













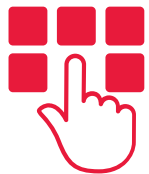
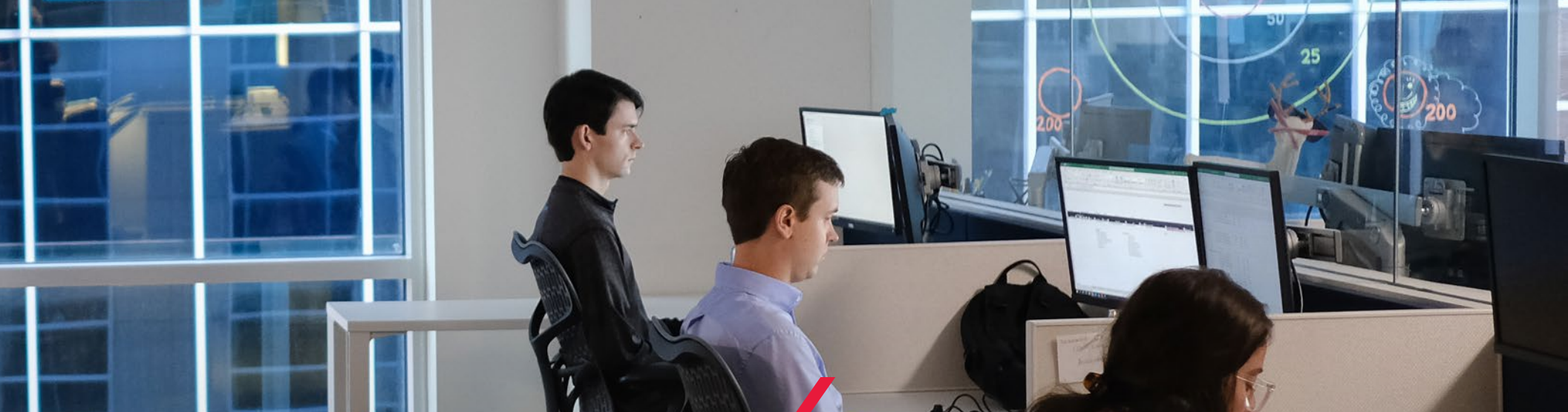
BDO USA, P.C.

20/24

Sustainability Report

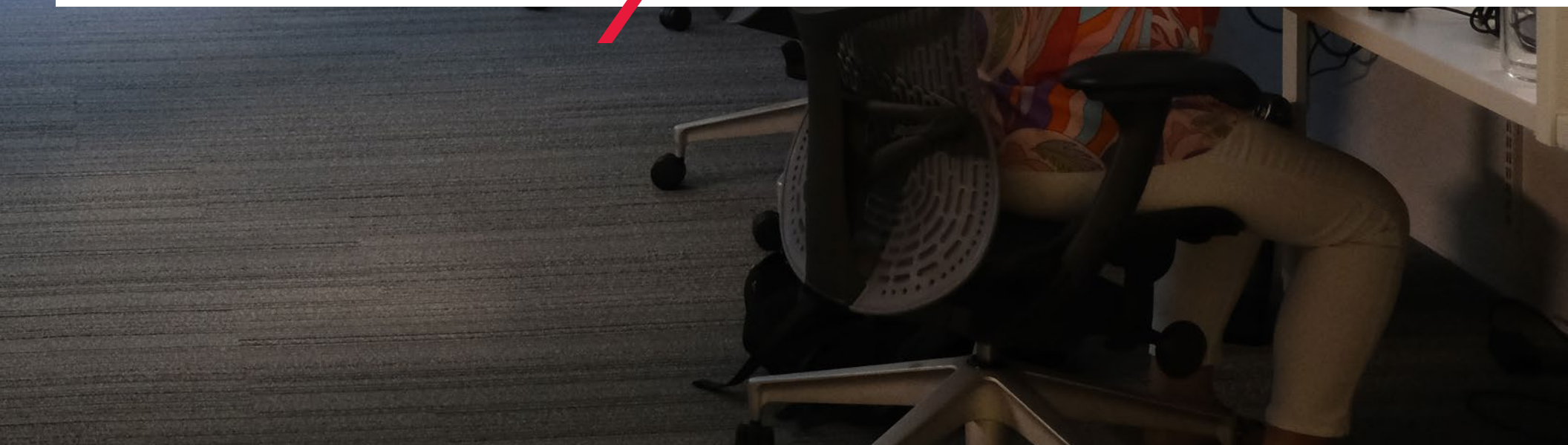
Contents

 Introduction	03	 Planet	34
 Who We Are	06	 Governance	43
 Sustainability	11	 Emissions and People Data	50
 People	15	 About This Report	56
 Communities	28	 Indices	58



Introduction

A Message From Our CEO Wayne Berson.....	04
2024 Highlights.....	05



BDO has always been a purpose-driven organization — investing in the areas most important to our stakeholders to cultivate a culture of growth, well-being, and success. As I reflect on our efforts over the past year, I'm proud of the progress we've made — taking action to strengthen our impact and elevate the way we support our people, clients, and communities.

In 2024, we named our first social impact cause partner, aligned with our Children & Youth cause area. Big Brothers Big Sisters of America was chosen by our professionals through a firmwide selection process. Through this relationship, BDO will help support pathways to economic empowerment and brighter prospects for the next generation through mentorship.

