For some tasks, you'll need to be on a client's site to be productive.

For some tasks – for example training, work shadowing, team collaboration, networking, project milestones, interviews – you'll be more productive in an office, which we'll be calling Hubs.

For some tasks – for example laptop-based work, fully-virtual meetings – you may be more productive at home.

When you visit your Hub, you'll find new spaces – designed by leading external consultants – to meet, chat, create ideas, meet clients and see BDO teamwork at its best.

When you work from home, you'll have the technology and kit you need to deliver the usual high-quality work that people have come to expect from BDO.



WHAT IS WORKABLE?



KAREN DUFFIN
Director of Transformation, interior design fan and weightlifting enthusiast

Working with employee focus groups and business leaders, we have created a framework to help people as they consider what Agile Working could mean for them, their team and their clients.

That framework is called **WORKABLE**. We use it to **"make work work for everyone."**

The purpose of **WORKABLE** is to provide guidance and clarity to ensure that we all individually and collectively continue to deliver high-quality service to our clients and remain connected and able to collaborate with each other. Each business area will then flex this at a local level to ensure that **WORKABLE** works for their specific client and team needs.

We are all different, we all have different needs and work in different ways. To make Agile Working a reality, it will take time and will evolve – and we will need to learn and adapt as we go. For **WORKABLE** to work, we have to work together as we all learn to work in a new way.

WORKABLE

MAKING WORK WORK FOR EVERYONE



OUR LITERATURE



2020/21 PULSE SURVEY RESULTS:



Our Agile Working vision has been created in response to the changes that we are seeing in the market, the changes our clients are experiencing, advice from external experts and what we heard from our people in the 'COVID-19: Tell us what matters most to you' survey. These insights told us that, whatever we do in the future, we need to offer agility, flexibility and choice. This in turn will offer many positive opportunities for our clients, our people and our firm.



FOR OUR PEOPLE, WORKABLE aims to offer more choice and flexibility to plan around work and life that can lead to improved wellbeing, access to more diverse projects and learning opportunities and ultimately increased job satisfaction.

FOR OUR FIRM, it aims to give us access to broader and more diverse talent. It helps us to be better prepared to respond to future change and enables us to continuously evolve alongside the changing needs of our clients and people.



REBECCA MCCLURE

Advisory and Global Business Services and Outsourcing, and convention-breaking solo mum

WORKABLE is great. I can use the time in the office purposefully for interactions where I can get the best outcomes from being face to face (which I have really missed). But then I can work from home for desk work and/or calls. This was always my preference anyway, but it is nice to have a framework that supports this way of working and reduces the need to travel into a Hub unnecessarily.



ELIZABETH HOLDER

Senior Transformation Manager and mum to toddler with attitude

Perhaps the most profound lesson is the critical role our collective wellbeing plays in the success of our firm. To make Agile Working a reality, it will take time and will evolve – and we will need to learn and adapt as we go.



JINESH TIMBADIA

Junior Tax Associate and Formula1 Fanatic

The new **WORKABLE** framework is very intuitive. In such an unprecedented world, it gives me the autonomy to work around a schedule that suits me without losing the importance of a collaborative office workspace to gain the best interaction with team members.

BAKER STREET NEW HUB



NIK MILLER

Director of IT, Arsenal FC fan and Staffy puppy owner

Technology has played a critical role in our ability as a firm to continue to operate and deliver services to our clients as we moved into a remote working environment. It will also underpin our ability to successfully implement Agile Working, making it easy to move around different locations.



ANNELI BACKMAN

Director of Operations, ESG Executive member and design enthusiast



ANGELA FOYLE

Quality and Risk Partner, accountancy sector representative on numerous Government economic crime groups and lover of interior design, fabrics, textures and colours

WORKABLE is a real positive. It allows me to plan my day and work in a way that is the most efficient, whether that is drafting a paper in a quiet space, brainstorming with colleagues in a collaboration area or working from home. The new layout and furnishings make the office a great place to be.



PETE ACLOQUE

Audit Partner and free-diving orchardist

Working remotely, I soon realised how much I missed socialising and collaborating with my teams and clients but also that, when I need to focus, working from home can be really efficient. **WORKABLE** feels very different to how I have worked in the past. It gives me choice and flexibility over where I locate myself, having considered where I will be most effective for my clients, my teams and myself.

desks and chairs no longer suitable for use. Any timber we're using is FSC certified and much of the new furniture is made from recycled materials. For example, chairs made from upcycled plastic household waste, carbon-neutral carpets and acoustic curtains 100% made from recycled plastic bottles by UK-based manufacturers. We will continue working with suppliers and make eco-friendly decisions in the future.

LISTENING

HOW DO WE MAKE SURE OUR EMPLOYEES HAVE A VOICE AT BDO?



NICOLA LALLY

Director of Communications, Co-Chair of ESG Exec and so pleased home-schooling is over

“We have two ears and one mouth, so we should listen twice as much as we talk.” This concept is important for our communications approach at BDO. We need to listen – not just to reply but to really understand. Ensuring our employees have a voice helps us to gauge how two-way communication is going, to surface day-to-day micro challenges that people may face and to assess what’s happening culturally at BDO. We need to use both informal and formal ways of listening to our people and encourage speaking up; after all, that’s what our Being Bold value is about.



THE STORIES

Our Managing Partner has conducted a series of Listening Events over the last year, including:

- ▶ With our Black colleagues, which continued into Autumn 2020 as we launched our Race Action Plan
- ▶ With our directors and principals to understand their views about the firm, as current and future leaders of the firm
- ▶ With females who are senior manager or above to explore what success means to them and any barriers to their career progression
- ▶ With our partners to explore their views on what BDO’s social impact is and how we can evolve it post-COVID-19.

We share important learnings with the relevant groups to ensure action is taken, and we can keep improving as a business.



MARK SPENCER

Financial Services Accounting and Corporate Reporting Advisory Leader

It makes you feel very valued to know that the Managing Partner of such a large and multifaceted firm as ours is keen to take time out of his busy day to listen to you and hear your views and experiences. The event that I attended was brilliant: an opportunity to put our thoughts and ideas forward in what was genuinely a safe space. We covered post-COVID-19 recovery, Agile Working, how it felt to ‘live in the office’ during lockdown and the importance of both our culture and quality as key intangibles that bind us.



THE STATS

In this year's Listening Programme, we analysed sentiment from more than 4,000 people working at BDO. Using the concept of "Make BDO your best place to work", they completed a survey to help us test two things:

1 ENGAGEMENT: what is it like to work at BDO?

2 CULTURE: how does our culture help us to deliver on our commitment to Quality, Independence and Ethics?

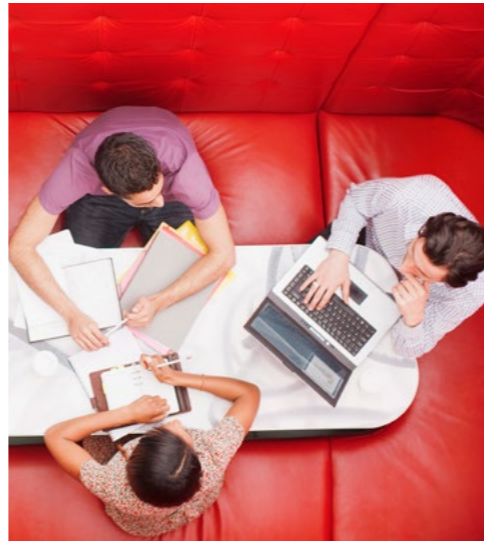
RESULTS:

1 WHERE WE'RE AT OUR BEST

- ▶ **Our engagement score is 78%.** Our people feel proud to work for BDO, would recommend BDO as a great place to work and feel a strong sense of belonging
- ▶ **Our culture is very positive.** The top words people chose to describe it include 'Friendly', 'Respectful', 'Client Focused', and 'Supportive'. And our Values are woven into our culture with 77% of people saying they see the Values demonstrated in their team's behaviour
- ▶ **Our People Managers are making a positive impact.** Those who feel their People Manager does all elements of their management role well have a better overall experience of working at BDO.

2 WHERE WE NEED TO FOCUS

- ▶ **Ongoing commitment to supporting Wellbeing.** As we emerged from a third COVID-19 lockdown, levels of strain were present across the firm.
- ▶ **Our culture of 'challenge' needs to evolve** to ensure compliance remains high and our people are supported to make the right decisions for clients and the firm in the moment.
- ▶ **Boosting connection with our business strategy.** We need to re-connect our employees with our BUILD strategy, which is now coming into its fifth year.



WHAT DO WE DO WITH THE INSIGHT?

Centrally, we work with our Leadership Team, U Board and Operations Board to explore our response and action. Locally, our Stream Executives and local partner groups work with their HR Managers to respond to specific local feedback.

This year, we also provided some People Managers with insights into how their team feel about their management style, so they can improve how they support their teams.



LOUISA CONSTANTI

Senior HR Programme Manager and London food scene lover

The power of deep listening is just as important in the workplace, as it is in our personal lives. This year I have been really privileged to help us deepen our firm's listening skills with our new-look Listening Programme. This sits alongside other types of listening, such as our pulse survey in late 2020, targeted listening events, exit surveys, Yammer and others. Together, these help the firm to really understand how we all feel, and how we can all be better connected as a group of unique individuals. By continuing to listen carefully to all voices internally, we can set ourselves up for a really bright future.



SIAN EDGINTON

Senior HR Manager and mother to three teenagers and an 18-month-old cocker spaniel

It's important to act on the insights gained through the Listening Programme survey because, put simply, it helps us all to succeed. Acting on the feedback helps the firm to achieve its ambitions, helps ensure, and demonstrate, that our leaders are listening, and makes us all feel empowered that we can make a positive difference.

SPEAKING UP



PAULINE MCGEE

Head of Quality & Risk Management Team and fitness enthusiast

We encourage our people to speak up and raise any concerns they may have about the conduct of colleagues, clients and suppliers. We have three tools to practically help people: firstly, our Values, which people can use as a guide for what behaviours are or aren't acceptable. Secondly, our Code of Conduct, which is a framework to help us do the right thing. And thirdly, on the (hopefully rare) occasions when people have concerns, they can access a completely independent organisation to confidentially report these concerns, free of charge and available 24/7.



