



2024 UK Gender and Ethnicity Pay Gap



PAY GAP REPORT

Executive summary

Our commitment to our people continues to be our driving force.

At Baringa, inclusion is embedded in how we do business. Our 2024 gender and ethnicity pay gap report reflects the meaningful progress we have made while reaffirming our commitment to driving lasting change. While overall representation has remained steady since 2022 (43% female, 27% female Directors and Partners; 22% ethnically diverse, 15% ethnically diverse Directors & Partners), we have seen strong talent progression into more senior roles. This shift has played a critical role in reducing our pay gaps and ensuring that career development pathways remain accessible and equitable for all.

GENDER PAY GAP

We have reduced our mean gender pay gap for the third consecutive year, now at 13.5% — a -3.1% decrease from 2023. Female representation has increased, particularly in senior roles, contributing to this positive shift. While our median pay gap has seen a slight increase to 14.8%, we remain focused on developing and progressing female talent across all levels.

ETHNICITY PAY GAP

Our mean ethnicity pay gap has improved by 1.3% to 8.1%, with a significant 11% reduction in the median gap to 3.6%. Representation continues to increase, with 28% of our workforce excluding Partners identifying as ethnically diverse — an increase of 6% since 2021. In FY24, our UK headcount grew by +16%, with 27% of new joiners identifying as ethnically diverse. We are seeing positive shifts in seniority, which is helping to narrow pay gaps across different ethnic groups.

Putting people first.
Creating impact that lasts.



BLACK REPRESENTATION:

Our mean pay gap for Black colleagues has decreased by 2.6% to 23.5%, and our median pay gap has significantly reduced by 12.8% to 21.3%. Since our 2023 report, there has been a +1% increase in Black representation, with positive shifts in the lower-middle and upper-middle quartiles, which has contributed to reducing the overall pay gap. However, for the first time, we do not have Black representation in the upper quartile, underscoring the need to support career progression into senior leadership.

ASIAN REPRESENTATION:

The mean pay gap has reduced by 0.8% to 4.1%, and the median pay gap has significantly reduced by 7.6% to 0.9%.

While overall representation remains steady at 17%, we have seen a shift towards senior roles contributing to higher average earnings and a reduction in pay disparities.

OTHER ETHNIC DIVERSITY:

The mean pay gap for colleagues from other minority ethnic backgrounds has decreased by 2.9% to 9%, while the median pay gap has reduced significantly by 13.9% to 0.7%.

Representation has increased by 1% to 8%, with shifts towards the upper-middle and upper quartiles helping to drive this progress.

LOOKING AHEAD: SUSTAINING PROGRESS

While we are encouraged by our achievements, we recognise there is more to be done. Our focus remains on evolving our Female Leadership Programme with the latest research and best practices and strengthening support for our female talent pipelines through a formal Gender Allyship Programme. We are also launching a Global Allyship Programme which will focus on diversity holistically and driving the right behaviours in the business. We will expand our ethnic diversity mentoring for tailored support and enhance focused recruitment to ensure we are taking a deliberate approach to increasing senior-diverse representation. **By continuing to focus on developing our female and ethnically diverse talent holistically, and an increased focus on recruitment whilst driving the right behaviours in the business, we aim to drive meaningful, lasting change.**



Emma Pace
DEI Partner Sponsor



Gender pay gap

2024

Snapshot date 5th April 2024

Gender Pay Gap Report explained

What is the gender pay gap?

The gender pay gap is the difference between men's and women's average earnings – regardless of the nature and grade of their work across an organisation.

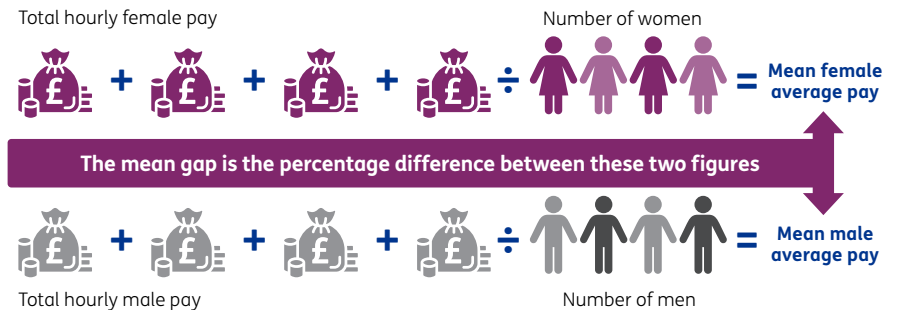
A major contributor to gender pay gap is the lower number of females in senior leadership roles.



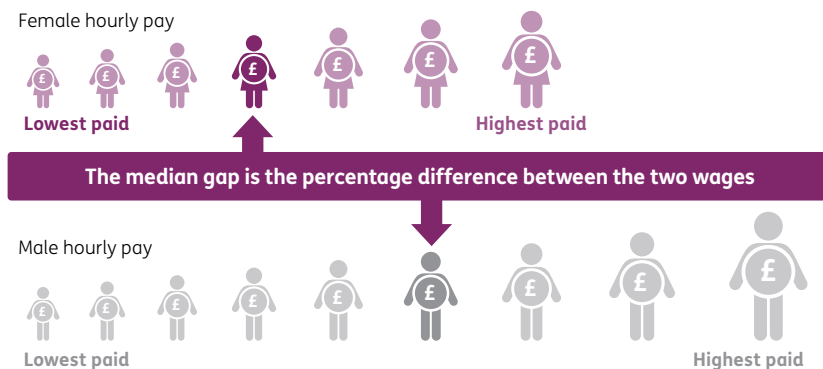
How we calculate the median and mean gaps

We have followed the calculation methodology set out by the Government Equalities Office (the main governing body of Gender Pay Gap) to report our mean and median gender pay gap, bonus gap and distribution across quartiles.

Mean pay gap calculation



Median pay gap calculation



Gender pay gap – Results

We are delighted to share that our mean gender gap has continued to reduce for a third year in a row.

A combination of focused recruitment and continuing commitment to developing and progressing female talent (as detailed in our promotion section on [page 10](#)) has helped reduce the gender pay gap for a third year running.

While we are happy to see a return on these efforts, we remain steadfast in our ongoing approach to narrow the gap further and equalise our representation of women in middle and senior pay quartiles.

Our 2024 mean pay gap is 13.5%, a 3.1% decrease from 2023. Our median pay gap increased slightly by 0.2% to 14.8%.

We saw a 16% increase in the number of colleagues who qualify as full pay employees within the gender pay reporting regulations. This is not as high as last year’s 28.4%. There were 237 new joiners – with a favourable split towards women (119 female and 118 male).

We now have 1% more women colleagues than last year. In addition, there has been an increase of female representation within our upper quartile of 6%, and a 3% and 2% decrease in the lower and lower-middle quartiles.

	Mean Pay Gap	Median Pay Gap	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Company Wide	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2021	23.8%	34.2%	37%	63%	49%	51%	63%	37%	70%	30%	55%	45%
2022	20.9%	21.0%	39%	61%	43%	57%	54%	46%	70%	30%	52%	48%
2023	16.6%	14.6%	44%	56%	45%	55%	51%	49%	69%	31%	52%	48%
2024	13.5%	14.8%	47%	53%	43%	57%	52%	48%	63%	37%	49%	51%
Differential	-3.1%	0.2%										

Gender bonus gap – Results

In line with the mean pay gap, our mean and median bonus gaps have reduced for a third year in a row.

We have seen a reduction in both our mean and median bonus gaps. In 2024, the mean bonus gap **decreased by 3.7% to 28.7%**, while the median bonus gap saw a **significant reduction of 20.1% to 13%**.

The median bonus gap has noticeably shrunk because of a year-on-year positive change whereby women are advancing into higher pay brackets beyond the lower quartile. Our bonus structure is based on tenure, and larger bonuses are amassed after three years. Now that more women have been with the company long enough to qualify for higher bonuses, the bonus gap has narrowed.