We also reached a major milestone in the firm's decarbonization efforts, developing a firmwide greenhouse gas emissions reduction strategy and setting science-based near-term, long-term, and net-zero reduction targets. Through close collaboration across our teams, we've developed operational programs designed to enable progress towards these targets.

Additionally, in 2024, the BDO global organization announced a new vision, with sustainability named as a key enabler to achieving that vision. As chair of BDO's Global Board, I believe this vision underscores our leadership team's view that sustainability is a collective effort — one that can only succeed through collaboration, regardless of geography.

As we forge ahead on our journey, we remain driven by our core purpose and our commitment to fostering an ownership mindset. Together, it is our responsibility — and privilege — to help our colleagues, clients, and communities thrive.

WAYNE BERSON
Chief Executive Officer
BDO USA, P.C.





Announced our **first national nonprofit cause partner**

Mobilized **22,950** volunteer hours

Donated **\$3.1M** to nonprofit organizations and communities



Named **sustainability** a **key enabler** of BDO's global vision

Developed a comprehensive enterprise **decarbonization strategy**

Set **science-based** greenhouse gas (GHG) emissions reduction **targets**



Offered **340** inclusion events

Relaunched **peer mentoring circles**

Achieved **86%** in Employee Engagement Index



Who We Are

About BDO **07**

Our Approach to Responsible Business **08**



WHO WE ARE / About BDO

OUR CORE PURPOSE AND VALUES

Our core purpose is helping people thrive every day. Everything we do is rooted in this purpose and supported by five core values that guide how we work with one another, how we serve our clients, and how we engage with our communities. Together, our purpose and values form the foundation of our firm and have informed the way we do business for over a decade.



PEOPLE FIRST

We before me. Care. Earn trust and be trusting.
Be respectful.



EMBRACE CHANGE

Move to improve. Be forward thinking.
Lead the way. Grow and help others grow.



CHOOSE ACCOUNTABILITY

Do what you say you'll do. Take personal responsibility.
Be humble. Mind the bottom line.



EXCEPTIONAL EVERY DAY IN EVERY WAY

Model excellence. Have integrity.
Be a true professional. Everyone is a client.



EMPOWERMENT THROUGH KNOWLEDGE

Be curious. Listen intently. Be direct. Share what you know.

BY THE NUMBERS

Headquarters	Chicago	Offices	70+
Year Founded	1910	Principals	874
2024 Revenue	\$2.89B	Professionals	12,000+

Services

- ▶ Advisory
- ▶ Assurance
- ▶ BDO Digital
- ▶ Sustainability
- ▶ Tax

Industries

- ▶ Consumer Services
- ▶ Financial Services
- ▶ Government Contracting
- ▶ Government & Public Sector
- ▶ Healthcare & Life Sciences
- ▶ Manufacturing
- ▶ Natural Resources
- ▶ Nonprofit & Education
- ▶ Private Equity
- ▶ Professional Services
- ▶ Real Estate & Construction
- ▶ Technology

Statistics as of December 31, 2024
Number of offices include BDO RISE offices
Number of principals and professionals includes BDO RISE professionals

WHO WE ARE / Our Approach to Responsible Business

CLIMB

Our priority is to build a sustainable and responsible business — and our strategic plan, known within our firm as CLIMB, is our roadmap to achieving the future we envision.

Rooted in our core purpose, CLIMB is made a reality by our peoples' participation, with everyone in the firm playing an active role in supporting one another and moving our priorities forward. Since its inception over a decade ago, CLIMB has resulted in significant tangible and intangible benefits, including an award-winning work environment; a more efficient, effective, and successful business; and enhanced opportunities for our professionals and clients alike. A dynamic plan, CLIMB is evaluated and refreshed annually to focus on what is essential not only to BDO, but to enable our people, clients, and communities to thrive.

Quality, growth, investment, and stewardship drive BDO's CLIMB strategy. Collectively, they form an engine of opportunity to sustain a strong, caring, and resilient business. Our strategy is anchored by five imperatives: strength of culture, exceptional people experience, sustainability, client-centricity, and digital transformation and innovation.



WHO WE ARE / Our Approach to Responsible Business

A CULTURE OF STEWARDSHIP

Stewardship is a driver of our CLIMB strategy, helping to ensure the long-term success and sustainability of our firm, people, clients, and communities. It is also a value that drives us to act with integrity, foresight, and care in everything we do, fostering an environment where innovation and collaboration can flourish. Through stewardship, we are dedicated to creating a legacy of positive impact.



Culture is the first order of business at BDO, and we're honored to be recognized for fostering a culture where everyone can thrive, contribute meaningfully, and bring their authentic selves to work every day.

[Learn more](#) ►

Strengthening Our Culture and People Experience

Strength of culture is a strategic imperative for the firm, which means we embrace culture as a business strategy central to all we do. Integrating our purpose into every aspect of our operations ensures that we remain adaptable, resilient, and capable of navigating the evolving business landscape while maintaining our core values.

A strong sense of culture also helps to create an [exceptional people experience](#) — one that allows everyone at BDO the opportunity to thrive both at work and in life. We aim to cultivate an inclusive environment that promotes professional growth and personal well-being that not only enhances individual satisfaction but also drives our collective success.

Championing Well-Being in Our Communities

Our firm and our people are committed to serving as stewards of their communities. Together, we're dedicated to making a positive impact through purpose-driven engagement and contributions aligned to our [four cause areas](#) chosen by our professionals. Our collaborative approach helps to ensure that our social impact efforts align with our team's values and interests, fostering a deeper connection and commitment to making a difference in the areas we work and live in.