JESSICA WANNENBURG

Senior IT Project Manager and outdoor adventurer

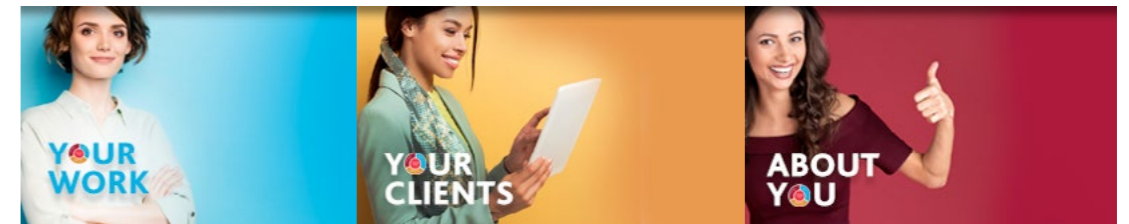
There are many emotions people may have been feeling after a year of uncertainty. This is why it's important for everyone to have an opportunity to voice their opinion. I have a voice and I want mine to be heard, which is why I took part in the Listening Programme survey.



NAZIA NATHU

Senior Internal Comms Manager and lockdown language learner

Hands-down one of the best parts of my job is sharing the stories of our brilliant colleagues. Personal stories are always the most read on our intranet. Our local champions – for example Wellbeing Champions, Core Purpose Champions or Citizenship Champions – are great sources of stories for us, so we can share our employee voice through real stories.



OUR SHADOW U BOARD



ANGELA CROSS

U Board member,
North West Head of Tax,
Liverpool FC fan and
new-found gardening lover

We've established a Shadow U Board to help us gain more insight for the key strategies for the U Board from people at different levels of the business, to drive forward some initiatives and to provide a channel to get a clearer idea of the views of the more junior members of our respective teams.

In the last 12 months, the Shadow U Board has been consulted on a number of issues including ED&I, our Social impact and Agile Working.

THE U BOARD STRATEGY WILL SHAPE, STRENGTHEN AND EMBED OUR INCLUSIVE CULTURE – FOR TODAY BUT ALSO TOMORROW

FOSTERING A UNIFYING CULTURE WHERE WE ARE ENCOURAGED TO BE OURSELVES, ARE INSPIRED AND CHALLENGED, COLLABORATIVE AND SUCCESSFUL

WELLBEING
'Successful and Collaborative'

BE YOURSELF
'Diversity and Inclusion'

CITIZENSHIP
'Challenged and Inspired'



LAURA HARPER

Tax Risk Associate Director and
weightlifting convert

Being a part of the Shadow U Board is important and interesting as it allows me to gain a deeper understanding of the firm's strategy and how we can play a key role in driving those initiatives forward. It allows me to gain the perspective from others across offices, different grades and disciplines and provides me with a voice for my colleagues.



VALUES

HOW DO WE BEHAVE AT BDO?



KAREN DUFFIN

Director of Transformation, interior design fan and weightlifting enthusiast

If our Core Purpose defines 'why' we do what we do, our Values define 'how' we behave along the way.

Last year, we introduced a new set of four Values for BDO, replacing the set we'd had in place for more than 18 years. We ran a 12-month programme of focus groups, workshops and surveys to agree the new values. We wanted everyone to have their say in shaping the Values.

Those new Values are now becoming embedded into our processes, policies and everyday language.



Our Values are more than just a component of our Strategic Framework. They set out what is important to us and define the behaviours that we all commit to live by with each other, our clients and society as a whole. Our Values are not just the cultural glue or our firm; they also represent what we all have in common that binds us together as a community.



BEING BOLD

BEING BOLD means we are ambitious, innovative and passionate about the things we do. We're curious, initiate ideas and make change happen – even if it sometimes feels uncomfortable. We are willing to try something new and prepared to take appropriate risks but never to the detriment of quality or our Code of Conduct. Today's fast-changing world demands us to be forward-thinking, pragmatic and willing to positively challenge the way things have always been done – to come up with new and innovative ways to help us succeed.

WE DO THE RIGHT THING BY:

- ▶ Innovating and being open to new ways of doing things
- ▶ Being solution-focused and passionate about the things we do
- ▶ Challenging the status quo
- ▶ Stepping out of our comfort zone
- ▶ Leading by example.

AND WE DON'T:

- ▶ Allow fear of failure or uncertainty to hold us back
- ▶ Assume innovation is someone else's responsibility
- ▶ Give up when things don't go to plan.

BEING COLLABORATIVE means that we recognise the power of supporting and working with each other, our firm and our clients. It is a way of working where everyone has an important role to play, and we believe in empowering and helping one another. To enable this, we build meaningful relationships based on trust, understanding and respect for the unique perspectives, skills and qualities that we each bring. Above all, we are committed to supporting each other and sharing our knowledge, experience and expertise to help others to succeed.

BEING COLLABORATIVE

WE DO THE RIGHT THING BY:

- ▶ Working as a team to achieve successful outcomes aligned to our strategy
- ▶ Supporting and encouraging each other
- ▶ Helping one another to overcome challenges
- ▶ Sharing our knowledge, skills and experience and learning from everyone we interact with
- ▶ Acknowledging others for their contribution and celebrating achievements.

AND WE DON'T:

- ▶ Create barriers that disrupt collaboration
- ▶ Forget the wider needs of the business and our teams
- ▶ Take people or relationships for granted.



BEING RESPONSIBLE AND ACTING WITH INTEGRITY

starts with a recognition that we have a choice in how we act, respond to and influence the world around us, conscious of our impact on others, our firm, our clients and the environment. It is about taking responsibility for our actions and learning from our mistakes. It extends to our commitment to acting ethically with integrity, professional competence and scepticism, objectivity, due care, confidentiality and, when appropriate, with independence. Always delivering high-quality work with the public interest in mind.

RESPONSIBLE AND ACTING WITH INTEGRITY

WE DO THE RIGHT THING BY:

- ▶ Acting objectively and with good judgement
- ▶ Taking responsibility for the impact of our choices, actions and behaviour on those around us, our local communities and the environment
- ▶ Delivering to the highest possible quality standards and taking pride in everything we do
- ▶ Being professional, thoughtful and considerate in all our interactions
- ▶ Acknowledging when we have made a mistake and taking action to correct it.

AND WE DON'T:

- ▶ Compromise on quality
- ▶ Avoid problems if they need resolving
- ▶ Fail to consider and apply the audit firm governance code and the ethical standards.

BEING GENUINE means we are true to who we are. We're honest about what we think, believe and feel – as well as our own vulnerabilities. We embrace individuality and difference, which means we don't judge the beliefs and opinions of others, but listen and, where appropriate, learn from them. Being true to ourselves means we speak up when we don't agree with something, but also acknowledge when we're unsure or have got something wrong. Trust has to be earned and we nurture it by being authentic, generous and respectful of others.

WE DO THE RIGHT THING BY:

- ▶ Remaining committed to who we are
- ▶ Sharing our opinions and listening to the views of others
- ▶ Respecting and learning from each other's differences
- ▶ Treating others with kindness, respect and understanding
- ▶ Asking for help when we need it.

AND WE DON'T:

- ▶ Pretend to be someone we are not
- ▶ Accept dishonesty, insincerity, exclusion or harassment
- ▶ Disregard opinions and beliefs because they differ from our own.

BEING GENUINE

HELPING BUSINESSES SUCCEED

FIND OUT ABOUT OUR COMMITMENT TO QUALITY, INDEPENDENCE AND ETHICS

- ▶ Rethink: How do we help clients succeed?
- ▶ Spotlight on Audit: How does our culture drive our commitment to quality, independence and ethics?
- ▶ Transformation and Innovation: How will BDO keep adapting to change?



HOW DO WE HELP CLIENTS SUCCEED?



JESSICA GOWAR

Director of Markets, Sales and Clients and a whisky-loving Canadian

Just before the UK went into the first national lockdown, the most frequent question BDO people were asking was: "what can we do to help?" Our BDO advisers wanted to use their skills, experience and time to help businesses succeed.

Zoom forward 18 months and UK businesses are operating in a new reality. Their supply chains, workforce, sales and financial health will have been impacted. Governance, risk management and regulatory controls will have shifted. They need to rethink many aspects of their business.



One of the important aspects of our Unifying Culture is that we can pull the right experts together to help our clients tackle their challenges at the right time.

TO HELP, WE CREATED A SIMPLE RETHINK MODEL

It covers three stages of business response – **React**, **Resilience**, **Realise**:

1. **How to React** to the crisis: ensuring that measures are taken to secure business survival in the short term
2. **How to build Resilience** throughout the prevailing business environment; safeguarding vital elements of a company where necessary
3. **How to look forward to Realise the future** benefits of sensible business decisions taken calmly and pragmatically.

Our latest research reveals that **half of UK businesses** are still in the 'Resilience' phase of responding to the pandemic.

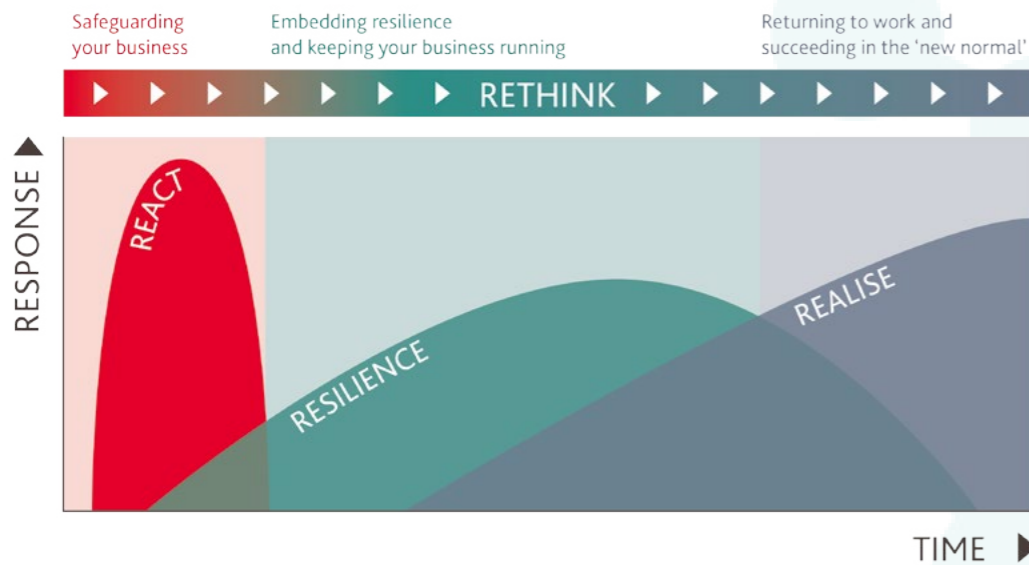
100 *Rethink* #WinningStories shared on our internal social network.





