



BKL Gender Pay Gap Report 2025



Foreword

Our CEO, Lee Brook

Being at BKL is more than just being part of a workplace. We're a community where we want everyone to feel valued, supported and inspired.

That's why we've chosen to report on our Gender Pay Gap ahead of the required threshold. Transparency is key to progress, and we're committed to holding ourselves accountable as we grow.

This isn't just about reporting numbers; it's about supporting people. We want everyone at BKL to enjoy equal opportunities to thrive. The insights this report provides help us improve, with increasing the gender diversity at senior leadership level as a key priority.



We also recognise that pay is only one part of the picture. We're focused on enhancing the overall employee experience, ensuring our people feel recognised, empowered, and supported when it matters most.

Read on to find out about the steps we've been taking – from internal guides and programmes to new systems – and our goals for the year ahead.

This is our first Gender Pay Gap report, so we know there's more to do. By prioritising fairness and inclusion, we not only do what's right; we strengthen our business and create an environment where every colleague can flourish. Together, we're building a better future for all.

What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average pay of men and women in an organisation.

Since 2017, all employers with 250 or more employees are legally required to report a series of statistics based on the hourly pay and gender of their employees, and the level of seniority they hold within the business.

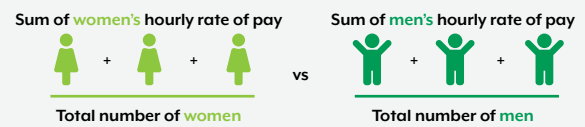
The Gender Pay Gap is different from Equal Pay. Equal Pay is a legal obligation for men and women to receive equal pay for equal work.

This report includes information on hourly pay across a range of metrics taken at a specific snapshot date within the reporting year.

The snapshot date for this report is 5 April 2024.

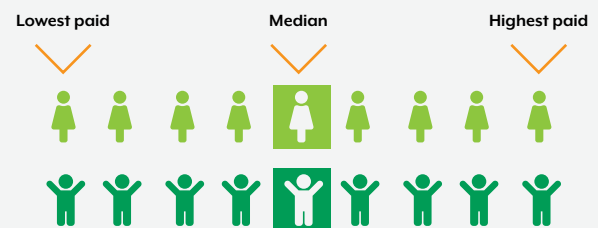
Mean Gender Pay Gap

The mean figure is the difference between the average hourly pay for women compared to men on the snapshot date.



Median Gender Pay Gap

This represents the mid-point of all employees in a particular area. If you lined up all male and female employees separately and from lowest to highest, the median is the person exactly in the centre. The difference is calculated by comparing these two mid-points.



Proportion of males and females receiving a bonus

This is the percentage of males and females receiving a bonus in the 12 months prior to the snapshot date.

Proportion of males and females by pay quartile

This demonstrates the percentage of males and females in four pay quartiles: Lower, Mid-Lower, Mid-Upper, and Upper.



Our Entities

Whilst none of our entities are at the threshold of 250 employees to require us to report our Gender Pay Gap, we feel that it is important to demonstrate transparency in our approach to pay and to start reporting now pending future growth.

Berg Kaprow Lewis LLP is referred to as BKL LLP in the rest of this report.

Number of employees



All figures are correct at the reporting date.