Prioritizing Sustainability for Long-Term Resilience

Sustainability is central to our business strategy — helping foster responsible business practices that fuel our growth; support our people, clients, and communities; and cultivate long-term resilience.

As we work to further integrate sustainability into our core business operations, we are focusing on our most material areas of impact. As we progress in our journey and as the sustainability landscape — and the world — evolves, we continue to assess, adapt, and evolve our practices.

WHO WE ARE / Our Approach to Responsible Business

Empowering Purpose-Driven Innovation

Anchored to our core purpose, our approach to innovation aims to engage, empower, and inspire imaginations — for ourselves and our clients.

We strive to create a culture where our people feel comfortable sharing their ideas and everyone can harness their inherent creativity and abilities to deliver exceptional results. We pursue solutions that enhance human capabilities and focus on practical use cases purpose-built to augment the day-to-day needs of the people using them.

Our profession is built on trust, so we must make sure our stakeholders have confidence in the technology we're using and our approach to using it. We're committed to innovating [intentionally, responsibly, and in alignment with our values](#). This strategy contributes to a sustainable and resilient future that harmonizes people, purpose, and performance.

Encouraging an Ownership Mindset

Our Employee Stock Ownership Plan (ESOP) is the culmination of our core purpose of helping people thrive every day and is the embodiment of who we are — a people-first, purpose-driven organization. Our ESOP also helps galvanize the firm's sustainability and stewardship efforts.

A qualified retirement plan established as a trust for the benefit of its participants, the ESOP provides participating BDO professionals a stake in the firm's success through beneficial ownership and a unique opportunity to enhance their financial well-being.

Since its adoption, our people have taken an ownership mindset to heart, demonstrating their dedication to a culture of thriving together. Together, we are focused on delivering exceptional and sustainable outcomes and value for our people, our clients, and our communities.





Sustainability

A Shared Vision of Progress 12



At BDO, sustainability means responsibility.

A SHARED VISION OF PROGRESS

Our approach to sustainability is rooted in our longstanding belief that responsible business is good business. With our core purpose and values serving as our north star, our [materiality assessment](#) — most recently conducted in 2022 — brings to light the areas of highest importance to our stakeholders.

Through regular [stakeholder engagement](#), we seek to understand their perspectives — taking into account ongoing feedback and positioning ourselves to nimbly adjust course. Through open and transparent communications, we strive to demonstrate the alignment between our shared values.

BDO's sustainability strategy is designed to augment a grounded foundation of responsible business practices, and helps foster a culture that prioritizes sustainability, weaving it further into the fabric of the firm, integrating it into decision-making processes, uncovering increased efficiencies, and enabling progress.

SUSTAINABILITY / A Shared Vision of Progress

Advancing Sustainability at BDO

Our [Sustainability Center of Excellence \(CoE\)](#) is a centralized resource hub of sustainability professionals focused on partnering with core business operations teams across the firm to develop and drive the cross-functional implementation of key sustainability initiatives, while also monitoring our progress. Additionally, our CoE professionals work hand-in-hand with our client service teams to provide subject matter expertise and engagement support across a wide array of sustainability topics. This unique structure allows us to remain agile and impactful in addressing the complex challenges and opportunities we encounter — both for ourselves and our clients.

CoE professionals stay at the forefront of ever-evolving regulatory developments and reporting requirements, offering technical guidance, conducting market research, and delivering tailored support to the firm and our clients. In addition, the CoE works closely with our international network of more than 160 BDO member firms to share insights, exchange best practices, align on strategy, and collaboratively develop and deliver global sustainability service offerings and solutions that meet the evolving needs of the global marketplace.

Sustainability Center of Excellence



Corporate Sustainability Strategy and Governance



Market Insights and Thought Leadership



Technical Guidance



Sustainability Regulatory Compliance and Reporting



Benchmarking and Materiality Analysis



Education and Training



Sustainability Services and Solutions Development and Support



Leading companies know sustainability provides an aperture through which innovation flows — creating new markets and boosting productivity — all while enhancing performance by doing more with less.

KAREN BAUM

BDO USA Sustainability Center of Excellence Managing Principal
BDO Global Sustainability Services & Solutions Managing Principal