RETHINK MODEL

It recognises that businesses were in different stages in their life-cycle as they entered the pandemic – and are certainly in different stages now. And we can then map across BDO’s capability as a firm to respond with suitable support and solutions. Once we created the model, we realised that the framework is relevant beyond a crisis: whether post COVID-19, a change in management, or expansion considerations.



ARBINDER CHATWAL

Head of India Advisory Services and Southampton FC superfan

Rethink is a practical model to help business owners and finance directors direct their efforts in a post-COVID-19 era. We have worked with BDO globally to understand what challenges and opportunities our clients are facing in real-time. This provided us with an in-depth, realistic picture of how markets and sectors are evolving and of companies' expectations and priorities.



TIM FOSTER

Risk Advisory Partner and Beagle fanatic

Rethink has helped our teams to have real business conversations with manufacturers, retailers, software companies, real estate developers, building societies, tech and media companies, law firms, private wealth individuals or private equity companies about how to '*Rethink*' how they operate in a COVID-19, and post-pandemic, world.



Deal with the emergency	Anticipate and respond to financial pressures	Sustain client relationships
Interpret / understand events	Sustain operations	Plan for longer term

Is my business prepared to navigate the new reality after COVID-19?

What could international remote working arrangements be?

How should I rethink my Audit Committee?

How do we recover from a crisis?

What does the finance function of the future look like?

What financial controls could support my business?

How can robotics improve resilience and productivity?

What does agile risk management look like?



We are very proud of the work our people have been doing to help businesses succeed during COVID-19. Here are just a handful of examples; we:

- ▶ Advised a lateral flow diagnostics company on their debut on the AIM market
- ▶ Pulled together experts across our financial services, advisory and charities teams to become auditor of one of the UK's largest, FCA-regulated charities
- ▶ Verified expenditure for an international society of charities to ensure funding reached international refugees
- ▶ Advised a major grant-making foundation on how to manage their funds as they seek to grant in excess of \$500m to projects that challenge inequality
- ▶ Conducted financial audits of donor-funded projects for numerous conservation, wildlife and ecological societies.



PEOPLE

protecting, retaining and motivating a workforce



PROFIT

reconsidering a financial strategy



PERFORMANCE

adjusting activity-related initiatives to meet goals



PROCESSES

reframing operations, transactions and interactions



7P

PRODUCTIVITY

ensuring effective operations to stay resilient



PURPOSE

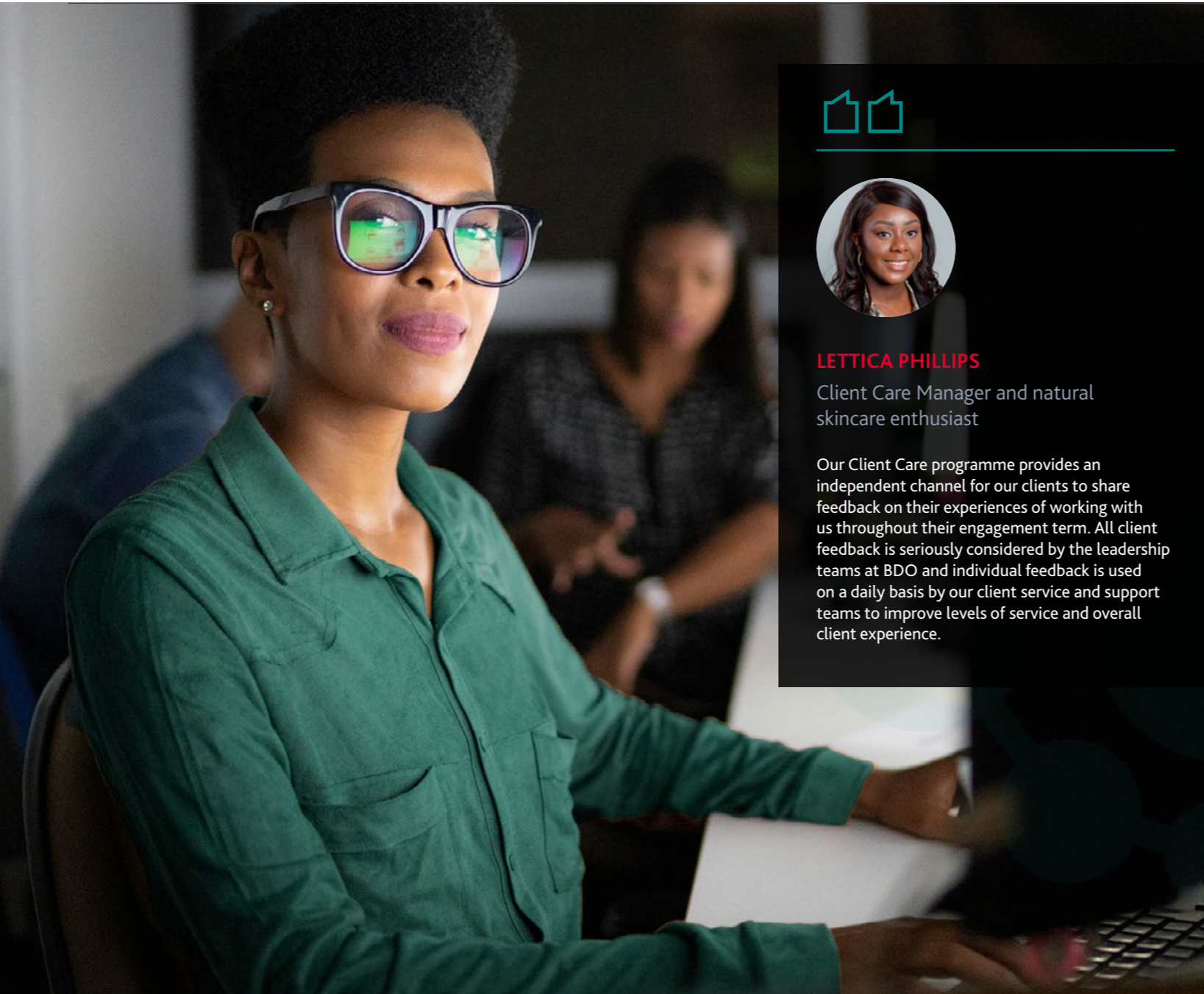
finding WHY that will keep business resilient



PLACE

rethinking the importance of location





LETTICA PHILLIPS

Client Care Manager and natural skincare enthusiast

Our Client Care programme provides an independent channel for our clients to share feedback on their experiences of working with us throughout their engagement term. All client feedback is seriously considered by the leadership teams at BDO and individual feedback is used on a daily basis by our client service and support teams to improve levels of service and overall client experience.



HOW ESG IS HELPING PEOPLE TO RETHINK



MICHELLE CARROLL

Financial Services Partner, ESG Exec Member, avid reader of Green Economy and Social Structures books and Sea Kelp Enthusiast

We provide Environmental, Social and Governance (ESG)-related advice and assurance across our core service offerings, based on companies' needs – from governance, risk management and internal audit to climate change reporting, third-party assurance and responsible taxation. BDO's Rethink model plays an important role here in how we advise clients on how to react to changing sustainable business practices, and effectively and transparently move to resilience and realise phases.

We are helping clients succeed on a variety of sustainability projects, including the development of the circular economy, forest protection technology and renewable power programmes. Our international institutional and donor assurance experts work to ensure transparency in how funding flows through charitable organisations, and work with global climate change bodies on their systems, controls and procedures. The range of accountancy and business advisory work we do to help companies operating in the renewables sector

continues to grow – in the UK but also globally. Our Model Audit team is ranked #1 globally in the renewables sector. We hold important private equity house relationships, who have developed specialist interests in investing in clean energy and infrastructure.

There are also many parts of the ESG market we continue to consider our approach on: how we further develop skills in, for example, hydrogen technology; and how we can help our natural resources clients on their journeys to become more planet- and people-friendly. We carefully consider what work we don't do. We've introduced ESG considerations into our client acceptance decisions, and we've published the principles we adhere to when offering companies and individuals tax advice.

Internationally, we also use and contribute to a global sustainability toolbox to help clients improve their sustainability knowledge and reporting, including Sustainability Diagnostic Tools, eLearning modules and guidance on Taskforce on Climate-Related Financial Disclosure (TCFD) reporting.

We know it is important that we 'walk the walk': that we continue to be committed to progressing our own ESG strategy, whilst also advising clients on theirs.

SPOTLIGHT ON AUDIT

HOW DOES OUR CULTURE DRIVE OUR COMMITMENT TO QUALITY, INDEPENDENCE AND ETHICS?



SCOTT KNIGHT

Head of Audit and weight-lifting enthusiast

The purpose of an auditor is to provide trusted financial information, helping businesses and the broader UK economy to succeed.

This means we need to recognise the importance of fostering a culture of challenge that results in high-quality, ethically-sound work – and particularly in audits that are in the public interest.

There can be no escaping the disappointment we felt when our Audit Quality Review scores fell.

Which means there is more to do. This requirement is as large in scope as it is in purpose.

In the last year, we have bolstered our Audit Quality Plan. To help us keep improving how we consistently deliver high quality, we need to better understand and articulate what a Culture

of Quality, Independence and Ethics – including a culture of challenge – really means to BDO, and how we continue to monitor and evolve our progress.



BDO is committed to Quality, Independence and Ethics. This is embedded in our Strategic Framework, and 'Quality' has been earmarked and promoted as a top priority for the entire firm. Quality being of the utmost importance has the full support of BDO's Managing Partner, Chair of our Unifying Culture Board, Head of Quality and Risk, Head of Ethics, Head of Audit, and our full Leadership Team.

There are many stakeholders who place reliance upon our audit work. They expect us to be objective and to demonstrate integrity in all that we do. Core to this is a culture of challenge and professional scepticism. We encourage and expect our audit teams to:

- ▶ Consult on complex areas
- ▶ Challenge the management of an audited entity on their judgements and estimates
- ▶ Persist in challenging management if they do not address the audit team's concerns, and
- ▶ Perform audit procedures in a manner that is not biased towards obtaining audit evidence that may be corroborative or towards excluding audit evidence that may be contradictory.