Gender Pay Gap Figures

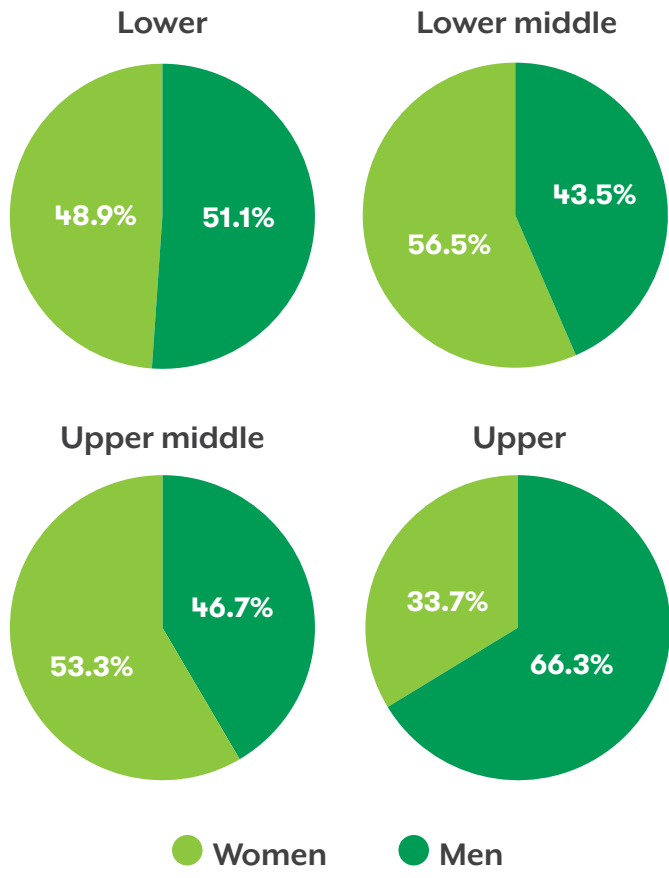
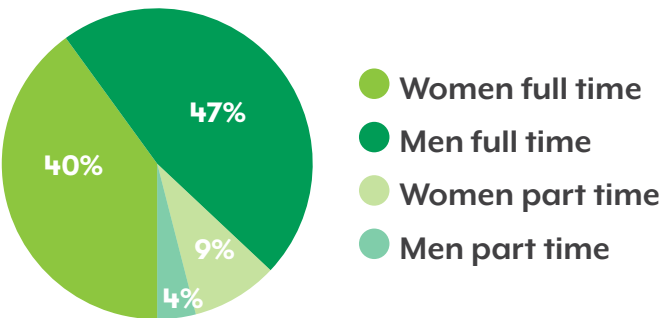


Gender Pay Gap Overview: Combined Entities

Why the total pay gap looks higher

While the gender pay gaps in some of our individual entities are relatively low, the total BKL figure is higher. This is because the overall numbers are based on the complete picture across all our entities, not just an average of each one's results. One key reason for this is the distribution of women in senior roles. For example, Partners sit at the highest end of our pay scales, and only 19 per cent of this group are women at the time of the snapshot date. This imbalance has a significant impact on the overall average. So, even if each part of BKL looks balanced on its own, the total reflects how pay and seniority are spread across the organisation.

