



Who we
are as
leaders

BDO's people are equipped with a digital mindset, embrace the spirit of collaboration and have the capacity for long-life learning and true leadership: these people are your advisers of the future. In order to ensure that we are our clients' advisers of choice in the future - and to deliver the service excellence that that they have come to expect – BDO people embrace technology and combine this with the unique skills we have as human beings to create experiences for our clients that are truly memorable and valuable.

Our people are selected, engaged and empowered because of who they are, how they perform and what they do to add value.

BDO's culture of accessibility, close relationships and excellence in delivering our services means that it is our people that make the true BDO difference. To ensure that difference, and that BDO will be part of a future where technology is disrupting not only our profession, but many of our clients' industries, we focus on 3 pillars: attraction, development and retention of talent.

ATTRACTING TALENT

BDO's solid reputation in the market helped to increase our global headcount by 8.4% at the close of 2018, and our organisation is now made up of 80,087 people working out of 1,591 offices in 162 countries & territories. Our consistently growing workforce is testament to our strong position in the ongoing 'war for talent', as is the fact that our firms worldwide have been recognised and rewarded with a number of awards and certifications in 2018.



▲ *BDO in Malaysia - Malaysia's 100 leading graduate employers 2018*



▲ *BDO in the USA - Working Mother 100 Best Companies 2018 by Working Mothers Magazine*

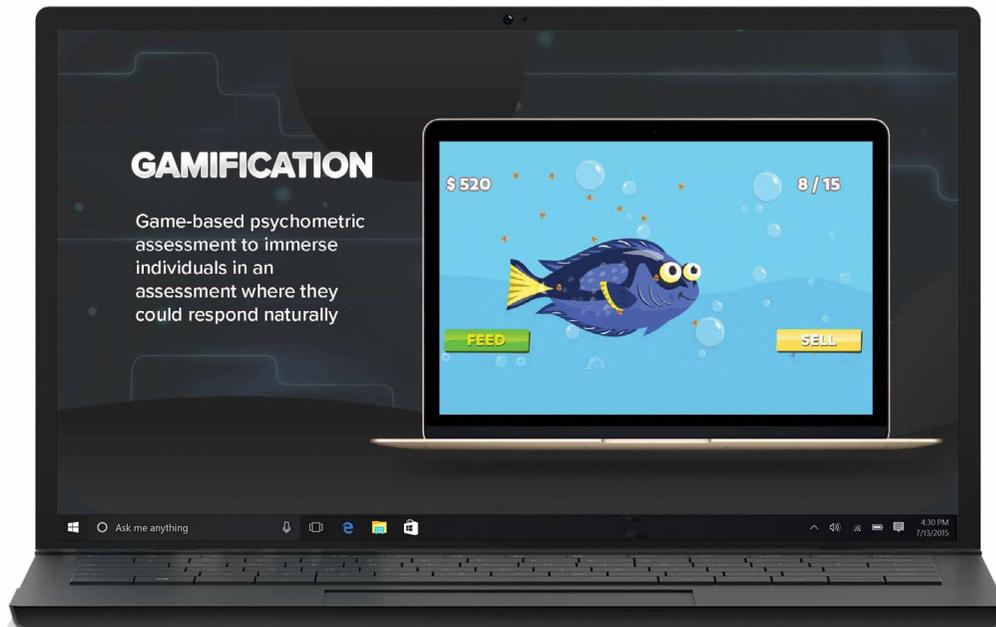


▲ *BDO in Estonia – certified Family Friendly Employer by Ministry of Social Affairs*

Our belief in the importance of an engaged workforce in a digital workplace starts with the recruitment process. Besides the traditional social media channels for attracting talent (LinkedIn, Facebook, Instagram...) our firms are leading with innovative ideas to appeal to the younger generation of digital natives:

- BDO in Ireland are using a video interviewing platform to digitise their recruitment process, giving candidates the possibility to take first round interviews online on any device, at any time
- BDO in Indonesia have designed a gamification platform and are using game-based psychometric assessment to attract the best talent
- BDO in Australia have developed a chatbot known as 'Buddy' to provide a first point of contact to students who are interested in working for BDO by answering their questions in real time, 24/7 on their careers web site.

▼ *'Feeding the fish' and 'The number agility': gamified psychometric assessments developed by BDO in Indonesia*



▲ *Chatbot Buddy developed by BDO in Australia*

RETAINING TALENT

At BDO, we strongly believe that investing in our people and inspiring them to be leading experts in their fields is key to retaining top talent.

A global mindset will facilitate our people to better serve our global clients and so we encourage our firms to promote global mobility among their partners and staff. In our 20 largest firms, we have almost 400 partners and professional staff in our *Global Mobility Programme* and they are its true champions, exploring new business cultures and opportunities around the BDO world.

Our firms also put in tremendous effort into understanding our people – their requirements, their dreams, what makes them tick - so that we are in a better position to cater to their needs and go on to retain the best of them.