These obligations are set out in the relevant ethical standards such as ICAEW Code of Ethics, which map out how a firm and individual accountants are expected to behave. These bring together five fundamental principles – integrity, objectivity, professional competence, confidentiality and professional behaviour. As a firm, we ensure that all our people adhere to these fundamental principles and that they form the backbone of our culture.



It's been an extraordinary year. Against that backdrop, we must continue to focus on audit quality, sustainable and responsible growth, and the role we can play in market reform and restoring trust in business. My focus is on five watch-words: quality, strategy, profitability, risk and enjoyment. We don't want the wrong culture to eat our strategy for breakfast. Culture drives outcomes. So we need to ensure our culture – that is, our beliefs and our behaviours – keeps pointing our compass towards audit quality.

WE HAVE DEFINED A SET OF QUALITY CORNERSTONES:

- ▶ MINDSET
- ▶ KNOWLEDGEABLE, SKILLED PEOPLE
- ▶ DILIGENT, PROFESSIONAL JUDGEMENTS
- ▶ HIGH-QUALITY OUTPUTS.



WHICH UNDERPIN OUR FOUR QUALITY PILLARS; CORE ASPECTS OF ALL AUDIT WORK:

-  Assessment of going concern
-  Audit of revenue
-  Effective challenge of management
-  Detection of material fraud



NICOLE KISSUN

Head of Technical Standards Group and newly-qualified Pilates instructor

Auditors should act in the public interest and work for the benefit of shareholders of audited entities, as well as wider society. We believe that the public interest is best served through executing high-quality audits. How we behave when devising and delivering an audit reveals a lot about the cultural habits we encourage as well as the technical knowledge we impart. How we enable our people with the right mindset, tools and skills to challenge management, as well as within BDO, is critical to that.



CHRIS GROVE

Chair of our Culture Board and very, very, very keen cyclist

Acting in the public interest runs through the core of all of us in the accountancy profession. We believe that the right metrics, values, processes and beliefs will drive the right behaviours. Culture is the intangible construct that explains how we operate, what our shared beliefs are and what we're motivated by.



IAIN LAWSON

Head of Quality and Risk and Scottish, dog lover and owner

There's an interesting cultural dichotomy that we're working through: encouraging a culture of compliance, which ensures standards, conducts and policies are followed, while also encouraging a culture of challenge, which requires our people to be bold, have an inquiring mind, demonstrate professional scepticism and challenge what they see. Culturally, this requires us to embrace behavioural change techniques rather than simply ever-increasing compliance exercises.



Just before our financial year ended, we surveyed more than 4,000 BDO employees about both their beliefs and behaviours, using independent

engagement experts, Karian and Box, to advise us. Through this bespoke survey, we aimed to better understand what our culture of quality and of challenge currently is, what cultural red flags we may have and what our future diagnostics should be. The results are being analysed and discussed with our leadership, colleagues and our regulators in the months ahead.





JOEY YAU

Audit Senior and keen Staycation-er

Dedicating time at BDO's Summer School helped me – and my colleagues – with clear insights into how we all can improve the quality of our audit work and technical knowledge. Doing this as a firm has been fantastic to facilitate collaboration and consolidating of ideas, recent findings and future challenges. The Summer School programme has not only increased my confidence and knowledge in an ever-challenging practice but ensured we all move forward together as a department to deliver high-quality audits.



ANDREA BISHOP

Audit Partner and Greek island wanderluster

Our strapline is Ideas | People | Trust. Ethics and independence are central to restoring trust in both auditors and audit – and to maintaining trust between our employees and the firm. Trust in audit firms improves trust in audit itself, which then increases trust in the capital markets. Being worthy of that trust has always been critical to the success of, and pride in, both our profession, our professional qualification and our own firm. What does that mean for every person in BDO? Personal and professional integrity.



DAVID ISHERWOOD

Ethics Partner, devout Northerner and participates on committees with many acronyms (WCCAEW, ICAEW, IFAC FOF, ACE, GPPC, PRG...)

Internal structures and controls are visible examples of where a firm's commitment lies. Our Ethics team has a direct line into the Managing Partner and Leadership Team, emphasising the importance we place on this area. We also respect and follow the different standards placed upon us as an accountancy firm, including the FRC's Revised Standard 2019 and the ICAEW Code of Ethics. We are proud to be part of a \$10bn global organisation that voluntarily follows the IESBA Code of Ethics for Professional Accountants.



AUDIT QUALITY CORNERSTONES

We believe a key factor to our success is our focus on the component parts required to achieve audit quality on a consistent basis – we call these our key 'Audit Quality cornerstones'.



MINDSET

- ▶ Scepticism
- ▶ Independent
- ▶ Focus on the shareholder as user
- ▶ Robustness and moral courage.



KNOWLEDGEABLE, SKILLED PEOPLE

- ▶ Knowledge of the business
- ▶ Intelligent application of auditing standards
- ▶ Intelligent application of accounting standards
- ▶ Understanding the control environment.



DILIGENT PROFESSIONAL JUDGEMENTS

- ▶ How to assess – benchmarking
- ▶ Where to focus – risk-based approach
- ▶ How to test – audit strategy
- ▶ What to test – materiality and scope.



HIGH-QUALITY AUDIT OUTPUTS

- ▶ Audit reports
- ▶ Management letter
- ▶ Audit Committee reports
- ▶ Top quality financial statements.



LOUISE SAYERS

Audit Partner and newly-qualified club cricket scorer

Challenge, trust and transformation were the three words headlined at the FRC's audit firm culture conference this year. The culture and behaviours expected within an audit firm play an important role in achieving audit quality.



JULIAN FROST

Audit Partner and spinning enthusiast

Important KPIs include revenue per professional and utilisation rates. Both increased moderately last year, in part due to lockdown pressures. But we are aiming to control those metrics through both a culture and a quality lens: to ensure we consider our people's workload and wellbeing, and that we aren't diluting their capacity or ability to deliver quality audits. A culture of challenge and quality needs to also be a culture of fulfilment and enjoyment.



HANNAH SCARBOROUGH

Audit Strategic Relationship Manager and lockdown new puppy owner

Purpose and policies need to work hand-in-glove. In responding to the Government's consultation on restoring trust in audit and corporate governance, our overriding objective is to raise quality standards to achieve world-class audits, sustainable growth, and maintain the UK's position as a premier capital market. Our recommendations will help both the UK economy and the audit profession to succeed.



RYAN FERGUSON

Head of Audit Quality and BBQ King

Determined to improve our Audit Quality, we have committed an additional £3m to our central audit quality support functions, as well as taking on around 250 additional professionals in audit. Our internal Audit Quality Plan centres on enhancing the audit of going concern, detecting material fraud, the audit of revenue and challenge of management. Continuous training to build critical thinking skills, encouraged by a culture that seeks to inspire and promote challenge of management, is key.



SIMON BROOKER

Head of London Audit Group and lover of England's South Coast

We're undertaking an exercise to explore what does 'doing the right thing' mean, so our auditors know how to apply BDO's values to their day job. For me, it means we challenge what we are told, evidence our findings, are proud that we take the time to train and develop our people, support diversity of thought, act with integrity in everything we do, and strive to improve what we have done before.



MATTHEW WHITE

Senior Partner, chef and cyclist

The regulator believes that operational separation of the Big Four's audit practices is important due to the size, influence and culture of their large non-audit practices. We have a very different shape and size of business – but we will continue to look at how the principles of such separation can be embedded in a way that is most relevant to delivering audit quality from our firm. This includes the creation of an audit board and reformed executive, coupled with rigorous financial analysis to give us confidence that our audit business model is sustainable and robust.





KIERAN DALGLISH

Audit Senior and football fanatic as well as Guinness guru

Following the formation of the audit quality plan, the audit stream and its respective sectors have delivered a multitude of training sessions, which serves as a foundation block to improve and sustain audit quality. From summer school to local, and grade-specific training sessions, I have found that the delivery of these sessions serve as the perfect blend, which have delivered effective training. Despite the obvious challenges with delivering the majority of these as remote sessions, the audit quality team and our Technical Standards Group have done a great job in ensuring a relevant and engaging training environment in the face of a complex and ever-changing regulatory environment. I feel equipped and confident that I can translate these sessions into my future audit engagements.



ANNA DRAPER

Audit Partner, Head of BDO South East and Olympic superfan

Culture is pervasive. It covers leadership, who we hire, information-sharing, performance management, compliance and risk, equality, diversity and inclusion, resilience, wellbeing, innovation, transformation and lifelong learning. It must be measured across our key commercial objectives.



PAUL ENGLAND

Managing Partner and podcast-obsessive

Living by our profession's principles is a privilege, not a burden. They are embedded in our values, in our culture and in our commitment to Quality, Independence and Ethics. This very report that you are reading reinforces that we're keen to provide more extensive and transparent public reporting on our culture to enhance engagement with stakeholders and to build confidence and trust. You can also read more in our 2021 Transparency Report.



2,197 AUDITORS.

WE AUDIT MORE LISTED COMPANIES THAN ANY OTHER FIRM OF AUDITORS.

WE AUDIT **17 COMPANIES** IN THE FTSE 350, AS WE MOVE TOWARDS A GOAL OF 10% MARKET SHARE.

OUR AUDIT PRACTICE CONTRIBUTES **38%** OF BDO'S TOTAL REVENUE.

84% OF OUR AUDITORS THINK THAT 'DOING WHAT IS BELIEVED TO BE RIGHT' SHOULD INFLUENCE OUR DECISION-MAKING.

JUST **40%** OF OUR AUDITORS THINK THEY CURRENTLY HAVE SUFFICIENT TIME AND RESOURCE THEY NEED. THIS IS CRITICAL TO ADDRESS IN OUR AUDIT QUALITY PLAN.

MORE THAN **12,500** AUDIT REPORTS SIGNED.

* LISTENING PROGRAMME 2021

TRANSFORMATION AND INNOVATION

HOW WILL BDO KEEP ADAPTING TO CHANGE?



JON RANDALL

Head of Transformation and obsessed with motorcycles that go really, really fast

COVID-19 has accelerated many areas of business transformation. For us, transformation is part of our medium- and longer-term thinking. It builds on a long-standing programme we've had called Adviser of the Future, which provided us with a number of ideas for us to take forward as part of our overarching strategy. The pandemic has given us the chance to implement and accelerate some of this thinking.