	Mean	Median
Hourly pay	16.3%	11.2%
Bonus pay	-12.1%	0%

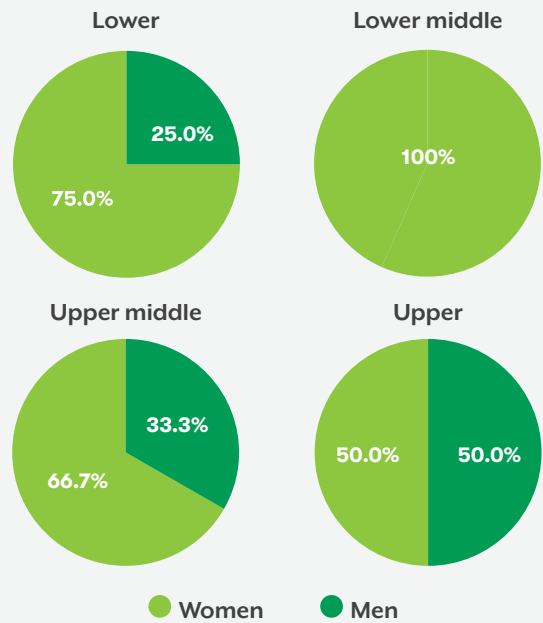


CFPro Ltd

Pay and bonus difference between women and men at CFPro Ltd

	Mean	Median
Hourly pay	-2.5%	18.0%
Bonus pay	-9.2%	35.1%

	Women	Men
Proportion receiving a bonus	100%	100%

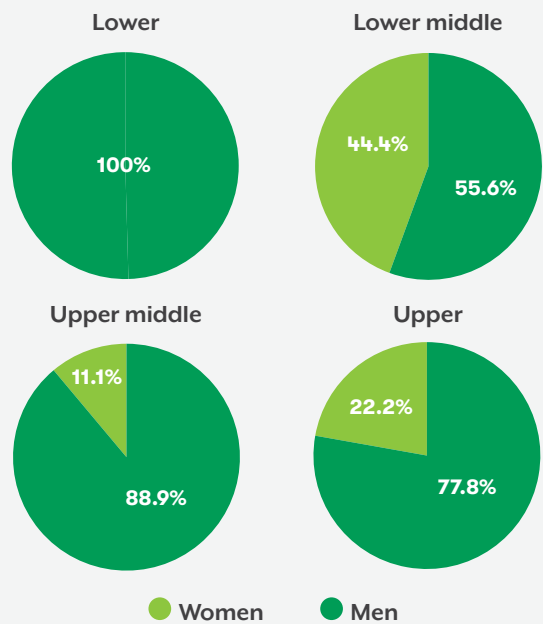


Bridge UK Bidco Ltd

Pay and bonus difference between women and men at Bridge UK Bidco Ltd

	Mean	Median
Hourly pay	5.0%	-5.5%
Bonus pay	20.8%	0.0%

	Women	Men
Proportion receiving a bonus	28.6%	80.0%



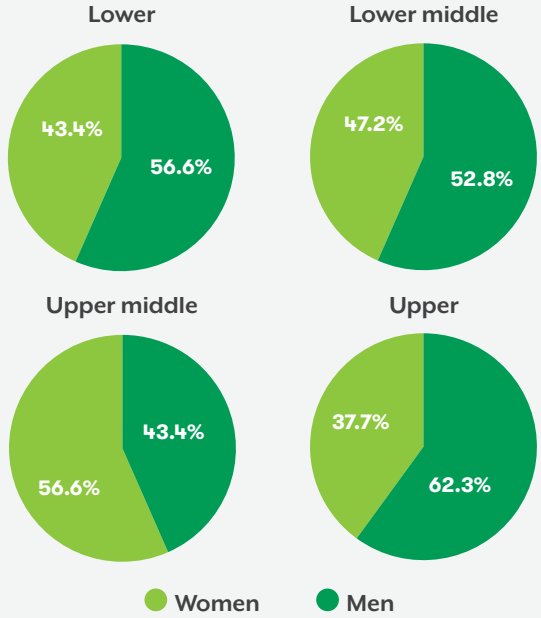
Our Entities

BKL LLP

Pay and bonus difference between women and men at BKL LLP

	Mean	Median
Hourly pay	2.6%	-3.9%
Bonus pay	36.4%	0.0%

	Women	Men
Proportion receiving a bonus	84.2%	86.0%

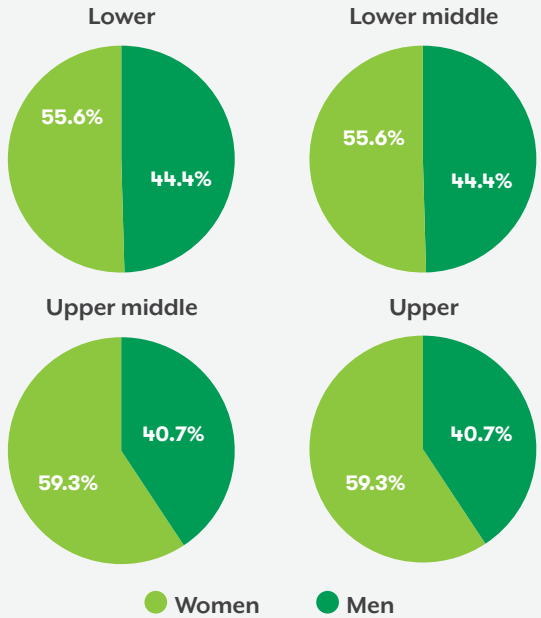


Wilson Wright LLP

Pay and bonus difference between women and men at Wilson Wright LLP

	Mean	Median
Hourly pay	7.0%	-3.5%
Bonus pay	-3.7%	0.0%

	Women	Men
Proportion receiving a bonus	93.8%	100%

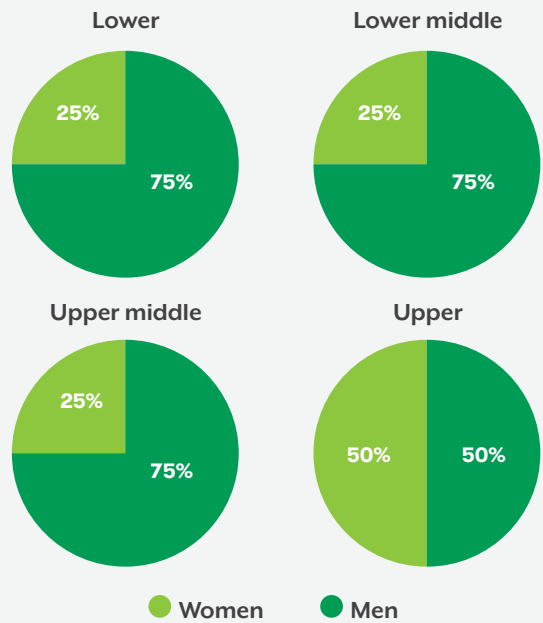


BKL Audit LLP

Pay and bonus difference between women and men at BKL Audit LLP

	Mean	Median
Hourly pay	0%	0%
Bonus pay	-	-

	Women	Men
Proportion receiving a bonus	0%	0%

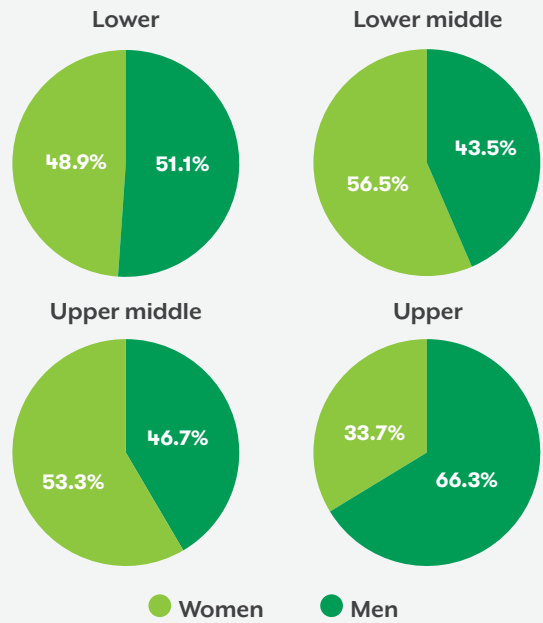


BKL Total

Pay and bonus difference between women and men BKL in total

	Mean	Median
Hourly pay	16.3%	11.2%
Bonus pay	-12.1%	0%

	Women	Men
Proportion receiving a bonus	86.3%	89.1%



Data Insights

Pay Gap

As our first ever pay gap report, the data we've received gives us the benchmark for the future growth of our business and the people who choose to work with us.

The main driver for the 16.3% gap is related to the group of employees at the highest end of the salary scales – our Partners. Of the 37 individuals in the Partner group as of the reporting date, 7 (19%) were female.

Once we analyse the figures excluding this group, the pay gaps within most of our entities are significantly lower due to even distribution of female colleagues throughout the levels of the workforce.

	Mean	Median
BKL Total	16.3%	11.2%
BKL LLP	2.6%	-3.9%
Wilson Wright LLP	7%	-3.5%
CFPro Ltd	-2.5%	18.0%

Why mean and median can show different results

Sometimes these numbers point in different directions and that is perfectly normal. The mean is influenced by outliers, such as a small number of very high earners, which can raise the average if more of those roles are held by men. The median, on the other hand, shows the pay gap between the “middle” male and female employee and gives a better sense of what most people are earning. Looking at both helps us understand not just the overall gap, but also where gender differences appear across pay levels.