BDO IN THE UK - THE MISSION: MILLENNIAL REPORT

ABOUT THE MISSION: MILLENNIALS REPORT

We hear and read a lot about 'managing Millennials'. 84% of our London Audit Group fall within the 22-37 year old age range who are labelled Millennials. So we researched 350 people from this group to help us better understand their views, motivations and preferences.

KEY FINDINGS & RECOMMENDATIONS

- Continue our focus on growing our innovation culture to drive efficiency – but there's a need to fix existing technologies too
- An individual approach to career development, including greater clarity over progression and greater empowerment
- Encourage a continuous feedback culture where employees are given timely and constructive feedback on a regular basis
- Ensure more consistency when recognising people for their achievements
- Open and transparent communications about everything, including major decisions and pay
- Look to increase opportunities for flexible working
- Don't underestimate the importance of social relationships at work and CSR agendas, and their positive impact on wellbeing

Our UK firm has already picked up on many of these strategic and operational needs, for example, switch to continuous feedback as part of our review process, the U Board priorities of Citizenship and Wellbeing, and the creation of our Innovation Builder community – all these as part of our Adviser of the Future project. This report reassures us that we're on the right track but still have much to do !



Recognising our people and their achievements is a vital part of our people strategy. We understand that our people deliver the best value for our clients when their performance is valued and appreciated. In 2018, BDO in Denmark received our People Excellence Award for their outstanding work in the organisational transformation of their firm. The award recognised in particular the digitalisation of the firm's various HR&D processes over the previous 7 years, which in turn has ensured that HR is deeply involved in driving their strategic agenda.

EMPOWERING TALENTS

Our firms understand the skills that our people need to develop to be digitally aware and attach the utmost importance to investing in platforms and programmes to enable them to develop their abilities and to grow in their role. A wide range of initiatives have been put in place across our global organisation to provide the motivation for continuous, life-long learning.



▲
BDO conference app

USING TECHNOLOGY FOR BETTER LEARNING

The use of digital platforms and virtual learning facilities is now crucial to how we provide training to our people. In 2018, many of our firms embarked on their development journey to facilitate e-Learning by making use of our *Learning Management System* (LMS). This platform enables anyone in BDO to acquire new skills from any device, at any time, with a digital solution available at their fingertips.

GATHERING OUR TALENTS TO COLLABORATE BETTER

We are fully committed to the continuous growth of our people and provide numerous opportunities for our people to get together and learn from each other by attending conferences and training events worldwide. In 2018, the Global People & Culture Conference was themed 'A great place to perform in a digital world'. 90 HR leaders and partners from 54 different countries participated in the event, during which 28 internal and external speakers shared expertise on topics such as diversity and inclusion, employee experience and leadership development. The event also showcased some of the latest technologies, including innovative ways of recruiting and compelling approaches to dealing with onboarding. To echo the theme of a digital workplace, the BDO conference app was fully in use during the event, not only for the organisational logistics, but to spark a more interactive and digital learning experience for all the delegates via the app's live polling and experiential ways of learning.

PROMOTING ENGLISH PROFICIENCY TO DELIVER EXCEPTIONAL CLIENT SERVICE

Our English language courses – both virtual and on site – have proved vital in improving efficiency in our day-to-day business communication across the global organisation. English learning also helps our firms to recruit and retain talent by empowering their staff with the skills to exchange ideas, share best practices and, more importantly, to service multinational clients on a global level.

▶ *Learn about how BDO in Italy benefits from the collaboration with Education First (EF) in improving English competency for their staff*

DEVELOPING THE LEADERS OF THE FUTURE - GLOBAL PARTNER LEADERSHIP PROGRAMME (GPLP)

Our exclusive Global Partner Leadership Programme (GPLP) has been proven to be a success in recent years, as we prepare our future leaders for a digital age in which the knowledge and competencies required to engage with the future workforce and stay relevant to our clients will be radically different to that of today.

In this year's programme, we focused on equipping our people with the skills to become an effective adviser in the future. By emphasising emotional intelligence, raising awareness of unconscious biases and training on how to build an agile business strategy to survive and thrive in a digital future, the GPLP programme is designed to help our people succeed in a fast-changing world. Games, simulations and other experiential learning methods were included in the programme for the first time and were positively received by the participants.

The Global Review interviewed two of our GPLP graduates about their experiences of the programme



Katharine Byrne, Partner & Head of Corporate Finance, BDO in Ireland

Katharine participated in the GPLP programme when she was looking for a course to further develop her personal leadership style. She graduated with the class of 2017.



Bruno Suppa, Managing Partner, Greater Toronto Area, BDO in Canada

Bruno joined the GPLP programme to build relationships with the BDO global community and future leaders, to help build tools that enable participants to successfully become a leader, not merely a manager, and to challenge himself by pushing himself out of his comfort zone, both professionally and culturally. Bruno graduated with the 2018 class.

What did you enjoy the most about the GPLP programme ?

What knowledge / skills did you acquire during the programme that you have been able to directly apply to your role and/or bring changes to your firm ?

If you had to identify just one major benefit of participating in the programme, what would it be ?