SUSTAINABILITY / A Shared Vision of Progress

Advancing Sustainability in the Market

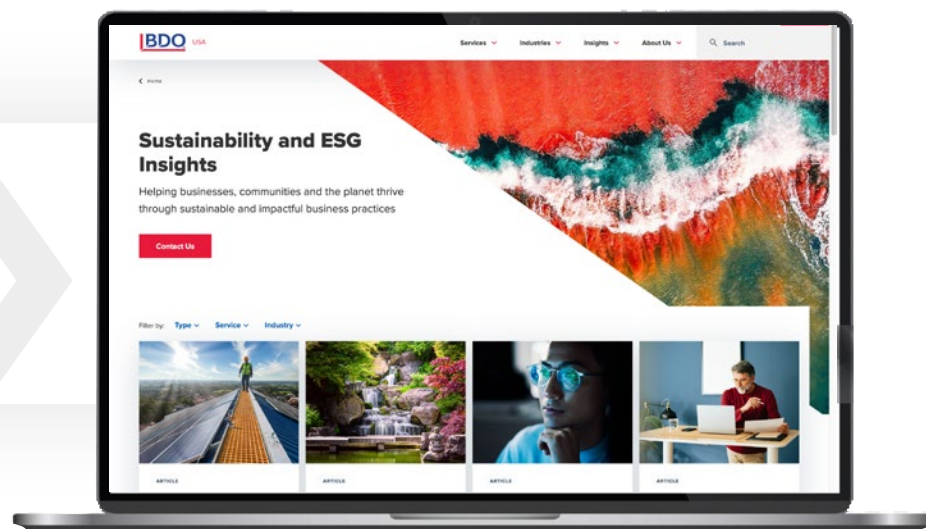
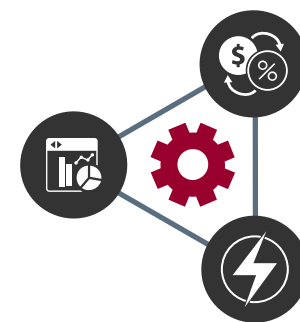
BDO professionals throughout the firm provide sustainability services and solutions, in coordination with the [Sustainability CoE](#). We leverage our technical experience in assurance, tax and advisory services, while applying an industry lens to the challenges and opportunities faced by each sector, helping clients to:

- ▶ Navigate regulatory compliance across local, state, Federal, and international jurisdictions, including sustainability data and reporting requirements.
- ▶ Develop integrated sustainability strategies that support enterprise goals and market demands, prioritizing issues that matter most to an organization and its stakeholders.
- ▶ Build resiliency into value chains by managing risk and identifying opportunities for both cost savings and new revenue generation across products, services, and operations.
- ▶ Optimize renewable energy projects including securing and monetizing tax credits, assessing qualification for federal and state incentives, valuation, and insurability.

Learn more about [BDO's Sustainability Services & Solutions](#) and how we [help clients operate more sustainably](#).

Sustainability Services & Solutions

- ▶ Sustainability Strategy & Program Development
- ▶ ESG Assurance, Reporting Readiness & Compliance
- ▶ Sustainable Finance
- ▶ Tax Credits, Incentives & Monetization
- ▶ Climate Risk & Resiliency
- ▶ Responsible Supply Chain
- ▶ Community & Economic Development
- ▶ ESG Data Automation & Analytics





People

Talent	16
Inclusion	23
Benefits and Well-Being	26



Our core purpose is helping people thrive every day.

“

Every day, I am proud to stand alongside over 12,000 dedicated individuals who passionately bring our core purpose to life. By fostering a culture of stewardship, we ensure that our collective efforts continue to make a meaningful impact.

CATHY MOY
Chief People Officer



We recognize that the employee experience is something that is built upon each day — each moment — of a professional's time at BDO. It is also something that each of us contributes to, requiring collective effort to share knowledge, embrace change, and empower one another to succeed. Together, we create a culture where everyone has the opportunity to thrive.

A key factor in continuing to cultivate a culture of thriving is understanding our firm's demographic makeup.

[View our 2024 people data](#) ►

Talent

Our goal is to empower our people throughout their entire career. To do so, we must first understand their individual definitions of success and their stage in their professional journey. Whether it's finding the right fit as they look for a new opportunity, matching with a mentor with a similar background, seeking training to learn a new skill, or proposing an innovative idea, we strive to offer recruitment, retention, and advancement programs that can adapt to the individual.

We know that when our people feel valued and fulfilled in their careers, they do their best work, helping to build stronger teams and provide exceptional client service. They also pay it forward, contributing to a culture of understanding, accountability, and belonging — all of which help to drive our collective success.

RECRUITMENT

A sense of belonging is something we strive for all to feel at BDO, including in an individual's introduction to the firm. From a college student to senior leader, candidates at all levels must be able to see themselves here. We aim to create meaningful and authentic early connections with prospective colleagues as they gauge whether our firm is a good fit, while ensuring that our culture and values drive our conversations and engagement.

To support our campus recruiting initiatives, we connect directly with candidates at their schools or through student organizations, helping to showcase the benefits of a career in accounting and shed light on what they can expect as they enter the workforce.

We also engage with experienced candidates through a variety of channels, working to find professionals with the right skillsets to join our teams and identifying leaders who embody our core purpose and values.

Attracting top talent is a priority, so that we can best serve our clients as well as continue to cultivate a conscious and caring culture that enables all to thrive.

View our 2024 new hire data ►

Inspiring the Next Generation of Accounting Professionals

Engaging students, encouraging exploration and helping guide them through important career decisions is a crucial step in attracting future talent.

BDO's annual Pathway to Success program is an early identification program designed to guide students in making informed decisions about their major and career paths. Through a mix of informative email newsletters and live virtual sessions featuring BDO recruiters and professionals across a variety of levels, students are offered an in-depth overview of the professional services industry and possible career paths at BDO. Sessions include an overview of public accounting, exploring business lines, navigating the internship recruiting process, getting to know BDO, and owning your career.

We also provide opportunities for intentional, one-on-one connection through our mentorship program. The program, offered exclusively to freshman and sophomore students, aims to pair individuals with BDO professionals with similar interests, backgrounds, colleges, or organizational involvement. The mentors and mentees meet six times over a six-month period to discuss topics such as career exploration, networking, and discussions on majors and class selections. In 2024, the program successfully matched over 100 pairs, with over 90% saying that they found the experience rewarding and would recommend the program to their peers.