Bonus Gap

Whilst we do currently operate a bonus scheme at BKL, additional payments relevant to this report are made in the following circumstances:

- ✓ Annual December voucher to all employees
- ✓ Referral bonus paid for referring new colleagues and clients
- ✓ Bonuses at annual review in lieu of salary increases to prevent internal salary inflation
- ✓ Occasional one-off bonuses

The mean bonus gap (-12.1%) is a reflection of the higher number of female colleagues at two of our entities (Wilson Wright and CFPro) than the rest of BKL in total.

The main driver for the 13.7% of women and 10.9% of men who did not receive a bonus in this report is due to employment start dates between January and April 2024. Individuals in this reporting group would not have been employed and eligible for the previous annual December voucher paid in December 2023.

For the bonus gap itself, colleague and client referral bonuses were primarily claimed by male colleagues, resulting in a high gap in this area. This is not a reflection on the opportunity or eligibility of our female colleagues to achieve the same commissions.

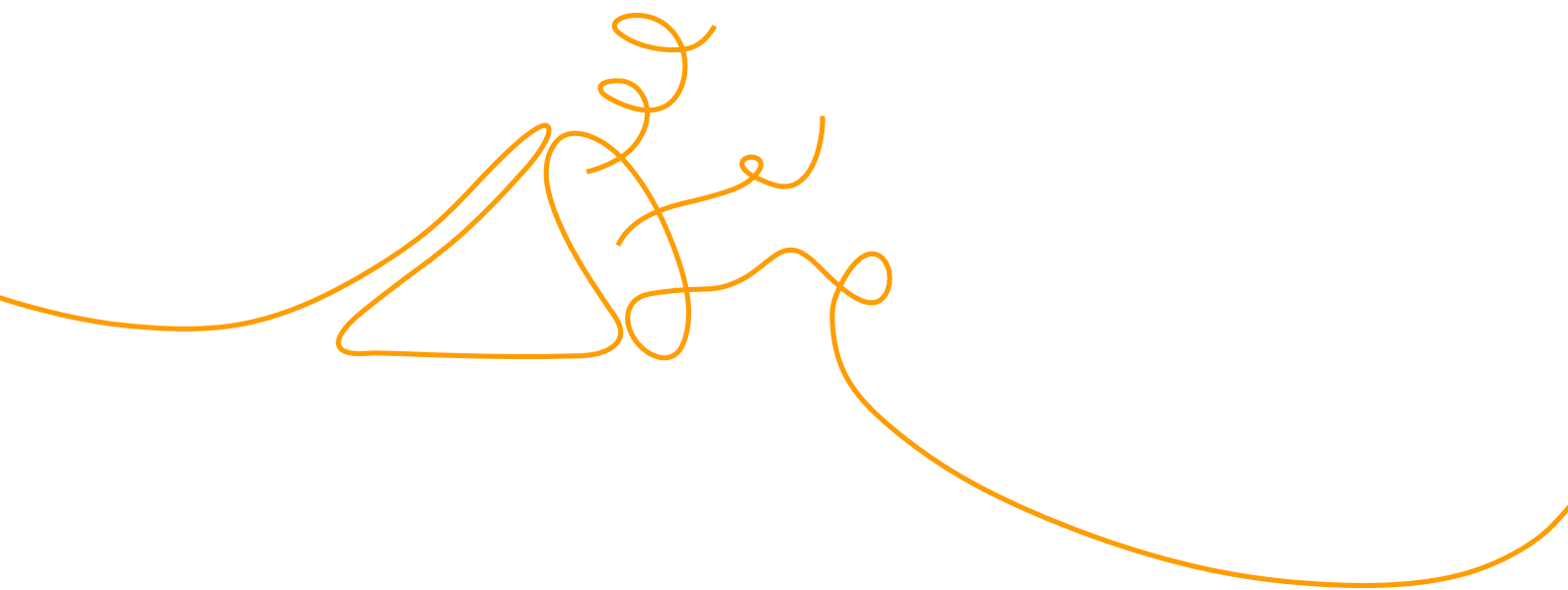
Quartiles

Whilst there are slight variances through all entities, the quartile data shows a comparable distribution of female colleagues through our workforce at each level, with slightly higher representation at the lower-mid and upper-mid levels.