As we have hired a larger proportion of women over the last three years, the average tenure for bonus-eligible females is 3.1 years compared to 3.8 years for men. Due to the timing of new joiners within the financial year and how this aligns to the bonus pay-out, it can take up to a full four years to maximise the three-year bonus.

This, along with the lower representation of women in senior roles, is the driver behind the current mean and median bonus gaps.

	2021	2022	2023	2024	Differential
Mean bonus gap	40.6%	38.7%	32.4%	28.7%	-3.7%
Median bonus gap	52.8%	46.4%	33.1%	13%	-20.1%

	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
% of employees who received a bonus	100%	100%	100%	100%	100%	100%	97.9%	98.5%



Gender pay gaps between our Business Enablement (BE) and consulting teams

In a conscious effort to improve data transparency year on year, we are including further analysis of our gender pay gap

Business Enablement (BE) – Enabling Baringa to thrive and succeed. Comprising of six functions (People, Finance, Marketing, TECY, Legal Business & Integrity, and Consulting Services & Operations), BE exists to support the delivery of Baringa’s strategy and growth ambitions.

In BE, both the mean and median pay gaps are higher than in consulting, as well as for the business overall.

- There is a higher representation of women in BE (66%) but despite this, there is still an uneven distribution. More women fall into the lower quartiles and fewer in the upper quartiles.
- Although consulting also has an uneven distribution throughout the pay quartiles, the differences are smaller. When looking at the breakdown of pay gaps by level, these are negative at most levels for both mean and median pay. As a result, consulting has a lower mean and median pay gap.

- In consulting, both the mean and median bonus gaps are higher than BE. This is likely because of the differences in tenure and lower representation of women at the senior manager and director levels. In consulting, the average tenure of bonus-eligible women is 3.1 years, compared with 3.9 years for men, and only 42% of senior managers are women while only 30% of directors are women.
- In BE, the average tenure for bonus-eligible women is 3.1 compared with 2.9 for men. Here the mean and median bonus gaps are driven by the lower representation of women in senior roles.
- Since consulting accounts for nearly 80% of the total workforce, it has a greater influence on overall pay and bonus gap figures.

This is the first time we have analysed the data in this way. Following this, we are focused on enhancing the rigour of our pay structures to strengthen our approach across the BE estate.

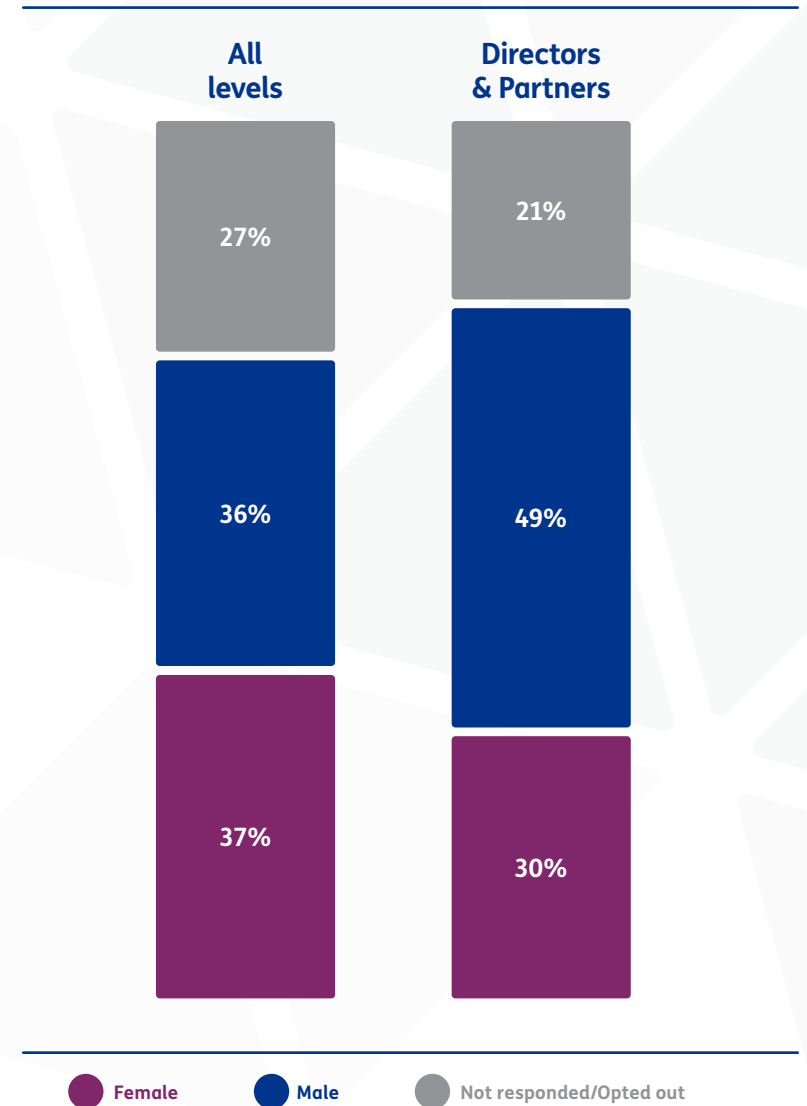
	Mean Pay Gap	Median Pay Gap	Mean Bonus Gap	Median Bonus Gap	% Females Receiving Bonus	% Males Receiving Bonus	Upper Quartile F	Upper Middle Quartile F	Lower Middle Quartile F	Lower Quartile F	Overall Female %
2024 All	13.5%	14.8%	28.7%	13.3%	98.5%	97.9%	37%	47%	53%	57%	48%
2024 BE	19%	27%	19%	8%	98.2%	98%	50%	60%	76%	76%	66%
2024 Consulting	8.9%	7.3%	26%	11.4%	99.4%	97.1%	35%	45%	52%	46%	44%

FY24 recruitment – Gender diversity

In FY24

- **37% of all UK recruits identified as female.** This is slightly below our FY23 rate of 40% but slightly above male new joiners at 36%.
- **30% of director and partner new recruits identified as female.** This is a difference of -11% (41%) on the previous year.
- 27% and 21% of respondents chose not to disclose their gender during the recruitment process.

We recognise the need to increase gender disclosure rates of new joiners. Improving our recruitment process so it is truly fair and equitable is a top priority and will help ensure we achieve the greatest amount of transparency and accountability.