We also believe it is important to demonstrate accounting as a potential career path early within a student's journey. We're proud to support the Center for Audit Quality's [Accounting+](#) campaign, which seeks to actively engage high school and college students, providing resources on the benefits of a career in accounting and working to dispel misconceptions about the profession. Our professionals have contributed to the campaign through online profiles, social media storytelling, and podcast interviews all aimed at showcasing the limitless opportunities in accounting and advisory.

RETENTION

To inspire our people to build long-term careers at BDO, we must give them a reason to stay. We invest in the future of all our people by providing them with comprehensive benefits, training, support, and advancement opportunities designed to help them thrive at each stage of their career.

We offer robust and flexible professional development opportunities — from job-specific trainings to courses that hone technical knowledge to a year-long leadership program aligned with career milestones. We also provide in-person, virtual, and on-demand courses on topics ranging from enhancing leadership and communication skills to mental health and wellness.

Additionally, to create a workplace where our people feel like they belong, we must ensure that they are heard. To do so, we create channels for open and honest discussion and feedback including peer mentoring circles, advisory councils, and employee surveys. No matter the forum, we recognize and value the ideas and innovative thinking shared by our people.

View our 2024 turnover data ►

From Dialogue to Action: The Role of Advisory Councils at BDO

One important aspect of building an environment of belonging is creating opportunities for our people to be seen and heard by our leaders. Each of our people has unique experiences and ideas — and their perspectives are incredibly valuable to our larger organization. Through several internal advisory councils, our leaders across the firm directly engage in regular conversation to gain diverse insights and perspectives that will help drive BDO forward.

Our Executive Team Advisory Council (ETAC), established in April 2022, helps shape the firm's future by meeting with the Executive Team on a regular basis to address key topics and business challenges through a constructive dialogue. The council is made up of individuals across all levels, as well as a variety of experiences and geographies, helping to serve as a bridge between leadership and the broader employee base to ensure all voices and ideas are heard.

After the success of the ETAC, the idea was also adopted by our Tax and Advisory teams. In 2024, our inaugural Tax Advisory Council was launched to help strengthen the practice. The Tax Advisory Council serves as a direct line to tax leadership, where tax professionals can provide honest feedback and collaborate with leaders to generate new ideas to help solve challenges and advance client work. Similarly, our Advisory Leadership Council includes 14 members from experienced associates to senior managers who meet regularly with Advisory leaders to share their ideas and perspectives.

Additionally, the recently formed Digital Transformation & Innovation Advisory Council brings in diverse voices to enhance our approach to digital innovation. As technology is always evolving, BDO welcomes the knowledge and creativity of individuals across the firm to help us continue to be a best-in-class advisor. The council meets with leaders in National IT to address the firm's most significant digital innovation needs. This includes improving user experience, education, and the adoption of new technology.

Pulse

While we value the impact that one-to-one and small group conversations can have on both individuals and the firm, we have also created avenues for all 12,000+ of our people to share their experiences. For almost a decade, our Pulse survey has served as a direct line of honest feedback from our people. Each year, we anonymously survey all professionals on topics including leadership, trust, opportunity for advancement, and belonging.

The results are analyzed through several filters, giving leaders insight into their teams at the national, regional, local, and practice levels. Leaders can then use this information to create tailored action plans to adjust their approach and program delivery, helping to improve employee satisfaction levels. Results and action plans are also shared, allowing professionals to see how their input leads to positive change in their offices and on their teams.

WHAT OUR PEOPLE HAD TO SAY

- 95%** feel they are provided equitable opportunities to advance their careers at BDO
- 91%** feel like they belong at BDO
- 89%** have a high degree of trust in firm leadership
- 89%** witness BDO's core value of People First demonstrated by their colleagues

86% Engagement Index

The engagement index seeks to comprehensively measure employee engagement through a focus on certain key indicators. The index is composed of weighted scores across leadership, work-life fit, communication, and career development.

ADVANCEMENT

We're committed to helping our people thrive now and into the future through providing a clear understanding of what it takes to grow their career as well as access to the appropriate resources to help them achieve their professional goals.

Our performance management program includes defined guidance on achieving specific career milestones, while also emphasizing one-to-one connection between managers, career advisors, and their advisees to help support each individual's unique ambitions.

We also offer opportunities for intentional connection outside of the formal performance management process. Since individual preferences, styles and comfort levels may vary, our people come together through both formal programs and informal conversations to provide mentorship, discuss career advancement, and share lessons learned. These one-on-one or small group interactions contribute to the success of all parties involved and strengthen the sense of belonging felt within our firm.

GROW

BDO's performance management philosophy centers around fostering a culture of regular one-on-one conversations about development, career progression, and performance. The review process includes a self-evaluation, career advisor review, GROW (Goals, Results, Opportunities & Well-Being) meetings, and candid and constructive feedback to support high performance. Goals are dynamic and can be updated throughout the year as needs or roles evolve. To add additional value and insight, stakeholders beyond the immediate career advisor are asked to provide input regarding an individual's performance and development. GROW meetings occur at least once a year and are guided by the firm's competency model. They provide career advisors the opportunity to discuss the advisee's goals, competency development, and overall performance contributions to the practice, department, and/or firm. They provide advisees with a standard framework for career development and clarity around career progression and feedback. The purpose of these discussions is to provide each individual a path forward to further develop their career.

Touchpoints

In 2024, we introduced a new module within our performance management system to help drive real-time feedback and engagement. The module, Touchpoints, allows professionals to collect feedback throughout the year in one central location and outside of the annual performance discussion.