Over the last 18 months, we've built on our People Proposition – and Agile Working will be a key part of that in our future business. It includes a framework for our people to work in a more productive and effective way, the reconfiguration of our offices and an even greater focus on the use of technology and digital solutions.

We continue to look at developments in the market, how we can adapt and evolve to better meet the needs of our clients and deliver more opportunities and benefits to our people, while continuing to remain true to our Values, in particular to Be Bold in the decisions we make when it comes to transformation.



KAREN DUFFIN

Director of Transformation, interior design fan and weightlifting enthusiast

Transformation has been all about Agile this year. However, becoming more agile is about so much more than just when and where we work, it incorporates everything we do and how we do it. Being more agile creates the foundation needed to enable us to continue to transform and innovate as a business in years to come.





DAN FRANCIS

Head of Innovation, amateur futurologist and taught his Golden Retriever to paddleboard during lockdown

The events of 2020 and 2021 will be transformative in how BDO works with technology to solve real problems for us and our clients and open up new areas of opportunity. I've seen a rapid acceleration to adopt digital solutions where they make sense, and always in collaboration with our people and our services.

A great example of this our online R&D Tax Credit benchmarking tool – for the first time we are making a “lights out” tax decision for clients digitally and using our own AI technology. You can even purchase it through our BDO Store. This now allows this team to rapidly scale this area of the business, in the right way. Technology has also allowed our people to connect more, whether it's through WORKABLE and hybrid meetings, or through our #CoffeeConnections app.



STUART WALTERS

Chief Information Officer and rugby aficionado

Technology will continue to reshape our lives over the coming years, whether digitalisation, advanced data analytics, or automation. We recognise that there will be cultural implications of our transformational plans. But we also know that BDO has successfully adapted to many changes in the last 80 years – and we have tapped into our deep-rooted entrepreneurial spirit to do so. BDO was borne out of entrepreneurs, and we work daily with entrepreneurially-spirited and ambitious businesses and individuals. That entrepreneurial spirit means that, even if we're on the right track, we'll know we can get run over if we just sit there and wait. Which means embracing both operational and cultural shifts, for which a Growth Mindset of leaders and colleagues alike is imperative.

HELPING SOCIETY SUCCEED

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) AND OUR SOCIAL IMPACT IS HIGH ON THE AGENDA

- ▶ Why is ESG important to BDO?
- ▶ Who is on BDO's ESG Executive Committee?
- ▶ What is BDO's Environmental Impact?
- ▶ What is BDO's Social Impact?
- ▶ What is BDO doing on Social Mobility?
- ▶ What is BDO's approach to Governance?

WHY IS ESG IMPORTANT TO BDO?



Like all businesses, we'll be a 'work in progress' on many of the ESG agendas for many years to come; we don't shy away from that. But the most important thing is to keep progressing; being Bold, Genuine, Collaborative and Responsible, acting with integrity (these are BDO's Values), as we go.

This won't all happen overnight. But we know that simple changes, such as reducing business travel and using our Citizenship days effectively, coupled with sustained commitments to tackling the more complex ESG challenges will mean we can make our future impact reflect our current ambition.

MATTHEW WHITE

Senior Partner, Co-Chair of our ESG Executive, husband, father, chef and cyclist

Environmental, Social and Governance (ESG) matters. To our people, to our clients, to our regulators, to society, to our senior leaders – and to future generations.

Positive and sustainable ESG performance is imperative to demonstrate our impact on the people and planet around us. It's how we are, and will be, judged to be a responsible business. As we work to help people, businesses and society to succeed, ESG helps us to define what success means.

Get it right, and we continue to have the licence to operate and the permission to succeed.

Get it wrong – by failing to take action where needed or to embed ESG into our decision-making – we jeopardise employee and partner retention, our relationships with clients, business and communities, our brand and reputation, and future growth ambitions, as well as contribute to or cause avoidable environmental or social harm.

That's why ESG is an increasingly prominent area for businesses to get to grips with.





That's why we encourage our 6,000 individuals to 'Be Yourself' as part of our ED&I strategy. Why we publish action plans on Race and Gender Balance. Why we actively support, listen to, promote and grow our many community network groups. Why we support the annual publication of Gender Pay Gap and Ethnicity Pay Gap data – for partners, as well as for employees. Why we also support the annual and transparent reporting of our commitment to the Modern Slavery Act. Why we signed up to the UN Global Compact Agreement. Why we recruit 500 trainees – including school leavers – each year to build vital financial and business skills. Why we were founder members of Access Accountancy, which as an entire scheme has helped 3,800+ young people from low socio-economic backgrounds gain valuable work experience in professional services.

It's why we have a long-established and much-promoted commitment to wellbeing. Why we have trained 60 Mental Health First Aiders, helping the firm achieve a Gold rating in Mind's

latest Workplace Wellbeing Index. Why we have offered ten citizenship days a year to our employees for the last 15 years, and why we want to encourage more of our colleagues to use them. Why our Early in Careers programme offers skills and careers to young people from varied backgrounds. Why we partner with organisations such as the Ahead Partnership and Leadership Through Sport & Business. Why we are working on our Agile working programme to give people flexibility and choice in their working pattern in a post-COVID-19 world. Why we educate ourselves: through our ED&I eLearning modules, and through listening events, engagement surveys and dedicated forums including mentoring circles. We also listen to and ask the opinions of employees including our local champions for Wellbeing, Values, Core Purpose and Citizenship, as well as our Shadow Culture Board, a group of employees across the business who can share their voice with us on important cultural matters.



That's why BDO is carbon-neutral. Why we have set a greenhouse gas emission reduction target in line with the 1.5°C science-based target. Why we have switched to green tariffs for our energy in our solely-managed offices. Why we have increased the ratio of Electric Vehicles in our staff car fleet. Why we are encouraging people to consider if their business travel is necessary as we 'build back greener' post-COVID-19. Why we have external carbon experts advising us on how to further strengthen our Carbon Management Plan. Why we train, and appreciate, Environment Champions in each office to help activate environment programmes locally. And why we continue to issue a publicly available environmental policy and willingly undertake annual independent environmental audits.



That's why our professional skills are applied to help entrepreneurial businesses, the UK's economic engine (mid-market businesses), the broader UK economy and 6,000 employees succeed.

Our auditors work to ensure that the market has access to trustworthy business information. A strong, responsible and transparent tax profession is vital to supporting the growth and competitiveness of the UK. And companies should be able to access quality business advice and ideas they can trust so – as their business grows – they can do the right things, right. We identify and promote the issues that the entrepreneurially-spirited, ambitious businesses of the UK face through our Rethink campaign.



We also recognise that global challenges require global solutions. We cannot do it alone.

Inside BDO, we are active members of the BDO Global Sustainability Movement, which is bringing together the might of a \$10bn global organisation to inspire sustainable business practice in our markets.

Outside BDO, we actively seek partners to work with us on our ESG programme. This ranges from Chapter Zero to Avieco and ClimateCare for our carbon management and offsetting, CleanGrowth to support tech start-ups, Cognacity to support the wellbeing of our people, Business in the Community for our Race at Work Charter commitments and social enterprises within our supply chain such as From Babies With Love. Many of our BDO experts also sit on committees to improve the profession's ESG capability and capacity and we also work with contacts across our industry on E,D&I programmes including the Black Professional Services Collective and #10000BlackInterns.



IAIN NETTLETON

Partner leading our International Projects Group and lover of the Lake District

We signed up to the UN Global Compact in 2019, joining around 10,000 businesses globally who have formally committed to working together to achieve the UN's Sustainable Development Goals. We're now in our third year of reporting on our progress, a process which helps us to demonstrate how we are living our values of 'Being responsible and acting with integrity' and holds us to account for our actions. As clients are increasingly requiring suppliers to demonstrate their commitment to being a sustainable and socially responsible firms, being an active participant and signatory to the UN Global Compact has never been more important.



JOANNA SAVAGE

Head of Procurement, cross-stitching enthusiast and Edwardian history aficionado

Our sustainable procurement strategy helps us to identify and manage the environmental, social and economic impacts specific to our supply chain. Using our Supplier Code of Conduct and working in partnership with our supply chain – which encompasses on average 80% of professional services firms' sustainability impact – will help us actively address critical ESG agendas.



WE WANT TO BE KNOWN AS A RESPONSIBLE BUSINESS THAT USES THE STRENGTH OF BDO TO HELP PEOPLE, BUSINESSES AND SOCIETY SUCCEED.

"Future auditors and corporate reporters are keen to perform a function that is beneficial to society" according to new research by Alliance Manchester Business School.

HELPING OTHERS SUCCEED WITH THEIR OWN ESG IMPACT

We provide ESG-related advice and assurance across our core service offerings, based on companies' needs, covering governance, risk management and internal audit to climate change reporting, third party assurance and responsible taxation.

We also carefully consider what work we don't do. We've introduced ESG considerations into our client acceptance decisions. And we've published the principles we adhere to when offering companies and individuals Tax advice.



90% OF GEN Z AGREE THAT COMPANIES HAVE A RESPONSIBILITY WITH ENVIRONMENTAL AND SOCIAL ISSUES.

WHO IS ON BDO'S ESG EXECUTIVE COMMITTEE?

OUR ESG EXEC OVERSEES OUR ESG STRATEGY. THEY REPRESENT DIFFERENT PARTS OF OUR BUSINESS AND ARE WELL-LINKED IN TO THOSE WHO CAN DRIVE EFFECTIVE CHANGE.



MATTHEW WHITE

Senior Partner, Co-Chair of our ESG Executive, husband, father, chef and cyclist

Role on ESG Exec:
Co-Chair

I'm in the fortunate position to be able to influence at a number of levels: at BDO International, I sit on the Global Sustainability Steering Group; through my role as Senior Partner I can influence both the Leadership Team and Partnership Council; and, as Co-Chair of the ESG Exec, I can ensure ESG remains a significant priority for our business.



NICOLA LALLY

Director of Communications, Co-Chair of ESG Exec and so pleased home-schooling is over

Role on ESG Exec:
Co-Chair

BDO is powered by people. Building vital business and financial skills is what we do, and what we're good at. That sits squarely in the 'S' in ESG. Ensuring we orientate ourselves to build more of those professional skills in more people will help those individuals, our profession, our communities and BDO succeed.