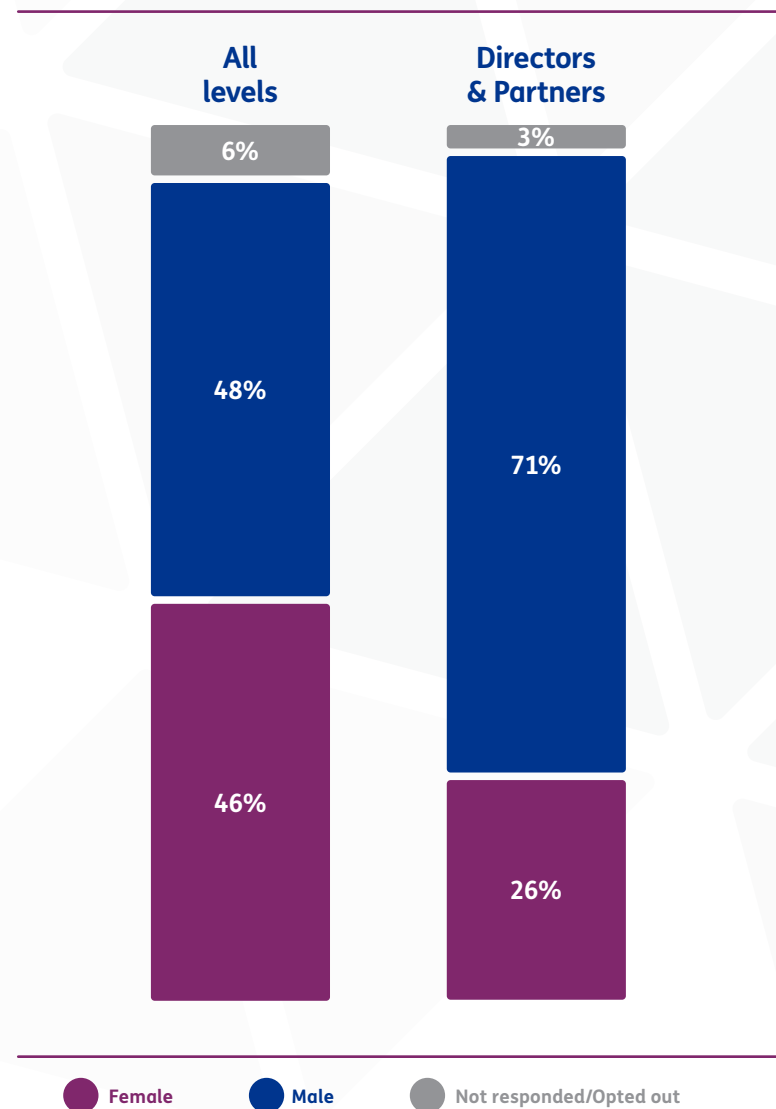
FY24 promotions – Gender diversity

All data was taken between 6 April 2023 – 5 April 2024 (FY24). The company holds quarterly promotion rounds, and biannual rounds for colleagues in consulting and business enablement. This allows promotions to reflect an individual’s actual growth and contributions, rather than being restricted by a fixed annual schedule.

- We are delighted to share our female promotion at all levels is near parity at 46%, which is a 1% increase on our 2023 data of 45%. This is slightly above our female representation of 43%.
- Where our continued attention is required is in our director and partner promotions, with 26% of those promoted identifying as female, a 9% decline on the previous year’s 35%. This will be an increasing area of focus in the future.

We are committed to increasing our female talent pipelines and developing our talent holistically. We recognise in doing so, the representation of our director and partner promotions will fluctuate between years as our talent pools at more junior levels grow.

28%
female directors
and partners in
the UK



Gender action plan

Since launching our first Gender Action Plan in February 2022, we have worked to improve the experience of women at Baringa by focusing on building strong talent pipelines at every level, from graduates to senior leadership. While we are making good progress, as reflected in the Gender Pay Gap Report and action plan, we know there is still much to do to create a truly fair and inclusive workplace. As part of these efforts, we will incorporate the following actions in everything we do.



Our focus areas



1. Enhance transparency and accountability through improved process and policy



2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally



3. Expand inclusive learning opportunities



4. Strengthen leadership pathways



5. Demonstrate leadership commitment



6. Improve recruitment and retention



7. Cultivate professional networks, sponsorship and community building



8. Enhance listening and action mechanisms

Gender action plan 2021-22

Our focus areas to drive us forward as we continue our journey to gender parity

Keeping ourselves accountable by sharing what we have done. Here are the actions we have taken as we continue our journey to gender parity.

2021



March-May 2021

Reverse Mentoring programme for our Partners focused on the experiences and understanding of our diverse colleagues



April 2021

Recruit a full time dedicated Diversity Equity and Inclusion Lead



April 2021

Monthly headcount reporting split by gender (and ethnicity) and sector/business unit is shared with sector and people leads to promote accountability and transparency



April 2021

Active Bystander Training is launched teaching how to call out un-inclusive behaviours in a safe way



Oct 2021

Launch of the first global DEI Strategy outlining Gender (and ethnicity) as a global priority



Sept-Nov 2021

Reverse Mentoring programme extended to include our Directors as well as Partners, focused on the experiences and understanding of our diverse colleagues



Sept 2021

Launch bespoke training module, Unconscious Bias, combining digital and classroom elements – essential for all colleagues globally to undertake



July 2021

Baringa is listed 2nd under the large company category for 'Great Place to Work' for Women



Oct 2021

Launch of the Menopause Support UK Policy which outlines the support available, including access to specialist care



Oct 2021

Take part in Business In The Community Responsible Business detailed benchmarking exercise (coming in the top quartile of companies who addressed DEI as a prime focus for them)

2022



Feb 2022

Gender Pay Gap Report (2021) launching our first ever Gender Action Plan

KEY

-  1. Enhance transparency and accountability through improved process and policy
-  2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally
-  3. Expand inclusive learning opportunities
-  4. Strengthen leadership pathways
-  5. Demonstrate leadership commitment
-  6. Improve recruitment and retention
-  7. Cultivate professional networks, sponsorship and community building
-  8. Enhance listening and action mechanisms

Gender action plan 2022

Our focus areas to drive us forward as we continue our journey to gender parity

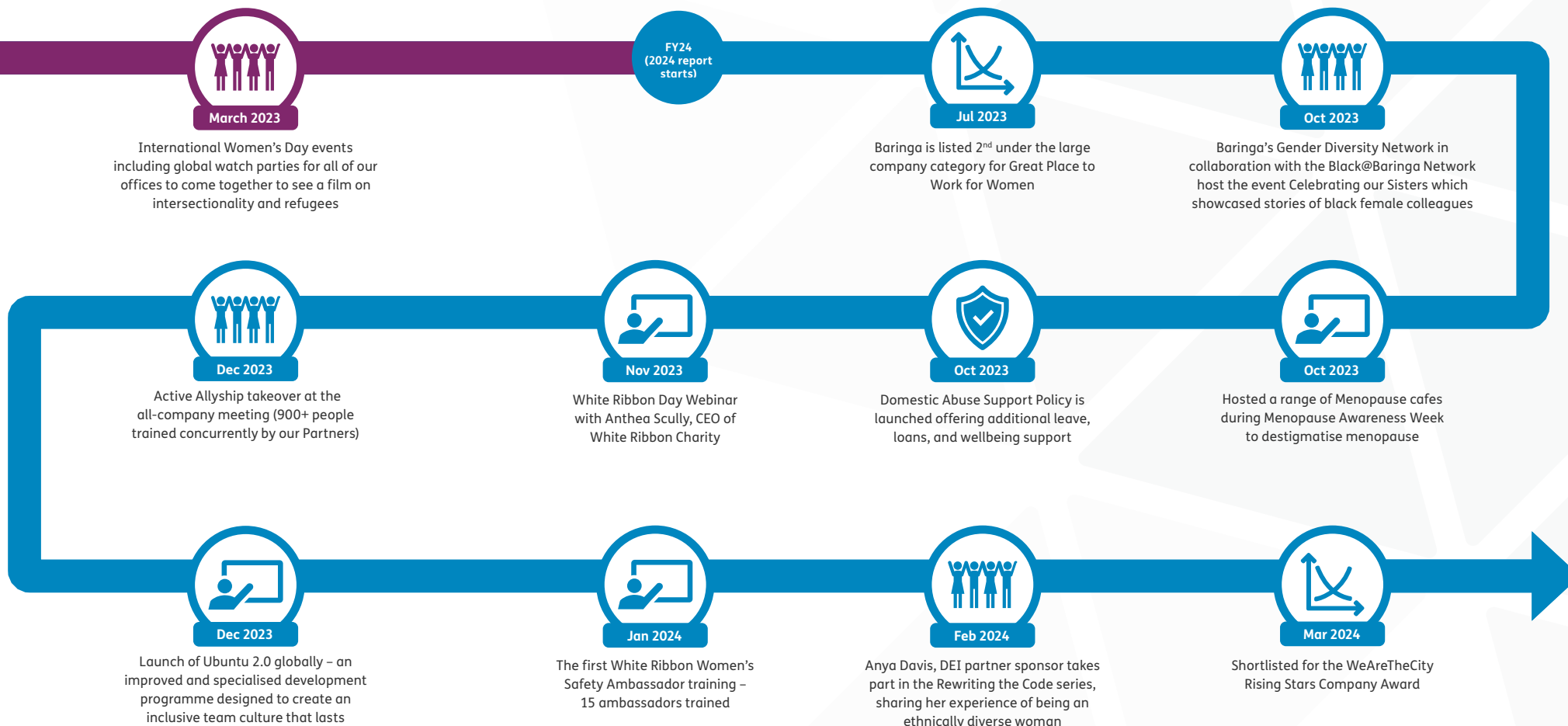


KEY




	1. Enhance transparency and accountability through improved process and policy		2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally		3. Expand inclusive learning opportunities		4. Strengthen leadership pathways
	5. Demonstrate leadership commitment		6. Improve recruitment and retention		7. Cultivate professional networks, sponsorship and community building		8. Enhance listening and action mechanisms