Exceptional and Engaged Leaders Program

BDO offers premier leadership programs designed to prepare professionals for each new leadership role they achieve throughout their careers. At key career milestones, professionals can participate in these programs either through promotion or by nomination from firm leadership, based on their proficiency and career development goals.

Each program includes a blend of in-person and virtual instructor-led sessions, cross-functional peer group interactions, and guidance from business leaders who act as cohort Champions. Participants also receive career advising and tools to help them refine and apply their skills practically. Spanning the majority of a year, each program focuses on a central leadership theme essential for success at that stage of their leadership journey, while providing a personalized development experience tailored to individual goals.

At the advanced levels, participants benefit from professional executive coaching and personalized development planning, informed by a 360-degree feedback process and CliftonStrengths assessment. Working in small cohorts of about 30 individuals, leaders learn from each other, as well as from coaches and BDO Champions, fostering lasting relationships.

EMPOWERMENT THROUGH KNOWLEDGE

Learning and Development

Learning and development is integral to our firm and ensures that our people are given opportunities to enhance their technical and leadership skills, while subsequently contributing to the growth of our firm. We offer robust and flexible trainings that include level and role-based curricula through our continuous learning model. This approach enables our people to continuously develop, refresh, and enhance their knowledge and skills to support their own personal growth and meet our clients' needs, the changing demand of the market, and new legal requirements.

Our learning opportunities include a wide variety of training topics delivered via live face-to-face sessions, webcasts, and self-study courses. Through our learning platform, BDO University (BDOU), our professionals also have access to a catalog of online self-directed and live virtual learning courses.

Key skill areas emphasized in our learning and development curriculum are aligned with our core competencies and the needs of our professionals to fulfill their industry-focused and service line roles.

Additionally, to close skills gaps and facilitate inclusive career growth, we've also recently created an artificial intelligence (AI) training program that is grounded in BDO's culture of innovation, encouraging our professionals to embrace change and share knowledge. Our AI training covers fundamental concepts and practical applications, allowing our people to learn the functionality of specific tools and best practices, as well as trends and ethical considerations. The curriculum is also designed to facilitate problem solving and innovation.

In accordance with AICPA and PCAOB guidelines, BDO requires that all client service professionals complete 120 hours of Continuing Professional Education (CPE) over a three-year rolling period and a minimum of 20 credit hours annually.

For BDO Assurance professionals, a minimum of eight of these hours per year and 48 of these hours over a three-year rolling period must qualify for Accounting and Auditing credit. BDO also provides mandatory trainings to our professionals on various compliance-related topics.

2024 BY THE NUMBERS



AVERAGE HOURS OF TRAINING PER			
Male Professional	Female Professional	Principal	Non-Principal
44	40	43	41

Total and average training hours are inclusive of BDO USA and BDO RISE professionals.

Global Experiences

BDO USA is a part of a global organization consisting of over 160 member firms — and there is a lot we can learn from one another. We believe that exposure to different ways of working helps our people generate new and innovative ideas as well as strengthen cultural awareness and meaningful, collaborative relationships.

Our secondment program gives our professionals an opportunity to gain new perspectives and skillsets while working in different BDO offices across the country and around the world. Our U.S.-based placements allow our professionals to explore different practice areas and geographies, while temporary international assignments give them the opportunity to work in and contribute to one of the member firms within our global organization. No matter the location, all secondment participants can step outside of their comfort zone, seek out new challenges, and expand their understanding of how to deliver exceptional service to our clients.



The Secondment Experience

From building relationships to strengthening their abilities to meeting their career goals, professionals around the world have thrived in our secondment program. Watch our video to hear directly from professionals participating in our U.S. program as they share how the experience has impacted them: ►

PEOPLE / Inclusion

Building an inclusive culture relies on creating meaningful experiences for all 12,000+ individuals at BDO. We meet our people where they are — understanding their backgrounds, passions, and priorities by taking the time to connect regularly and intentionally. It is our belief that candid and constructive conversation leads to a sense of belonging.

According to our most recent Pulse survey, **91%** of professionals feel like they belong at BDO.

A culture of belonging is something each person at the firm contributes to every day through their willingness to ask questions, seek to understand without judgment, and be vulnerable with each other. Fostering this type of environment is also top of mind as we plan inclusion activities throughout the year ranging from national webinars to local panels to cultural celebrations.

We know that every action influences how our people feel about their career at BDO, and we strive to ensure that everyone feels valued while bringing their authentic selves to work each day.

“

I believe that it only takes a moment to make a moment — one that creates a lasting impact for an individual. Each interaction contributes to the rich mosaic of a person's experience at BDO. Through our everyday actions and connections, we build a culture of belonging together.

BERNIE PIETERS

People and Culture Principal,
Chief Inclusion Officer



INCLUSION GROUPS

Our [inclusion groups](#) are open to all within the firm and serve as safe spaces for our people to spark meaningful dialogue and engage in educational and professional development opportunities. Across the country, our local inclusion leaders work together and within their offices to create forums for intentional connection. Whether through planning social and volunteer events or spreading awareness on important topics and issues, these local champions help to foster inclusive environments where all are welcome.