These are encouraging statistics, and demonstrate equity in our existing pay structures, hiring and promotion practices.

Whilst the upper level is affected due to the Partner group which sits within it, we have a clear and healthy pipeline of female colleagues in the mid-quartiles who are moving towards this area. Provided they remain at BKL, they will over time positively affect the upper-level statistics.

Our Progress & Commitments



Our Family Friendly Commitments

Life doesn't stop during working hours. That's why we're committed to helping our colleagues thrive, not just in their careers but in every aspect of their lives.

In addressing the gender pay gap, we recognise that women are disproportionately impacted by care and childcare responsibilities. Our Family Friendly Guide represents the action we've taken to create a workplace community where everyone can succeed. It's more than a set of policies: it's a promise to stand by our people during all the moments that matter.

Here's how we're making a difference

- ✓ **26 weeks' full pay** for maternity and adoption leave, so starting or growing a family doesn't mean choosing between income and care.
- ✓ **Kinship leave**, matching the support offered to primary carers, because all families deserve respect and recognition.
- ✓ **Four weeks' secondary carer leave**, double the statutory minimum to ensure partners can share in these life-changing moments. Although we have ambitions to do more here.
- ✓ **One week of paid carers' leave** to support loved ones when they need it most.
- ✓ **Three days of grandparental leave**, acknowledging the vital role grandparents play in family life.
- ✓ **12 weeks' neonatal care leave**, fully paid and provided in addition to parental leave, to support parents through unexpected challenges.
- ✓ **Compassionate leave** for those experiencing pregnancy loss.

We're proud to support our colleagues at every stage of their journey, with free coaching for new parents and parents-to-be, guidance during parental leave, and career coaching for a confident return to work.

Together, we're building a culture where work and life are in harmony, and where every action we take inspires lasting, positive change.



Path to Senior Leader

Launched December 2024

Our transparent pathway to senior leadership, combined with a mentorship-focused programme, is designed to help aspiring leaders thrive at every stage of their career progression. Unlike traditional senior leader programmes, BKL's is driven by each participant's own timeline.

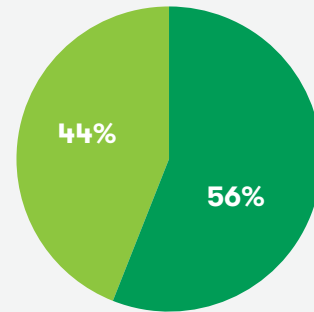
Our structured programme begins when an individual expresses interest and has an honest conversation about their readiness. Each individual is paired with a mentor in the business who helps them to set goals and map out their journey.

External leadership development is a key part of the programme: offering practical guidance on what's expected from a senior leader. Individuals receive sustained, tailored support.

When a participant feels ready for the next phase of their career, they present to the Executive Committee on their growth, progression, and their readiness to step into a senior leadership role at BKL.

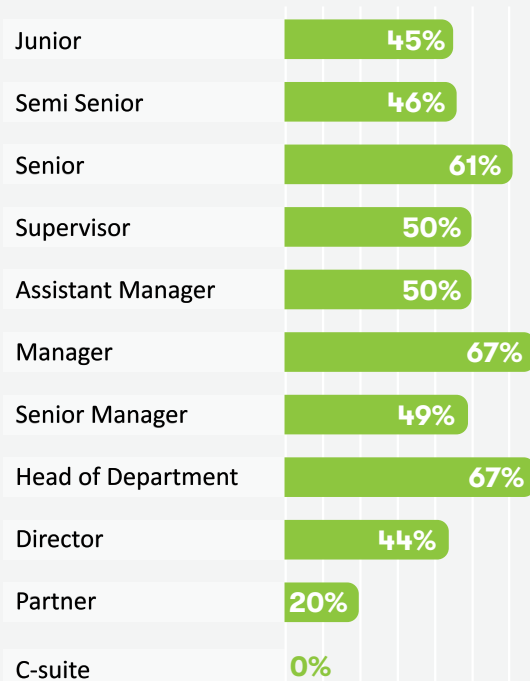
This data tells us that we have a healthy pipeline of talent up to the Director level, and we are committed to moving more women into the role of Partner as we grow. This programme, along with other initiatives, will help us achieve that goal.