Gender action plan 2023 onwards

Focus areas to power forward on the journey to gender parity



KEY

-  1. Enhance transparency and accountability through improved process and policy
-  2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally
-  3. Expand inclusive learning opportunities
-  4. Strengthen leadership pathways
-  5. Demonstrate leadership commitment
-  6. Improve recruitment and retention
-  7. Cultivate professional networks, sponsorship and community building
-  8. Enhance listening and action mechanisms

In summary

Empowering women at Baringa has been an integral part of our efforts within the Gender Diversity Network (GDN) and beyond.

In a truly collaborative effort across our business and GDN, we have evolved and broadened our reach by shaping and leading female allyship programmes for our Partners, supporting our sectors with mentoring programmes for our female colleagues, as well as driving important topics such as improved focus on women's safety through our White Ribbon accreditation and accompanying efforts.

Over the next few years, we will focus on launching the refreshed Female Leadership Programme and supporting our sectors to ensure we are supporting our female talent pipelines to thrive where there is an equal opportunity to support and success wherever you sit within our business.



Grazzia Horn
Gender Diversity Partner Sponsor



Ethnicity pay gap

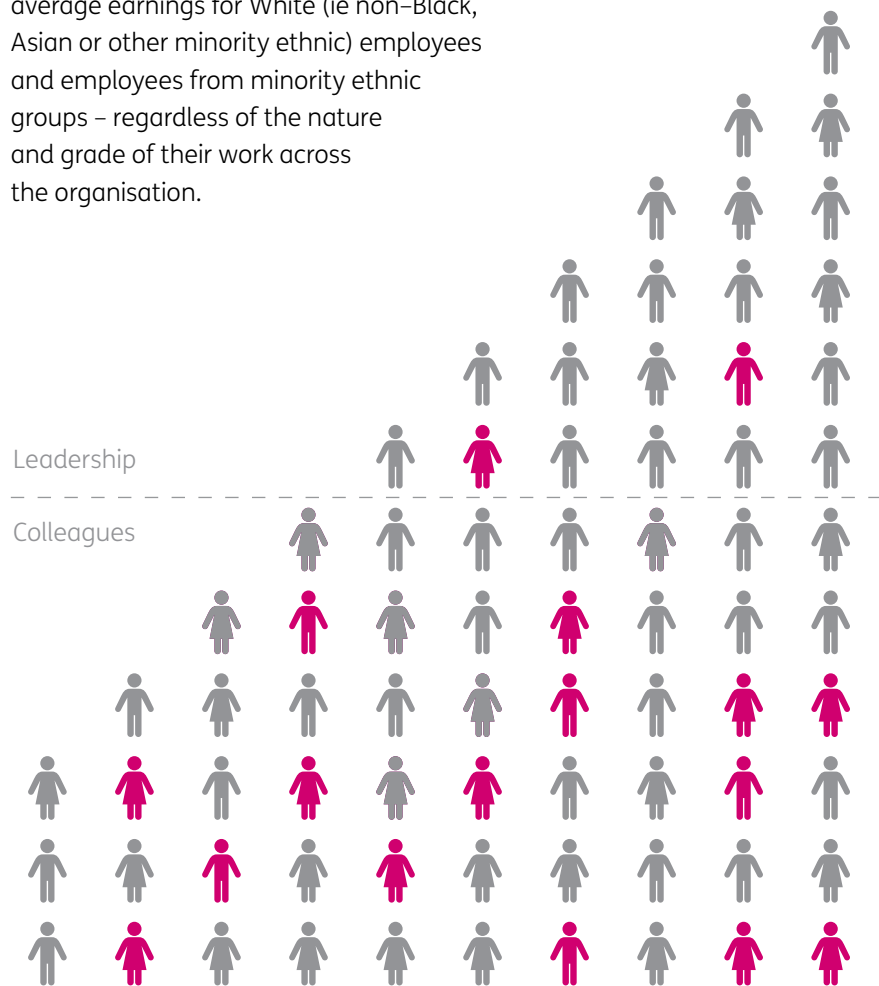
2024

Snapshot date 5th April 2024

Ethnicity Pay Gap Report explained

What is the ethnicity pay gap?

The ethnicity pay gap is the difference between average earnings for White (ie non-Black, Asian or other minority ethnic) employees and employees from minority ethnic groups – regardless of the nature and grade of their work across the organisation.



How we calculate the median and mean gaps

We have followed the calculation methodology set out by the Government Equalities Office (the main governing body of Gender Pay Gap) to report our mean and median ethnicity pay gap, bonus gap and distribution across quartiles.

Mean pay gap calculation

Total hourly Ethnic pay

$$£ + £ + £ + £ \div \text{Number of people} = \text{Mean Ethnic average pay}$$

The mean gap is the percentage difference between these two figures

$$\text{Total hourly white pay} \div \text{Number of people} = \text{Mean white average pay}$$

Median pay gap calculation



NB. This report only includes pay and ethnicity data for employees who have consented to having their data shared and used in the report. Due to the pandemic, our data has been slightly skewed as those furloughed are not counted in the mean/median pay gap calculations (but are in the bonus data). While mean and median pay and bonus data has been collated for both consulting and corporate employees.

Ethnicity pay gap – Results

85% ethnicity completion rate

In FY24, we saw a reduction in the mean ethnicity pay gap of 1.3%, and a much larger decrease of 11% in the median pay gap. This is a result of our increased ethnically diverse representation—28% in 2024 (excluding partners and those who opted out of sharing their ethnicity). This marks a 6% increase since 2021. In FY24 our headcount increased by 16%, with 27% of all new joiners identifying as ethnically diverse.

BLACK – There was a material drop in both the mean and the median pay gaps compared with the previous year for our Black colleagues. Our 2024 mean pay gap was 23.5% and our median pay gap was 21.3% which is a decrease of 2.6% and 12.8% respectively. There was a 1% company-wide increase in Black representation with positive shifts in our lower middle and upper middle quartiles which **reduced our overall pay gap**. However, while Black representation and pay gaps are improving, this is the first year we do not have self-identifying Black representation in the upper pay quartile. Developing our upper-middle talent to more senior levels is therefore a priority in our progress towards parity.

Ethnicity pay gap	Mean					Median				
	2021	2022	2023	2024	Differential	2021	2022	2023	2024	Differential
Black	39.5%	24.8%	26.1%	23.5%	-2.6%	46.5%	31.3%	34.1%	21.3%	-12.8%
Asian	4.2%	7.4%	4.9%	4.1%	-0.8%	0.0%	8.7%	8.5%	0.9%	-7.6%
Ethnically Diverse	9.4%	9.5%	11.9%	9%	-2.9%	10.4%	11.7%	14.6%	0.7%	-13.9%
Total Ethnically Diverse	10.6%	10.4%	9.4%	8.1%	-1.3%	14.3%	11.7%	14.6%	3.6%	-11.0%

Ethnicity pay gap – Results

ASIAN – The mean pay gap has reduced slightly by 0.8% to 4.1%, while the median pay gap had a material reduction of 7.6% to 0.9%. Overall Asian representation held at 17% compared with the previous year however there was a 1% decrease in the lower and lower middle quartiles and a 1% increase in the upper middle and upper quartiles which reduced the pay gaps. In addition, we have seen an increase in the number of Asian colleagues at manager level and above; from 49% in 2023 to 58% in 2024, thus increasing the overall average Asian hourly mean pay. This has also lessened the gap between the mean pay of Asian versus non-ethnically diverse colleagues.