MICHELLE CARROLL

Business Services & Outsourcing Partner

Role on ESG Exec:
Clients/Markets

BDO already does so much on the ESG agenda and there is so much more we can do as the market sets even higher expectations. That there are so many passionate people who want to be involved makes me want to do even more. But, personally, I love the sea. Coastal areas are such an amazing environment to support. Coastal ecosystems and particularly sea help can sequester 20 times the amount of carbon than the same acre of land forest! And the biodiversity of a coastal setting is mind-blowing. Not to mention the positive wellbeing aspects of a salty swim and an ocean vista. And we live on a really small island so the coast is pretty much in every direction you look...



RUPAK VASISHTA
Senior Ethics Manager
Role on ESG Exec:
Ethics

To maintain a sustainable and future-proof business, it's important for BDO to equally embrace each aspect of ESG where the end-goal is for it to become embedded within the firm's DNA.



ANNELI BACKMAN
Director of Operations
Role on ESG Exec:
Operational impact

Both our clients and our employees see a strong ESG proposition as a key component for how they choose their provider or employer. From a purely commercial perspective, we can't afford to ignore it. From all other perspectives, because it's the right thing to do!



AARON THOMPSON
Audit Trainee
Role on ESG Exec:
Citizenship Champion and employee voice

Communicating with our champions and providing a voice from the ground, I champion the issues our colleagues care about and I challenge where we are not going far enough.



PAUL KNIGHT
Head of Not-for-Profit Tax
Role on ESG Exec:
Clients/Markets

I have equal interest across the whole ESG agenda but, having worked with charities my whole career, I've been close to the evolution of socially-focused business which gives me a particular perspective to that area.



DAVID ISHERWOOD
Head of Ethics
Role on ESG Exec:
Ethics

To successfully integrate ESG into our DNA, our Internal Controls System needs to ensure we not only choose and implement the most appropriate policies and actions, but also measure and monitor ourselves against them, taking remediating action where necessary.



FIONA DAVIS
Risk and Advisory Services Partner
Role on ESG Exec:
Clients/Markets

I hope that the combination of my personal and professional experiences, coupled with my strong ethos of doing the right thing and not being afraid to challenge, will provide a valuable voice to this group. Such is the complexity and breadth of this agenda that diversity of perspectives is a critical component of its success!





YEAR ONE OBJECTIVE:

To set the direction and co-ordinate activity under an ESG framework that shows how we help society succeed.

ESG EXEC PRIORITIES

01

Conduct an ESG Landscape Analysis

ESG

02

Decrease carbon footprint per employee

E

03

Review our Social Impact

S

04

Sustainable Procurement Strategy

G

05

ESG Comms and Education (UK + Global)

ESG

WHAT IS BDO'S ENVIRONMENTAL IMPACT?



RICK GOURLEY
Senior Property & Facilities Management Manager and former military man

As a society, we have less than ten years to fix something quite spectacular before climate change becomes irreversible in 2030. And we must tackle this in a way that strengthens our business, rather than undermines it.

How we can all work together to tackle climate change is a big question. A non-negotiable one in our eyes, and one that every company is (or should be) working on. Climate change is considered a global emergency; the United Nations tell us it is "Code Red for Humanity". Current government plans and commitments are not remotely close to achieving carbon emission reductions of 45% by 2030 – which itself is believed would only avoid some of the worst outcomes of climate change.

At a macro level, we believe businesses have an economic imperative and a moral responsibility to do everything they can to ensure a thriving world. At a micro level, clients, employees and regulators are demanding more evidence of companies' environment, social and governance (ESG) actions.

OUR 'E' PRIORITY IS TO DECREASE CARBON FOOTPRINT PER EMPLOYEE.

- ▶ All our offices are carbon-neutral
- ▶ We have achieved a Carbon Neutrality accreditation – known as PAS 2060 Specification
- ▶ We aim to reduce our greenhouse gas emissions in line with the 1.5°C requirements of the Paris agreement
- ▶ Our total emissions reduced by 90% in FY20/21 vs the prior year, as a result of COVID-19 lockdowns
- ▶ Our emissions per full-time employee were down by 91% in FY20/21 vs the prior year, because of COVID-19 and despite a 9% increase of employees
- ▶ Business travel continues to be the major contributor to our BDO carbon footprint; as we join the rest of the UK to 'build back greener', we are encouraging people to think about whether business travel is necessary or can be done virtually
- ▶ As we do this, we continue to offset our carbon, currently through ClimateCare's Gyapa cookstove project
- ▶ We review supplier contracts for their environment and sustainability commitments
- ▶ We've switched to green tariffs for our energy, in offices where we have full responsibility for utilities
- ▶ Over 25% of the company car fleet used by our staff is now made up of Electric Vehicles
- ▶ For our staff car fleet, we have reduced our emissions cap from 110g/CO² to 50g/CO²
- ▶ We have introduced carbon-neutral BDO stationery.

More detail on our Environmental Impact can be found in our annual Environmental Reports which we share publicly on our website.



LUCY HILL
Senior Manager in BDO South East, Environment Champion and knitter of bobble hats

We act on climate change because it is the right thing to do, our people expect it, and our clients and future generations deserve it. Our core purpose is 'helping you succeed' – at its core, this is about societal purpose; there is perhaps no greater alignment than with the Climate Change agenda.

ENVIRONMENTAL CHAMPIONS



EMILY BAKER **FREYA HOLDSWORTH**

Environmental Champion co-chairs

The Environmental Champions group have been working hard to promote awareness of environmental issues and practices that can reduce each individual's environmental impact. This includes weekly top tips, a celebration of Earth Day and the first two editions of our quarterly newsletter. We have also been actively involved in helping raise awareness of the issues at stake in the lead-up to COP26.

A NEW WAY TO TRAVEL

WITH OUR NEW TRAVEL BOOKING SYSTEM, EGENCIA, WE'VE MADE SURE THAT WE CAN SEE THE CARBON FOOTPRINT FOR AIR TRAVEL, AS WELL AS THE ABILITY TO COMPARE THE CARBON FOOTPRINT BETWEEN AIR AND RAIL, TO HELP US CHOOSE THE MOST CARBON EFFICIENT ROUTE.



YVONNE DEPREZ

Finance Director and lover of walking the dogs

Pre-COVID-19, our people travelled 22 million kilometres by air and 7 million kilometres by rail which all adds up to a significant amount of CO². The pandemic has taught us that a lot can be achieved using the firm's significant investment in IT infrastructure and devices.

In an effort to drive down our carbon footprint, we introduced a new travel booking platform which provides people with detailed environmental data at the time of booking. We hope this will influence a change in mindset among our staff and encourage them to make the right choices as to whether their travel is essential in order to carry out their tasks. Ultimately, we hope that this initiative will adjust behaviours and, most importantly, reduce carbon emissions.

COUNTDOWN TO COP26



HENNING DRAGER

BDO Global's ESG Lead

The recent extreme weather events have underlined the urgency for greater coordinated action to limit climate change. The UN's COP26 Climate Change Conference is therefore a critical moment for the international community. The commitments made at COP26 in Glasgow will need to be matched by decisive action from governments across the world, and businesses of all sizes will also need to play their part.



100% OF BDO'S OFFICES ARE CARBON NEUTRAL.

25% OF OUR STAFF CAR FLEET IS MADE UP OF ELECTRIC VEHICLES.

91% REDUCTION IN CARBON INTENSITY PER EMPLOYEE.

54% REDUCTION IN ENERGY INTENSITY.

95% REDUCTION IN TRAVEL INTENSITY.

COUNTDOWN TO
COP26

WHAT IS BDO'S SOCIAL IMPACT?



NICOLA LALLY

Director of Communications, mentor for the Taylor Bennett Foundation and Schitt's Creek fan

We're a people-powered business. We know this is where we can make the most positive impact: we are experts in developing vital business and financial skills across thousands of our employees.

Our 'S' priority is to review how we empower our people and utilise our skills and resources to have the best social impact.

Our Unifying Culture priorities are **Be Yourself**, **Wellbeing** and **Citizenship**, which are important 'S' agendas:

BE YOURSELF

- ▶ We encourage our 6,000 individuals to 'Be Yourself' as part of our Equality, Diversity & Inclusion strategy
- ▶ As signatory to the Women in Finance Charter, we have a target of 20% female partners by the end of 2022 and we publish our BE INSPIRED action plan to get us there
- ▶ As signatory to the Race At Work Charter, we have published our first Race Action Plan
- ▶ We support the annual publication of Gender Pay Gap and Ethnicity Pay Gap data – for partners, as well as for employees
- ▶ We encourage people to educate themselves through our E,D&I eLearning modules
- ▶ The firm supports seven Be Yourself employee networks – BDO Inspire (women), BLEND (LGBTQ+), Enabled (those with disabilities, neurodiverse conditions and their carers), BAME, Muslim, Jewish and Christian – all aimed at supporting the communities they represent, raising awareness and educating.

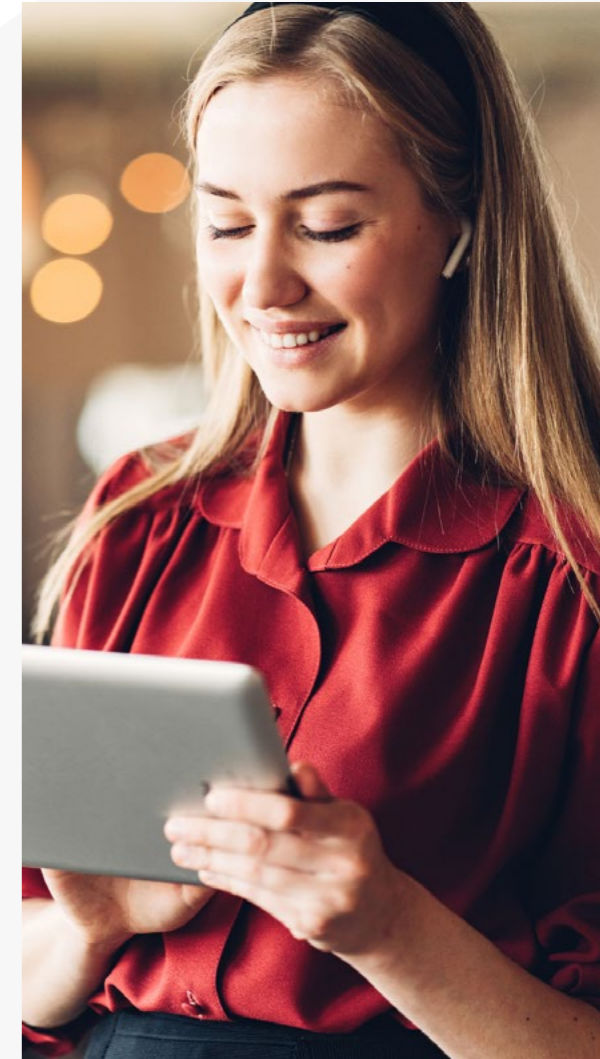
WELLBEING

- ▶ We have a long-established commitment to wellbeing and, in February 2021, we signed up to the Mental Health at Work Commitment
- ▶ We have over 80 Wellbeing Champions who organise local activities and wellbeing sessions
- ▶ We have also trained 60 Mental Health First Aiders
- ▶ In 2021, BDO was awarded Gold in the Mind Workplace Wellbeing Index Survey, a benchmark of best policy and practice for supporting mental health at work
- ▶ We are working on our Agile Working programme to give people flexibility and choice in their working pattern in a post-COVID-19 world
- ▶ We actively promote a range of wellbeing tools ranging from a 24/7 employee assistance helpline to the latest DigiCare app.