Gender split within our 2023/24 promotions



● Women ● Men

Percentage of females at each level



DFK International Women in Leadership Committee

As member firms of DFK UK & Ireland, part of DFK International, BKL and Wilson Wright are involved in IWIL: DFK's International Women in Leadership scheme. IWIL supports female career progression through mentorship, open dialogue and collaborative projects throughout DFK's alliance of 200+ accountancy firms across 90+ countries.

The IWIL Mentorship Programme, in particular, has been instrumental in empowering women to overcome workplace challenges and work towards their goals. In 2024, 38 mentoring pairs covering 15 countries and 32 firms were actively engaged.

Our involvement in IWIL – as programme participants and committee members – demonstrates our commitment to addressing gender disparities, including the Gender Pay Gap: within our organisation and beyond.



2024 was my third year in DFK's IWIL Mentorship Programme as a mentee. I have found it very inspiring to talk to my mentors about their career progression. It's great to set goals and work towards them while also learning from my past choices.

I have found it very helpful to have a neutral person to turn to for a second opinion on a challenging situation. It is also fascinating to learn how other DFK firms operate and the common obstacles we face in our profession.

Magda Guzy
Business Services Director

We set up the Mentorship Programme to build on the great initiatives which IWIL had already introduced. We needed to have a greater impact on women by directly supporting their career aspirations. At the time, DFK's own committees had little if any female representation, so it was clear we needed to do more.

Partnering our aspiring female leaders with mentors from around the world, with experience or understanding of similar challenges, has provided invaluable guidance, challenge and relationship-building opportunities. I have truly seen the difference that this mentoring can make to someone's confidence and ability to take control of her own career.

We're looking forward to continually growing the programme and reaching more women across the DFK network.

Katy Cobbold
People & Culture Director and IWIL Committee Member



DFK is a global alliance of accounting firms and their expert teams, working closely together across 465 cities in 90+ countries.

Flexible Working

Flexibility isn't just about convenience: it's about enabling everyone to succeed on terms that work for all of us, in an equitable workplace where everyone has the opportunity to thrive.

Our hybrid working model enables colleagues to tailor their work patterns to their individual needs. With their teams, colleagues agree on 'usual days' for working in the office. We encourage open conversations about adjusting patterns when other commitments arise, whether it's a school play, a doctor's appointment or a delivery.

We also support fully remote working, with colleagues based in the UK, South Africa and several other countries.

Through flexitime, our team choose their working hours, starting between 8am and 10am and finishing eight hours later.

Our **Take 10 Policy** enables employees to work up to 10 days per year from an approved international location. Whether it's combining work with family visits abroad or simply enjoying a change of scenery, we trust our people to do great work no matter where they are.

We also recognise that flexibility must evolve with life's changes. From check-ins that help new hires and trainees settle in, to regular reviews that ensure working patterns support both individual and team success, we adapt to meet the needs of our people at every stage of their journey with us.



Our People Practices

Our HR System

While there's no single solution to closing the Gender Pay Gap, data helps us unlock the experience women have at work. It takes us from talking about the problem to meaningfully targeting and closing gaps. In 2024/25, we've focused on improving our technology within the team as we gain colleagues through mergers and acquisitions.

We introduced **HiBob**, our new HR system, to help us measure employee experience across a number of equity dimensions. Simply put, it helps us understand whether women are faring as well as men at work.

Getting closer to the data means committing to tracking tenure, promotions, access to learning, pay, turnover, and employee engagement for women as we grow. HiBob's capabilities give us greater ability to look beyond gender and focus on the experience of all facets of diversity at work.

Performance Management

As we welcome new firms into the business through mergers and acquisitions, we're unifying our approach to performance management.

Our **Performance Calibration sessions**, which bring diverse perspectives together, ensure that decisions about pay, promotions, and development are fair, transparent, and challenge bias.