OTHER ETHNIC DIVERSITY – Pay gap results for our other ethnically diverse employees fell across both the mean and median. The mean pay gap decreased by 2.9% to 9% compared to the previous year, while the median pay gap shrunk by 13.9% to 0.7%. Company-wide, the overall representation increased by 1% to 8% on the year before. The decreases in the mean and median pay gaps are because of a shift in the representation across the quartiles with a fall in the lower middle quartile and increases in both the upper middle and upper quartiles.

TOTAL ETHNICALLY DIVERSE – We are pleased to see a 1.3% reduction in our overall mean ethnicity pay gap to 8.1%, with the median pay gap decreasing by 11% to 3.6%. We have seen a positive impact with our **Black and other minority ethnic employees’ representation increasing at the company-wide level**. There has also been a representation shift within the quartiles, with a 6% increase in the upper middle quartile although the effects of this were partially offset by the 1% decrease in the upper quartile. We are proud to see the mean and median pay gaps continue to reduce year on year as we increase and progress our ethnically diverse talent holistically.



Ethnicity bonus gap – Results

All our Black and other ethnically diverse colleagues, and 99.6% of our eligible Asian colleagues, received a bonus in FY24. While overall ethnic diversity has increased, we have in tandem seen a rise in our mean bonus gaps across each of the ethnic groups. We believe the impact of tenure (with up to three years being considered) is largely causing the gap.

There are also more ethnically diverse employees in the lower quartile and slightly fewer in the upper quartile. As with our pay gap approach, we believe the more diverse talent that progresses through the company, the bonus gaps will begin to close.

BLACK – Our mean and median bonus gaps increased for our Black colleagues, and they remain high at 46.7% and 40.8% respectively. Black colleagues eligible for bonuses have the lowest average tenure when compared with other ethnicities at 2.62 years. This, combined with the significant proportion of Black talent anchored towards the lower and lower middle quartiles, contributes to why our Black talent representation has the biggest bonus pay gaps.



ASIAN – Our mean bonus gap increased for our Asian colleagues, yet the median decreased materially. There was an increase of 1.5% which brought the mean bonus gap to 20.7%, while the median gap fell by 10.5% to 27.8%. This is reflective of the increase in average tenure of our Asian colleagues, increasing from 2.24 years in 2023 to 3.11 years in 2024. As the median bonus for Asian colleagues increased, non-ethnically diverse median bonuses fell thus reducing the median pay gap.

OTHER ETHNIC DIVERSITY – Our mean bonus gap for our other ethnically diverse colleagues increased by 8.9% to 24.9% compared to 2023, while the median bonus gap grew by 12.6% to 36.6%. Overall, this group increased in representation by 1% at a company-wide level. There was a shift of other ethnically diverse colleagues to the lower and lower-middle pay quartiles by 4% to 18%. Meanwhile, representation in the upper-middle and upper quartiles fell by 2% to 11%. As a result, the mean and median pay gaps for these groups widened.

TOTAL ETHNICALLY DIVERSE – Overall there was an increase to our mean bonus gap of 3.5% which brings the gap up to 25.1%, while the median bonus gap fell by 5.2% to 30.8%.

Ethnicity bonus gap	Mean					Median				
	2021	2022	2023	2024	Differential	2021	2022	2023	2024	Differential
Black	55.2%	49.6%	44.8%	46.7%	1.9%	66.4%	57.8%	36.5%	40.8%	4.3%
Asian	10.1%	13.1%	19.2%	20.7%	1.5%	9.6%	17.9%	38.3%	27.8%	-10.5%
Other Ethnic Diversity	5.5%	15.0%	16.0%	24.9%	8.9%	22.1%	15.5%	24.0%	36.6%	12.6%
Total Ethnically Diverse	15.9%	18.7%	21.6%	25.1%	3.5%	28.7%	24.2%	36.0%	30.8%	-5.2%

Ethnicity pay

Pay quartiles	Lower quartile	Lower Middle quartile	Upper Middle quartile	Upper quartile	Company wide
2024					
Black	7%	3%	6%	0%	4% ↑
Asian	16%	18%	19%	13%	17% →
Other Ethnic Diversity	9%	7%	9%	6%	8% ↑
Total Ethnically Diverse	32%	29%	33%	19%	28% ↑
Non-Ethnically Diverse	68%	72%	67%	81%	72% ↓
2023					
Black	7%	2%	4%	1%	3%
Asian	15%	20%	17%	14%	17%
Other Ethnic Diversity	9%	9%	7%	4%	7%
Total Ethnically Diverse	30%	31%	27%	20%	27%
Non-Ethnically Diverse	70%	69%	73%	80%	73%
2022					
Black	7%	3%	3%	2%	4%
Asian	14%	19%	16%	12%	15%
Other Ethnic Diversity	8%	6%	8%	5%	7%
Total Ethnically Diverse	29%	28%	27%	18%	26%
Non-Ethnically Diverse	71%	72%	73%	82%	74%
2021					
Black	8%	3%	1%	1%	3%
Asian	10%	15%	17%	10%	13%
Other Ethnic Diversity	8%	7%	6%	5%	6%
Total Ethnically Diverse	26%	24%	24%	15%	22%
Non-Ethnically Diverse	74%	76%	76%	85%	78%



Ethnicity pay gaps between our Business Enablement (BE) and consulting teams



PAY GAP

In a conscious effort to improve data transparency year on year, we are including further analysis of our EPG

Business Enablement (BE) – Enabling Baringa to thrive and succeed. Comprising of six functions (People, Finance, Marketing, TECY, Legal Business & Integrity, and Consulting Services & Operations), BE exists to support the delivery of Baringa’s strategy and growth ambitions.

The mean and median pay gaps are higher in BE than in consulting for Black, Asian and other ethnically diverse colleagues.

- When reviewing the mean and median pay gaps at each level of consulting, they are mostly negative and the overall pay gaps in consulting are caused by the lower representation in the upper quartile.

- In BE, there are mostly positive mean and median pay gaps throughout the different levels.
 - This is due to the low representation of Black, Asian and other ethnically diverse groups throughout the quartiles, and generally smaller datasets given the size of the broader BE team.
 - The pay gaps in BE also stem from the differing pay structures across the BE teams which are dictated by external benchmarking. For example, our legal team will have a different pay structure in comparison with our IT or marketing functions. This means there are pay gaps that are dependent on where our ethnically diverse colleagues sit in the business and how senior they are.

Ethnicity pay gap	Mean Pay Gap			Median Pay Gap			Headcount %		
	2024 All	2024 BE	2024 Consulting	2024 All	2024 BE	2024 Consulting	2024 All	2024 BE	2024 Consulting
Black	23.5%	36.9%	16.9%	21.3%	27.1%	2.1%	4%	6%	3%
Asia	4.1%	14.6%	4.9%	0.9%	8.1%	4.2%	17%	12%	18%
Minority Ethnic	9%	12%	10.7%	0.7%	18.1%	6.8%	8%	5%	8%
Total Ethnic Diversity	8.1%	19.9%	7.9%	3.6%	23.2%	4.4%	28%	23%	29%

Ethnicity pay gaps between our BE and consulting teams



BONUS GAP

The mean and median bonus gaps are higher in consulting than in BE for our Asian and other ethnically diverse colleagues.