Inclusion Groups Impact

In 2024, our local inclusion leaders hosted **340** events.
Here's what attendees had to say:

91% believe inclusion events help them to strengthen relationships with their colleagues

88% understand how they can contribute to the firm's culture of inclusion

87% support candid conversations in the workplace

80% believe participating in these events helps to support their career advancement

In 2024, we launched the Military & Veterans Alliance to honor and support those who have served or are serving in the military. Its primary focus is to ensure military service members' and veterans' skills, experiences, and contributions are recognized and valued, while providing them with the resources needed to excel in their civilian careers, including mentorship, education, and advocacy. The Military & Veterans Alliance also strives to create a supportive environment for family members of military service members, veterans, and allies by providing information and resources.

Peer Mentoring Circles

Our Peer Mentoring Circles allow BDO professionals with similar interests and experiences to connect with, learn from, and support each other. In 2024, we relaunched the circles, expanding their focus areas to align with all BDO inclusion groups and allowing more professionals the opportunity to participate. Circles are peer-led, with members determining the appropriate meeting cadence, agenda, and goals for the group. Discussion topics have ranged from career goal brainstorming, aligning professional and personal goals, and exchanging valuable business and life lessons.

Professional Organizations Foster Growth and Development

BDO has longstanding relationships with membership organizations the National Association of Black Accountants (NABA), The Association of Latino Professionals for America (ALPFA), and Ascend —the largest Pan-Asian business professional membership organization in North America. As a firm, we interact with these organizations throughout the year in a variety of ways at both the local and national levels to engage new talent. Our professionals see many benefits in individual participation as well.

In 2024, over 50 BDO professionals attended the national NABA, ALPFA, and Ascend conferences where they had the opportunity to build on their leadership skills and professional growth through attending engaging presentations and connecting with peers. Some of our professionals also took on the role of presenter, speaking on topics such as navigating mental health in a multigenerational workplace, championing women in the workplace, and the power of vulnerability.

Pay Equity

Pay practices are essential to promoting an inclusive culture, and we are committed to paying all professionals equitably. At BDO, our focus when determining compensation is to model and reward behavior that is consistent with the firm's strategy and core values. To that end, we instill a pay-for-performance culture that rewards individual performance and contribution to our firm's business objectives. As part of this culture, we rely on objective criteria in setting compensation, including factors such as skills, experience, competency proficiency, performance, job responsibilities, firm contribution, and geographic and market considerations.

Our leadership remains committed to achieving fair and equitable pay for all our professionals. To assist in meeting this objective, we review our pay practices on a regular basis, including an annual review of compensation decisions by multiple levels of leadership. We also use up-to-date benchmarking data in the industries and geographic markets in which we operate to stay competitive as well as equitable. We believe our compensation practices reflect the value that we see in all our professionals.

Disability Inclusion

BDO is committed to helping our people thrive by providing reasonable accommodations to individuals with disabilities, ensuring our people can perform essential job functions. We strive to create an accessible and inclusive workplace, offering support such as modified schedules or locations, special furniture, assistive technology, and other necessary adjustments.

To make BDO.com as accessible as possible, our digital marketing team stays abreast of changing requirements and technology that can contribute positively to both specific needs and the overall user experience. In the past year, we incorporated accessibility best practices on our website to deliver meaningful, relevant, and personalized experiences for visitors.

Our creative services team continues to prioritize accessible design across print and digital media. This includes applying the appropriate color contrast to onscreen visuals and adding closed captioning to video content, as well as designing templates and establishing size and color guidelines with ADA compliance in mind. BDO email templates were recently refreshed, converting all text to live text and making adjustments to support light- and dark-mode legibility.

To help advance one of our core values — empowerment through knowledge — our learning and development team has instituted several accessibility features, including keyboard compatibility and content transcripts. The BDOU learning platform also incorporates inclusive language and accommodates screen readers and various learning styles. Last year, our learning and development team created an internal guide to accessibility that offers education and resources to support our professionals in making their work product as well as day-to-day communications more inclusive.

More details can be found in our [Accessibility Statement](#).

Our comprehensive rewards system is designed to align with our core purpose, offering resources that enable our people and their families to thrive.

Through our Total Rewards Program, we provide a range of support, tools, programs, and benefits that offer choice and flexibility, allowing our people to select options that best meet their unique needs. Beyond traditional benefits offerings of medical, dental, and vision care, we support our professionals in all aspects of their lives including wellness, family support programs, and financial well-being.

All regular full-time and part-time professionals who work an average of 24 hours per week are eligible to enroll in all our benefit plans.

OUR BENEFITS

Wellness

Through BDO LIFE, we offer various resources and tools to support wellness and well-being for a healthy and mindful lifestyle. These include an Employee Assistance Program, a neuroscience mental health and brain performance program, gym membership discount programs, and much more.

Time Off

We also offer paid holidays throughout the year. In addition to our standard PTO, we provide an annual Day to Recharge and Reflect for our professionals to spend time doing what is most important to them and their personal well-being. Our annual year-end closure during the winter holidays also enables our people to spend time with loved ones, travel, or recharge prior to our busiest time of year.

Financial Planning

We offer two retirement plans. Our 401(k) retirement plan has a matching contribution program to eligible employees, along with investment planning tools to achieve retirement savings goals and access to financial and legal services. Through our ESOP, a qualified retirement plan established as a trust, current and future employees receive beneficial ownership in the company over time. Through the allocation of company stock, participating BDO USA professionals have access to a retirement plan that requires no out-of-pocket contribution, helping them plan for their future financial well-being.

Family Planning

We offer our professionals up to \$25,000 lifetime reimbursement from BDO for eligible expenses incurred while adopting a child under the age of 18 or undergoing reproductive treatment.