These sessions challenge subjectivity and ensure balanced, accurate perspectives on our people. By anchoring decisions in shared insights, we make sure that no individual's present and future recognition depend solely on one view.



Making Good Decisions

We're introducing training that supports our core values as a business.

BKL's Good Decision-Making Guide & Training is a playbook for making decisions that align with our values and our commitment to a sustainable and inclusive future. It's a framework for balancing speed and quality, innovation and responsibility, ethics and impact. From everyday choices to strategic leadership calls, this guide & training is ensuring that our decisions benefit our people, clients, and the planet.

Putting our principles into action

The Good Decision-Making Guide is the starting point for lasting change. It's our responsibility to embed its principles into our culture and measure its impact.

Here's how we'll do that.

Creating with purpose

- ✓ The guide offers clear guidance on making ethical, inclusive, and forward-thinking decisions. It's rooted in BKL's values and our responsibility as a certified B Corporation to positively impact people and the planet. Its purpose is to inspire bold thinking, minimise risks and deliver sustainable growth.
- ✓ *Why it matters:* This guide is designed to move us purposefully from ideas to actions.

Embedding into everyday practices

- ✓ We will integrate the guide into key touchpoints across the business, from onboarding and leadership development to daily operations and strategic planning.
- ✓ *Key example:* Induction programmes will include training on the Positive Impact Framework, ensuring every team member starts their journey at BKL with a clear understanding of how to make ethical, impactful decisions.
- ✓ *Action:* Embedding these principles will foster a culture where inclusivity, sustainability, and long-term thinking are second nature.

Measuring impact and holding ourselves accountable

- ✓ To ensure the guide creates results, we'll track and measure its impact across several key areas:
 - *DEI and the Gender Pay Gap:* Monitoring progress to make sure we're creating a fair, equitable and inclusive workplace.
 - *Sustainability and Governance:* Evaluating how well decisions align with our environmental and ethical goals.
 - *Employee Engagement:* Gathering feedback to assess how the guide empowers teams to make confident, values-driven decisions.

How we'll measure this

We'll use surveys, KPIs, and transparent reporting to gauge adoption and identify areas for improvement, ensuring continuous progress.

Myfanwy Neville

Partner & Head of Governance & Sustainability



Summary

Our Chief People Officer, Greg McCaw

As BKL's Chief People Officer since 2023, I know that our work is never done. Building a fair and inclusive workplace is an ongoing commitment, woven into everything we do. For all of us, it's quite simply part of the job.



Our focus is on continually improving the moments that matter – whether that's enabling personal growth, celebrating achievements, supporting each other through challenges, or listening to every voice. These moments shape the experience of working here and define what being BKL means.

We'll keep learning, adapting and striving to get it right. Because when we prioritise fairness and inclusion – in closing the gender pay gap and in everything else – we not only do what's right for our people. We also ensure that BKL continues to grow as a place where everyone feels energised, cared for and fulfilled.

Holding ourselves to account

Our commitments for the next 12 months will ensure that we identify any disparities between women's and men's experiences at BKL and act on them, as we continue making BKL a great workplace community for everyone.

- ✓ Keep employee experience consistent and fair as our M&A and post-M&A growth continues. This means we'll always have a clear plan for cultural integration to foster the right experiences for all as we grow.
- ✓ Open up DFK's IWIL Mentorship Programme to all of BKL's offices and remote working locations. This will give women across BKL access to career support and mentoring to help push their careers forward.
- ✓ Launch our Path to Senior Leader Programme and begin embedding it. Everyone will be able to see what it takes to become a leader and what it takes to get there.
- ✓ Consistent roles and responsibilities across BKL. This will help ensure that there are no disparities in what we expect of people as we grow.
- ✓ A clear approach to measuring employee engagement and listening to colleagues' insights – at a firmwide level and across grades, roles, and demographic groups.

Reporting Statement

I can confirm that our Gender Pay Gap figures have been checked to ensure complete accuracy and have been formulated using the mechanics set out in the Gender Pay Gap reporting legislation.

Greg McCaw

Greg McCaw
Chief People Officer