- In consulting, all ethnically diverse colleagues have a lower average tenure (and therefore lower bonus value) compared to non-diverse colleagues. The representation is skewed towards the lower three quartiles. This is the reason for the higher mean and median bonus gaps.
- In BE, the average tenure for our Asian and other ethnically diverse colleagues is higher than that of our non-diverse colleagues.
 - For other ethnically diverse colleagues, the representation throughout the quartiles is relatively even. Additionally, as the average tenure is higher than that of non-diverse colleagues, the mean and median pay gaps are negative.
 - For Asian colleagues, although the tenure is higher, the representation within the quartiles is more heavily weighted to the bottom three quartiles. Therefore, the mean and median bonus gaps are positive.
 - There are significant mean and median bonus gaps for our Black colleagues. This is driven by the lower average tenure (2.3 years) and the lack of representation in the upper quartiles. Although Black colleagues make up 6% of the population in BE, they make up 21% of the lower quartile and 0% of the upper quartile.

This is the first time we have analysed the data in this way. Following this, we are focused on enhancing the rigour of our pay structures to strengthen our approach across the BE estate.

Ethnicity bonus gap	Mean Bonus Gap			Median Bonus Gap			Headcount % (received bonus)		
	2024 All	2024 BE	2024 Consulting	2024 All	2024 BE	2024 Consulting	2024 All	2024 BE	2024 Consulting
Black	46.7%	65%	38%	40.8%	73.0%	34%	3%	6%	3%
Asia	20.7%	6.7%	24.7%	27.8%	12.1%	35.2%	17%	10%	18%
Minority Ethnic	25%	-51%	33%	36.6%	-103%	45%	7%	4%	8%
Total Ethnic Diversity	25.1%	13.0%	28%	30.8%	25%	37%	27%	20%	29%

Recruitment – Ethnic Pay Gap

In FY24

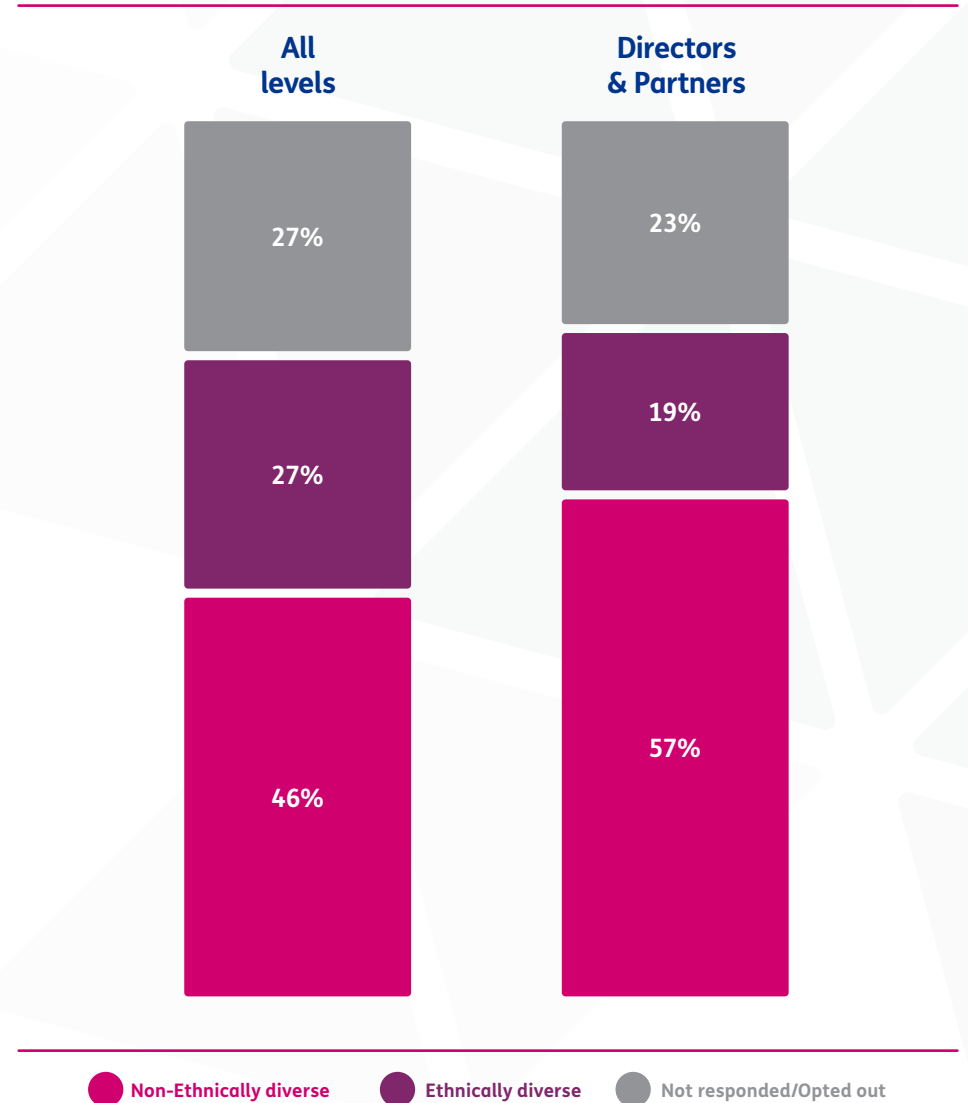
- 27% of all UK recruits identified as ethnically diverse. This is slightly below our FY23 rate of 28%.
- 19% of director and partner new recruits identified as ethnically diverse. This is a 3% decrease on the previous year.
- Like our gender pay gap report, 27% and 23% of respondents chose not to disclose their ethnicity during the recruitment process.

We recognise the need to increase ethnicity disclosure rates of new joiners to ensure we achieve the greatest amount of transparency and accountability.

FY24 All levels recruitment breakdown:



Please note, due to the identifiable datasets of our ethnically diverse director and partner recruits, we cannot break down additional ethnic lenses at these levels. Data as of April 2024



● Non-Ethnically diverse ● Ethnically diverse ● Not responded/Opted out

Promotion – Ethnic Pay Gap

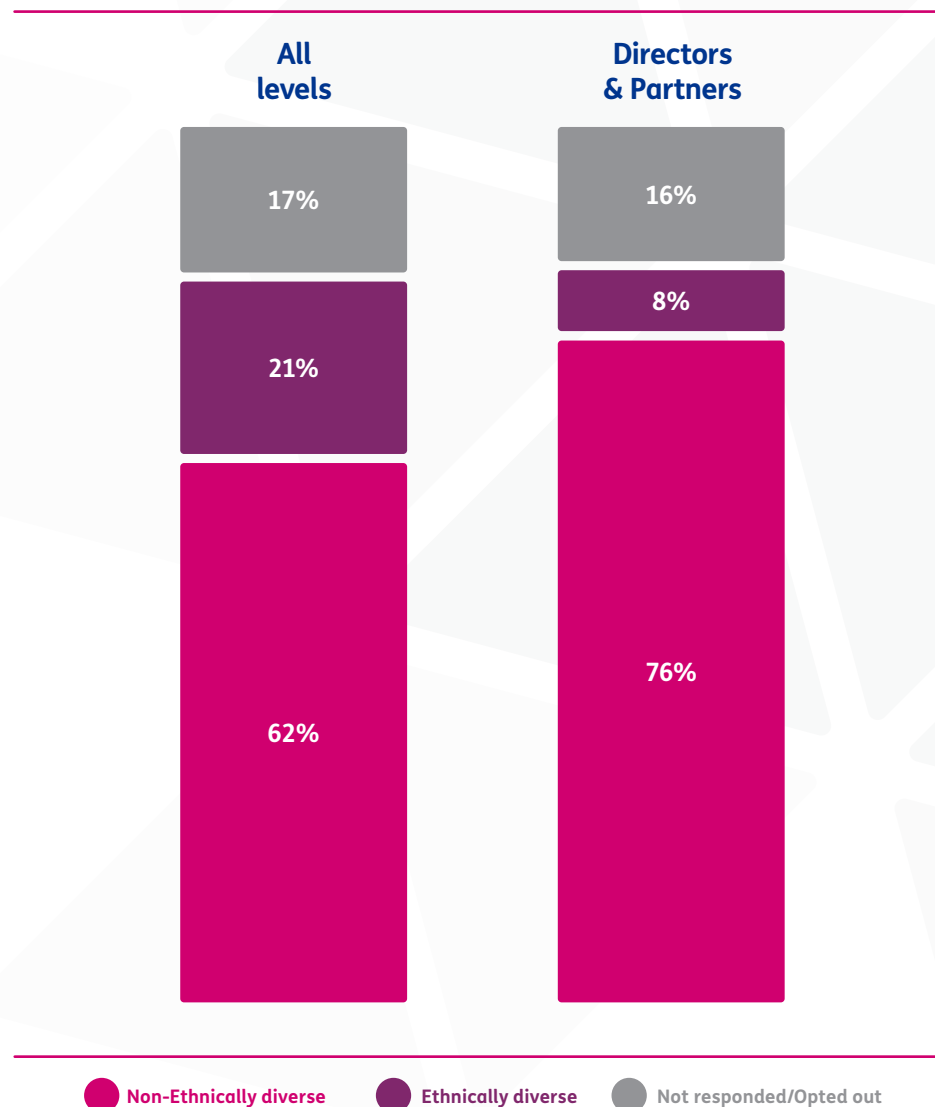
All data was taken between 6 April 2023 – 5 April 2024 (FY24). The company holds quarterly promotion rounds, and biannual rounds for colleagues in consulting and business enablement. This allows promotions to reflect an individual’s actual growth and contributions, rather than being restricted by a fixed annual schedule.