CITIZENSHIP

- ▶ We have offered ten citizenship days a year to our employees for the last 15 years and continue to encourage more of our colleagues to use them
- ▶ We can use 5 of these days as 'Action' Days for fundraising or local volunteering
- ▶ And we can use 5 of these days as 'Strategic' Days where we use our professional expertise to provide strategic support to schools, charities and other community initiatives
- ▶ We are founder members of Access Accountancy which has so far helped 3,800+ young people from low socio-economic backgrounds gain valuable work experience in professional services
- ▶ We partner with organisations such as The Ahead Partnership, Leadership Through Sport & Business and TaxAid.

5+5 Citizenship Programme





IN FY19/20, OUR PEOPLE DEDICATED 9,500 HOURS TO CITIZENSHIP ACTIVITY.

THE USE OF THESE DAYS DURING FY 20/21 DECLINED BY 68%, PRIMARILY DUE TO EXTERNAL COVID-19 RESTRICTIONS. FOR THE COMING YEAR, WE ARE SUPPORTING OUR COLLEAGUES TO BOOST THEIR USE OF CITIZENSHIP DAYS IN A WAY THAT FEELS RIGHT FOR THEM.



MALCOLM THIXTON

Lead Partner of our Southampton office and learning to play bass guitar

I signed up with St John Ambulance to show my support for the vaccination programme. All of my 8-hour sessions vaccinating people with the Pfizer, AstraZeneca and Moderna vaccine were interesting and exciting. I continue to be impressed with the whole organisation of the programme and the dedication and professionalism of both the NHS and the volunteer organisations that are helping them, help us out of the pandemic.



GEMMA SALMON

Executive Assistant and cat lover

I use my Citizenship days and some annual leave to volunteer at a local Forest Centre. I live in a flat with zero outdoor space so having these volunteer options available to get outside and do something physical has been a massive help for my mental health and wellbeing. Not only the physical exercise – and boy do they put me to work! – but meeting new people and talking to people face to face (at a safe distance) to have a break from virtual Teams meetings.



NAZIA NATHU

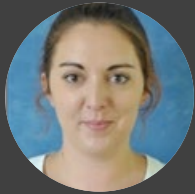
Senior Internal Communications Manager and lockdown language learner

This year, I have used my skills-based days within the community. These days have allowed me to share my experience on communications wider – be it on how to create a strategy or project plan or even think about the various channels of communications we can use, which has been really rewarding and has given me the opportunity to meet and work with like-minded people. I've not only been able to give back but I have also learnt a lot that I have been able to bring back to my working life, so win-win all round!

5 + 5 TOOLKIT



IDEAS | PEOPLE | TRUST **BDO**



KATIE JONES

Business Services & Outsourcing Executive and spin enthusiast

The Reading office has taken part in the Visionpath programme for Year 12 students. Ten employees took the opportunity to work with other firms to provide business mentoring, helping teams develop a new business concept to pitch in a Dragons' Den-style competition. Volunteering happened online over five weeks, supporting students to develop an idea, conduct market research, create a pricing plan and pitch to senior business 'Dragons', such as one of our partners, Andy Harris. The students were from diverse backgrounds and benefitted from learning about business strategy but also exposure to role models who could talk about different career paths.



VANESSA LEE

Tax Partner and long-time charity volunteer

Our professional skills are of huge value in society. I have been volunteering for TaxAid for 15 years, supporting with face-to-face meetings and helping on the phone lines. Individuals who are on low incomes and have become widowed, are facing capacity issues or are in distressing social situations can be terrified with correspondence from HMRC, but providing support can be transformative to their wellbeing and in getting them on the right path. I am now on the national advisory board and have been supporting them by ensuring the charity remains financially sustainable. The board is made up of senior tax practitioners who are committed to supporting vulnerable individuals.

SUPPORTING SOCIAL ENTERPRISE



MARIE BROAD

Citizenship Manager and lockdown convert to meditation

We partner with award-winning social enterprise From Babies with Love, to give all our new parents a gift to welcome their new addition to the family. With all of the profits going to vulnerable children in developing countries, we're excited to start seeing the positive difference we'll be able to make. As we continue with our ESG and Sustainable Procurement strategies we hope to explore working with other potential social enterprises to address some of the big global issues of our time.



GLOBAL CHALLENGES REQUIRE GLOBAL SOLUTIONS



ARBINDER CHATWAL

Head of India Advisory Services and Southampton FC superfan

BDO showed support for all those affected by the pandemic in India. Both our UK Managing Partner and Global were in regular contact with BDO India's Managing Partner. We immediately connected with people in our professional and personal networks who can help on behalf of the High Commission of India in the UK. This reaped rewards – including a personal connection who

was able to produce medical equipment and turn to the head of a global bank to support this important cause. 5+5 Citizenship days were also used to help at local temples, some of which were acting as collection/storage centres for equipment that would be shipped to India. We also launched a JustGiving page to raise donations for the British Asian Trust.



TRUSTEE NETWORK

BDO'S TRUSTEE NETWORK

This year, some of our colleagues created the BDO Trustee Network to bring together fellow trustees, parent-teacher association members and school governors to share experiences. The network will support colleagues through their charity involvements, while learning new skills and gaining new experiences.

We publish our annual **MODERN SLAVERY ACT** statement on our website.



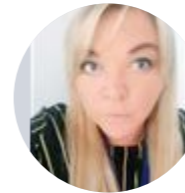
A PURPOSE-FILLED DAY JOB

Being a good corporate citizen doesn't just happen when we take our ten Citizenship days. As auditors, tax professionals and business advisers, we play an important role in both the UK economy and society.

Our auditors work to ensure that the market has access to trustworthy business information.

A strong, responsible and transparent tax profession is vital to supporting the growth and competitiveness of the UK.

And companies should be able to access quality business advice and ideas they can trust so – as their business grows - they can do the right things, right. We identify and promote the issues that the entrepreneurially-spirited, ambitious businesses of the UK face through our Rethink campaign.



VICKY LOCKHART
Operations Manager
at our Shared Services
Centre and animal lover

With Leadership through Sport and Business (LTSB), we've completed open days, mock interviews, CV writing and employability skills workshops. Through LTSB, we have employed nine young people, many of whom have already been promoted within their time at BDO.

We also volunteer through The Big Trust on their work inspiration programme and have partnered with a secondary school called LEEP – Liverpool Enterprise Employment Programme. We've taken part in 'Meet the Professionals' days, hosted taster days in the office (pre-COVID-19) and workshops at the school on leadership and business thinking.



AARON THOMPSON
Audit Trainee, ESG Exec
Member and Marvel
Enthusiast

BDO really cares about the employee voice. Through listening events, engagement surveys and dedicated forums, including mentoring circles, they've gone above and beyond this year to hear from us on the issues that matter most. Having local champions for Wellbeing, Values, Core Purpose and Citizenship, as well as our Shadow Culture Board (a group of employees across the business who can share their voice and opinion on important cultural matters), which BDO also consults with, gives us confidence that our voice, in whichever part of the business we are, matters and is continually valued.

WHAT IS BDO DOING ON SOCIAL MOBILITY?



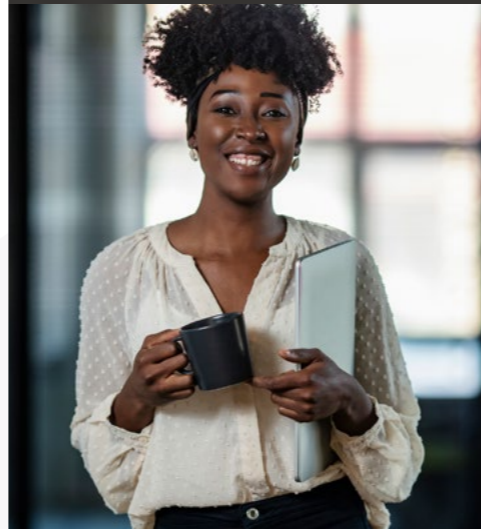
SARAH HILLARY

Digital, Risk and Advisory Services Partner and U Board member, Pomeranian dog lover, Patron of Access Accountancy and member of Government group to improve senior diversity

I represent BDO on the Government's Socio-economic Taskforce Advisory Board. More work needs to be done to increase socio-economic diversity in accountancy and the wider professional services sector, particularly within some of the most senior positions. The creation of this Taskforce is certainly a step in the right direction with a vision to not only make the profession more accessible, but also create more equity in progression no matter what a person's background.



50% OF OUR LEADERSHIP TEAM ARE FROM A LOWER SOCIO-ECONOMIC BACKGROUND.



Given that our Managing Partner chose to join the profession in 1984, after working in Walthamstow Market, rather than go to university, you'd expect us to care a great deal about social mobility.

And we do. We:

WORK WITH THE INDUSTRY TO BOOST ACCESS

- ▶ We were a founding partner in the creation of a social mobility drive called 'Access Accountancy' in 2014.
- ▶ We fully support Access Accountancy's mission to give everyone an equal chance to join the profession.
- ▶ We sit on a number of Access Accountancy working groups and, along with other members, provide high-quality work experience placements to young people from lower socio-economic backgrounds
- ▶ We are also involved with RISE, a programme run by the ICAEW. RISE is an outreach programme targeting schools in social mobility cold spots. The programme helps to support students build their professional and personal skills and prepare them for their future career
- ▶ We take part in a range of mentoring and internships with organisations specifically targeting inner city schools and students from disadvantaged backgrounds.