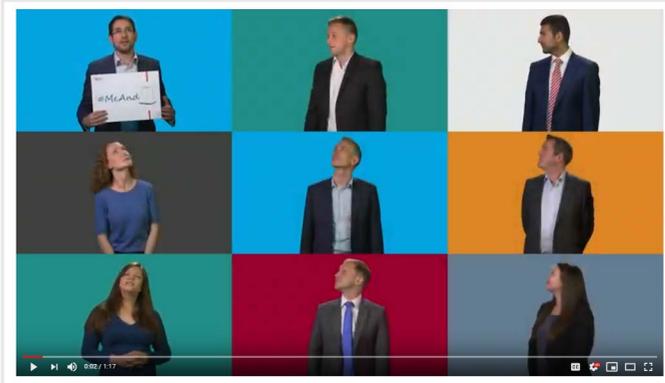
How much does participating in the GPLP programme equip you with the skills to be an effective adviser in the future ?

EMBRACING DIVERSITY & INCLUSION TO BUILD A BETTER WORKPLACE

At BDO, we know that people with diverse backgrounds trigger more creativity, innovation and out-of-the-box solutions in the workplace. The importance of hiring, retaining and promoting a diverse spectrum of people is a particular focus for our organisation.

2018 has seen many of our firms creating dedicated roles such as Chief D&I Officer to help facilitate this approach. Locally, our firms have adopted D&I strategies that are centred around key messages such as 'Be Yourself' and 'Everyone Counts'.

At BDO, we strive to build a truly unifying culture that embraces all backgrounds.

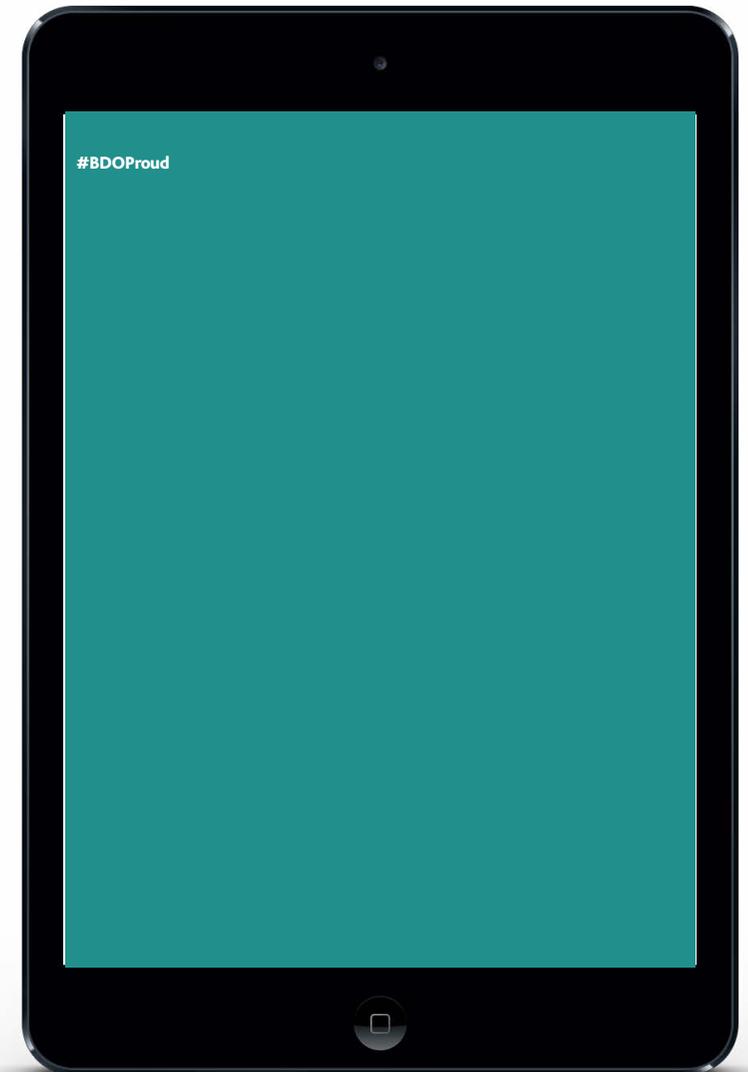


◀ *Unifying culture at BDO in the UK*



Inclusion at BDO in the USA ▶

▼ *BDO firms worldwide celebrate #IWD2019 for #GenderBalance*



BDO IN CANADA'S CHIEF INCLUSION & DIVERSITY OFFICER, PATRICIA GONSALVES, WINS 2018 WOMEN OF DIVERSITY AWARD

The Indo-Canadian Arts and Culture Initiative (ICACI) has chosen [Patricia Gonsalves](#), BDO's [Chief Inclusion & Diversity Officer](#), as the recipient of its 2018 Women of Diversity award.

Her achievements in promoting diversity and giving back to the business and the community stood out to ICACI's board of directors.

Patricia is working with BDO's talent leader to establish a national inclusion and diversity advisory council, and raising the importance of diversity across the firm.

She is also involved with Zonta, a women's advocacy group, and mentors new Canadians through The Mentoring Partnership.

Patricia has more than 20 years of professional experience in public accounting and is a Quality Assurance partner in the Greater Toronto Area.