- **21% of our promotions at all levels identified as ethnically diverse.** This is just shy of our ethnically diverse representation of 22% and is reflective of last year’s data. We aim for our promotions to be level with representation to ensure we are developing and promoting our talent fairly.
- **Our ethnically diverse director and partner promotions have reduced by 9% from 18% last year, making this a priority for future focus.**

We are committed to increasing our ethnically diverse talent pipelines and developing talent holistically. We recognise in doing so, the representation of our director and partner promotions may fluctuate between years as our talent pools grow towards manager and senior manager levels. Ensuring stability of growth in this area forms part of our future ambitions.



Rep data as of April 2024



Ethnicity Action Plan

Following the launch of our 10 Commitments to Anti-Racism in 2020, we are proud of the progress we have made towards becoming a truly anti-racist organisation. We have focused on proactively building our Black, Asian and other ethnically diverse talent pipelines, from our graduate programmes to senior leadership. To reflect this progress and our ambitions for the future, we have updated these commitments to ensure we are holding ourselves accountable and maximising impact.



Our focus areas



1. Enhance transparency and accountability through improved process and policy



2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally



3. Expand inclusive learning opportunities



4. Strengthen leadership pathways



5. Demonstrate leadership commitment



6. Improve recruitment and retention



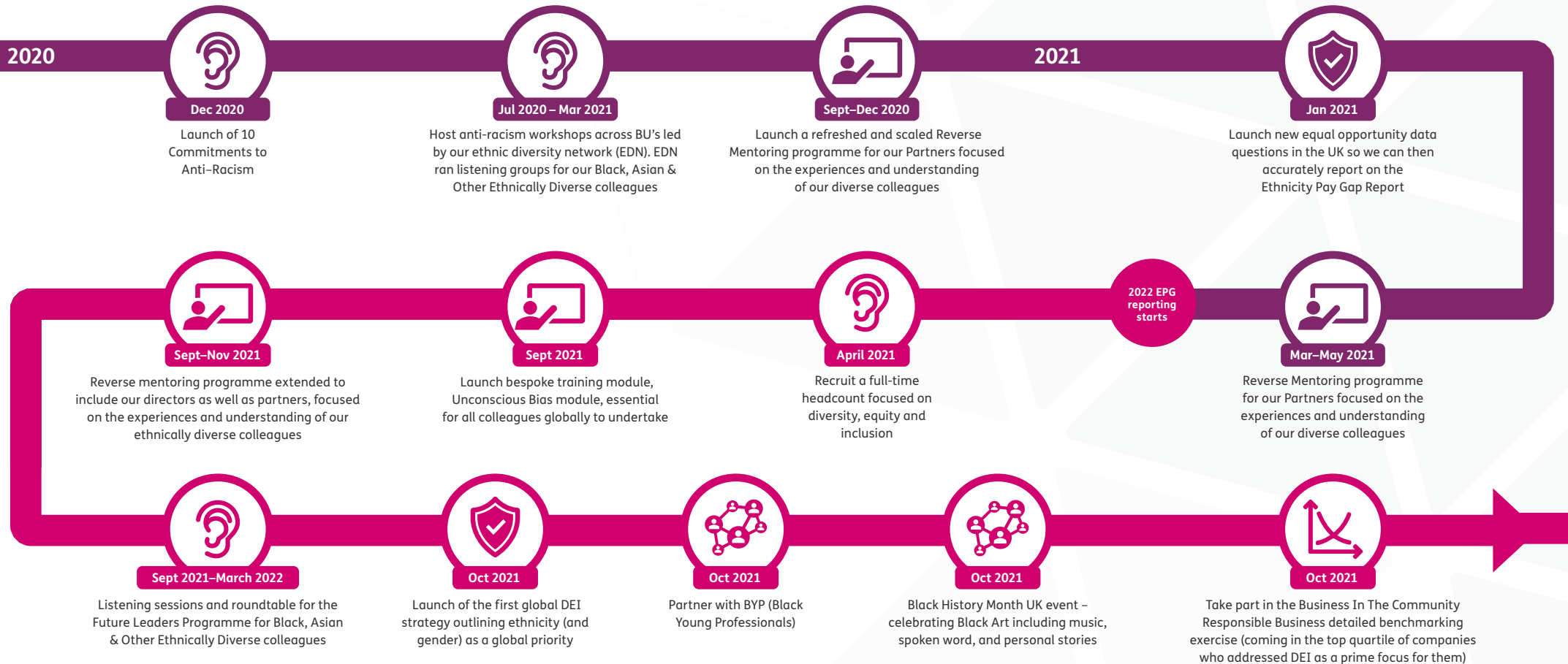
7. Cultivate professional networks, sponsorship and community building