RAISE THE BAR

- ▶ We were the first major accountancy firm to offer the higher apprenticeship in audit
- ▶ We have expanded our long-established school-leaver programme. Both our graduate and apprentice programmes are now aligned to the Level 7 Accountancy/Taxation Professional Apprenticeship standard. Upon completion, our trainees will then qualify as an ICAEW, CIOT, CIMA or ACCA member and will also hold a level 7 Accountancy/Taxation Professional Apprenticeship, which is the equivalent to a Master's degree
- ▶ We support our trainees through their exams, including study time, and our excellent results speak for themselves – regularly up to 10% above the national average.



JACK GAWTHORPE

Assistant Audit Manager in Manchester and struggling squash beginner

I secured my apprenticeship after successfully completing a two-week summer school programme. I joined the firm as an audit trainee, completing my apprenticeship and qualifying as a chartered accountant at 22; of which I'm really proud. Getting first-hand experience of the industry straight from school has been a really valuable learning experience. Although it has been a challenging year working remotely during COVID-19, I've still managed to continue to develop my professional skills. Now I'm an Assistant Manager in the audit team and I'm looking forward to seeing what the next year brings and get to know our new intake of trainees.



DAVID BARNES

Senior Resourcing Manager and weight-lifting meditation hippie

In 2021, we hosted our first ever targeted virtual insight programmes. One of these was our 'Explore BDO' programme, specifically aimed at young people from years 10-12 from a lower socio-economic background. With COVID-19 restrictions still in place, this programme took place online and offered those interested in a career in professional services a week-long insight into what a career at BDO might look like and a chance to develop their personal and professional skills.

At the end of the week, those in the relevant year of education were given an opportunity to be fast-tracked onto our school-leaver apprenticeship programme once they have finished their studies. 'Explore BDO' will become an annual event as we continue our work to make our profession more accessible.

WORKING IN PARTNERSHIP



AISHAT OLA-SAID

HR Assistant Manager and new mother

We held a Q&A session with 20 youth organisations, charities, career advisers and youth workers about our Black Heritage and Social Mobility insight programmes. We wanted to ensure our partner organisations felt confident that these opportunities are right for their young people so that they would signpost as many of them as possible to apply. In addition, we hoped to build strong relationships with more youth organisations to help increase young people's access to promising careers in accounting at BDO.

To give an example of one direct result, we had two young people from the Social Mobility Foundation secure a place on our Explore BDO programme.



WE WERE DELIGHTED TO HAVE WELCOMED 87 NEW APPRENTICES INTO LAST YEAR'S NEW COHORT OF BDO TRAINEES; AND WILL WELCOME AN ADDITIONAL 100 IN OUR FINANCIAL YEAR 2021/22.

57 STUDENTS TOOK PART IN THE 'EXPLORE BDO' VIRTUAL INSIGHT PROGRAMME, SPECIFICALLY AIMED AT YOUNG PEOPLE FROM YEARS 10 TO 12 FROM A LOWER SOCIO-ECONOMIC BACKGROUND.

MEASURING SUCCESS



HELEN CHURCH

Senior ED&I Manager, avid swimmer, amateur baker and chicken-keeper

We want a working environment in which colleagues from all backgrounds can succeed. Our next step is to collect the right data from our colleagues to understand more about the socio-economic diversity of our BDO population. Knowing this information will help us with our focus on making the profession more accessible to those who might not otherwise have thought of a career in professional services and help those individuals to succeed once they are on-board.

WHAT IS BDO'S APPROACH TO GOVERNANCE?



LISANNE BARRELL

Director of Partner HR and Governance,
and tap-dancer

We have created a dedicated ESG Executive to oversee our ESG strategy. The Exec is made up of diverse people across our business, representing ethics, operations, our business streams and international. We also ensure we have an employee voice at the table, representing our employee champion groups as a rotating seat.

For ESG specifically, our Governance priorities are to conduct an ESG Landscape Analysis, which will improve how we monitor, measure and report on various ESG agendas, and to use our ESG framework to enhance our sustainable procurement strategy and supply chain.

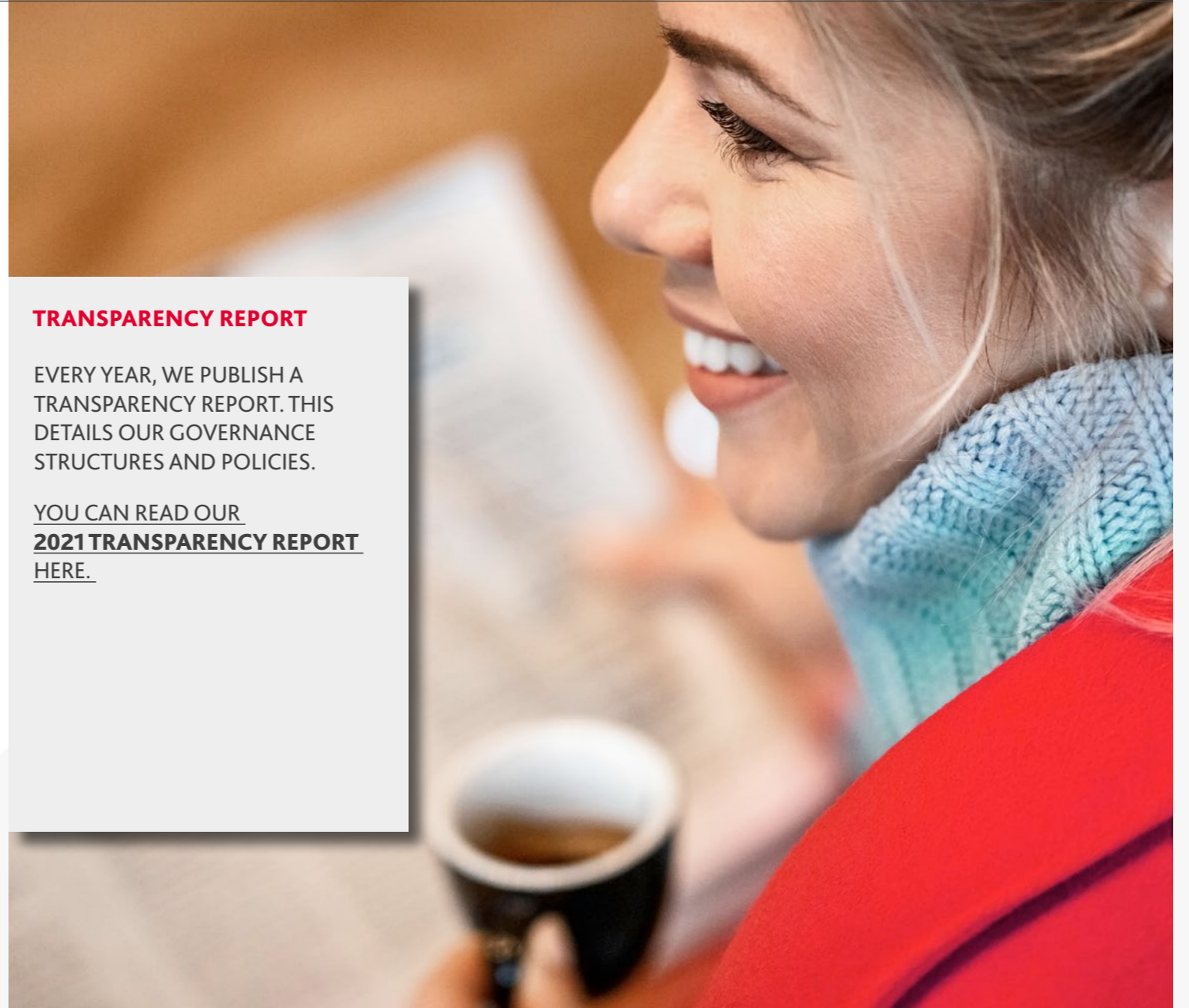
Across the firm, we seek to comply with the regulatory frameworks, including the Audit Firm Governance Code. Our Senior Partner and Head of Ethics have been running a Governance review across 2021 to ensure responsible, fair and appropriate governance is in place for our governing bodies, including Leadership Team, Partnership Council and other executive groups.

We continue to seek business and governance insight from our Independent Non Executives.

TRANSPARENCY REPORT

EVERY YEAR, WE PUBLISH A TRANSPARENCY REPORT. THIS DETAILS OUR GOVERNANCE STRUCTURES AND POLICIES.

YOU CAN READ OUR
2021 TRANSPARENCY REPORT
HERE.



FOR MORE INFORMATION:

PAUL EAGLAND

+44 (0) 7831 559 549
paul.eagland@bdo.co.uk

CHRIS GROVE

+44 (0) 7802 723 631
chris.grove@bdo.co.uk

NICOLA LALLY

+44 (0) 7581 019 870
nicola.lally@bdo.co.uk

This publication has been carefully prepared, but it has been written in general terms and should be seen as containing broad statements only. This publication should not be used or relied upon to cover specific situations and you should not act, or refrain from acting, upon the information contained in this publication without obtaining specific professional advice. Please contact BDO LLP to discuss these matters in the context of your particular circumstances. BDO LLP, its partners, employees and agents do not accept or assume any responsibility or duty of care in respect of any use of or reliance on this publication, and will deny any liability for any loss arising from any action taken or not taken or decision made by anyone in reliance on this publication or any part of it. Any use of this publication or reliance on it for any purpose or in any context is therefore at your own risk, without any right of recourse against BDO LLP or any of its partners, employees or agents.

BDO LLP, a UK limited liability partnership registered in England and Wales under number OC305127, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. A list of members' names is open to inspection at our registered office, 55 Baker Street, London W1U 7EU. BDO LLP is authorised and regulated by the Financial Conduct Authority to conduct investment business.

BDO is the brand name of the BDO network and for each of the BDO member firms. BDO Northern Ireland, a partnership formed in and under the laws of Northern Ireland, is licensed to operate within the international BDO network of independent member firms.

Copyright © October 2021 BDO LLP. All rights reserved. Published in the UK.

www.bdo.co.uk