8. Enhance listening and action mechanisms

Ethnicity Action Plan 2020-21

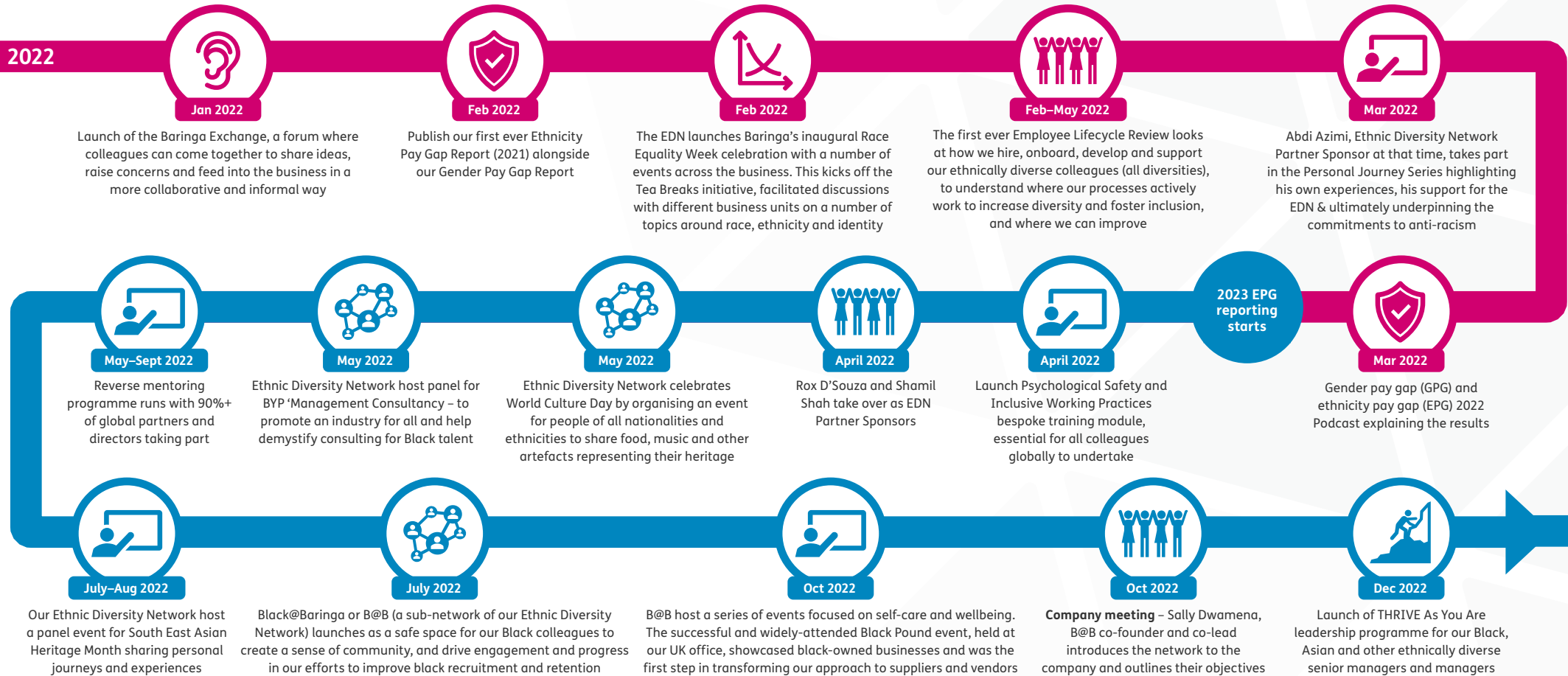
We know progress is not always a straight line... Below are the actions we have taken to progress these commitments, through the financial year 2022






KEY

-  1. Enhance transparency and accountability through improved process and policy
-  2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally
-  3. Expand inclusive learning opportunities
-  4. Strengthen leadership pathways
-  5. Demonstrate leadership commitment
-  6. Improve recruitment and retention
-  7. Cultivate professional networks, sponsorship and community building
-  8. Enhance listening and action mechanisms

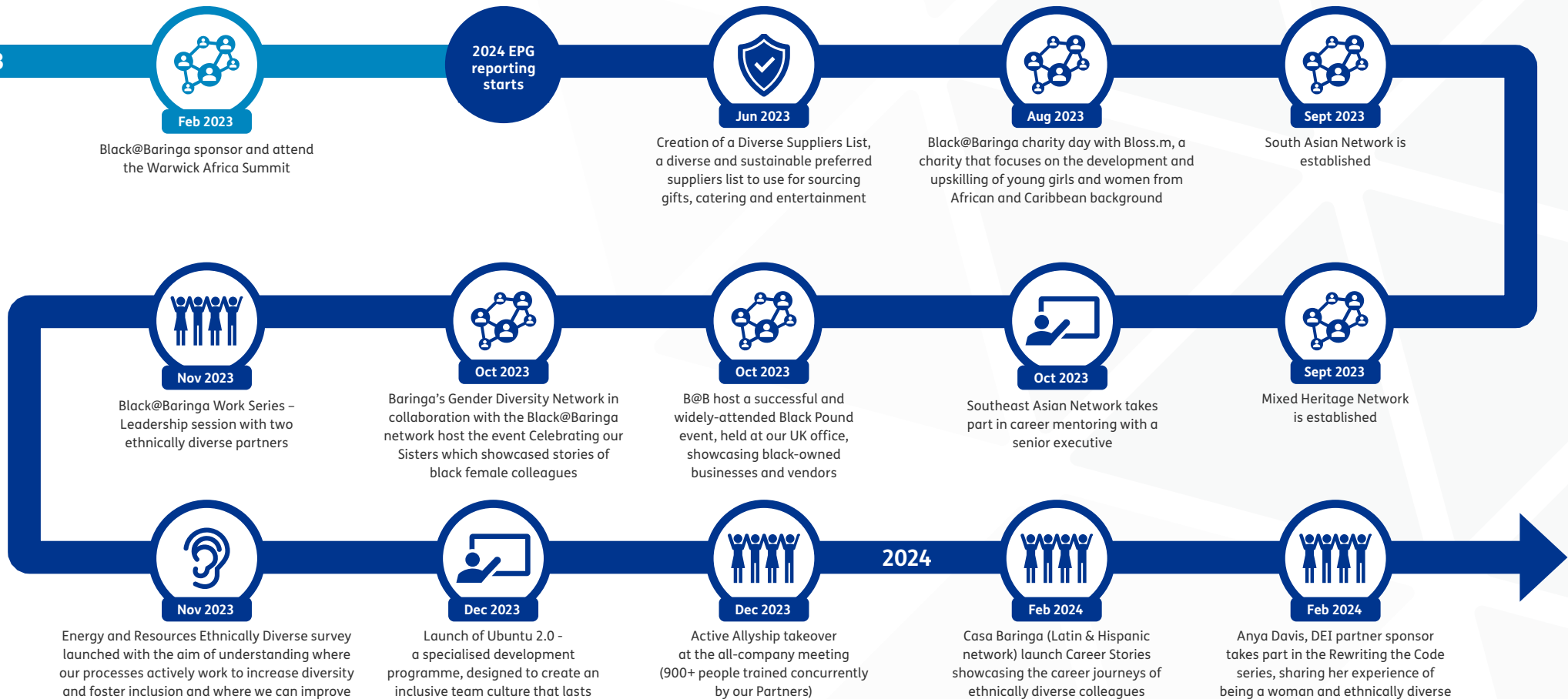
Ethnicity Action Plan 2022



KEY

-  1. Enhance transparency and accountability through improved process and policy
-  2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally
-  3. Expand inclusive learning opportunities
-  4. Strengthen leadership pathways
-  5. Demonstrate leadership commitment
-  6. Improve recruitment and retention
-  7. Cultivate professional networks, sponsorship and community building
-  8. Enhance listening and action mechanisms

Ethnicity Action Plan 2023 onwards



KEY

-  1. Enhance transparency and accountability through improved process and policy
-  2. Conduct external inclusion audits/benchmarking, and demonstrate our commitments externally
-  3. Expand inclusive learning opportunities
-  4. Strengthen leadership pathways
-  5. Demonstrate leadership commitment
-  6. Improve recruitment and retention
-  7. Cultivate professional networks, sponsorship and community building
-  8. Enhance listening and action mechanisms

In summary

We're proud of the progress we've made and remain steadfast in our commitment to improving ethnic diversity across the board.

In collaboration with our Leadership, People team, and growing Ethnic Diversity Network, we have driven impactful initiatives such as our Thrive as You Are Programme, specific mentoring programmes and focused guidance on setting oneself up for success in career conversations etc.

Over the next few years, we will focus on standardising and maturing equitable efforts across our sectors to ensure there is equal support wherever you sit within our business. We will continue to strengthen and align our EDN sub-networks, fostering a sense of community and a safe space for colleagues while working towards a shared goal – creating a more equitable workplace for our ethnically diverse colleagues.



Roxanne D'Souza
Ethnic Diversity Partner Co-Sponsor



Shamil Shah
Ethnic Diversity Partner Co-Sponsor





We set out to build the world's most trusted consulting firm – creating lasting impact for clients and pioneering a positive, people-first way of working.

We work with everyone from FTSE 100 names to bright new start-ups, in every sector. We have hubs in Europe, the US, Asia and Australia, and we can work all around the world – from a wind farm in Wyoming to a boardroom in Berlin.

Find us wherever there's a challenge to be tackled and an impact to be made.

For more information visit baringa.com

Baringa Partners LLP

62 Buckingham Gate
London
SW1E 6AJ
United Kingdom