Parental and Childcare Support

Through Bright Horizons, eligible employees are offered their Back-Up Care program, which provides back-up child and adult/elder care via a network of childcare centers and in-home agencies across the country.

Parental Leave

BDO offers up to twelve weeks of paid parental leave to professionals to bond with or care for a newly born, adopted, or foster care child. Eligible employees qualify for parental leave on day one of their employment with BDO.



**FISCAL YEAR 2024 PARENTAL LEAVE
PARTICIPANTS BY THE NUMBERS**

488

Total 2024 participants

55%

Male participants (269)

45%

Female participants (219)

FLEXIBILITY

Our flexible workplace is rooted in trust. We trust our people to bring their best selves to work every day — and they do.

This mindset has served us well for over a decade. Since the inception of our flex program, it has been an integral part of our culture and a benefit that is available to all within the firm. While everyone has unique needs and interests, the benefits of flexibility are universal. Being able to strike a fit between personal and professional priorities is key to our collective success.

We know that time spent working at a BDO office, client site, or in a remote location can vary from week to week, team to team, and engagement to engagement. So, our approach to flexibility gives our people the power to collaborate with their teams to decide how they work based on their firm and client responsibilities, prioritizing outcomes of their work versus where or when it is performed.



Communities

Coming Together to Serve Our Communities.....	31
Charitable Contributions.....	32
Our First Cause Partner	33



COMMUNITIES

For over a decade, our social impact program has been fueled by the dedication of our people and their passion for helping their communities thrive.

Our professionals contribute their time, talent, and resources by engaging with — and sometimes creating — initiatives at local, regional, and national levels. We support their volunteer and charitable commitments, from matching financial contributions to supporting volunteer activities during workdays to providing training around board service.

Our strategy is focused on four cause areas, chosen by our people:



Children & Youth

We enhance youth well-being through supporting organizations that improve children's academic, social, and emotional well-being.



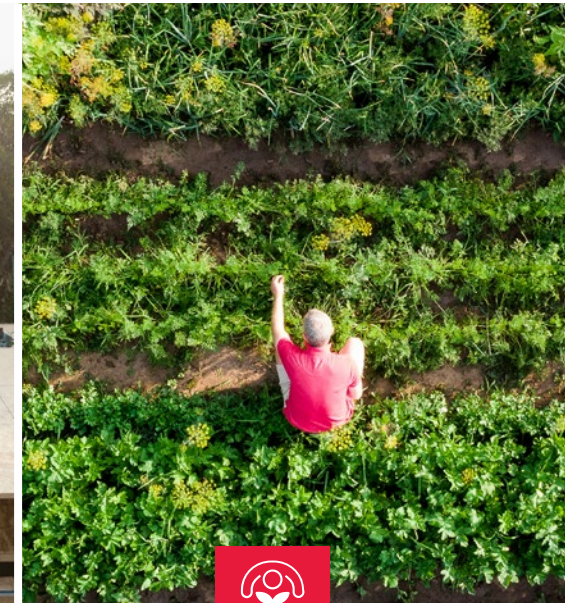
Education & Literacy

We drive equal education and economic opportunities by supporting organizations helping people advance academically and professionally.



Human Rights

We create thriving, inclusive communities by supporting organizations improving food security, housing, economic opportunity and belonging.



Environment

We advance environmental sustainability through support of champions and innovators committed to helping the planet thrive.

COMMUNITIES

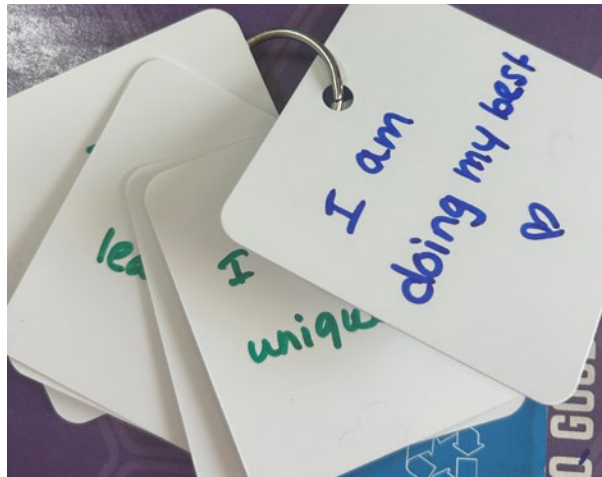
Our people have played an active role in the evolution of our social impact strategy and overall impact over the last two years, making their voices heard during important decisions including the selection of our first nonprofit cause partner, Big Brothers Big Sisters of America. This has fostered a deeper connection and commitment to the cause, while leading to increased engagement of our professionals in our social impact initiatives.



2024 BY THE NUMBERS

22,950	Nationwide volunteer hours
3,296	BDO volunteers
315	BDO Counts volunteer events and fundraisers
5,792	Weeks of Service volunteer hours
600+	Nonprofit boards served on by BDO professionals
\$3.1M	Contributed to 1,200 charitable or community organizations

COMMUNITIES / Coming Together to Serve Our Communities



WEEKS OF SERVICE

Our Weeks of Service are a way for our people to team up with their colleagues to volunteer within their communities together. Events support local organizations that align with our cause areas and are planned by BDO Counts coordinators, who serve as community engagement champions in each of our offices. Weeks of Service are coordinated biannually, allowing designated times for anyone and everyone at the firm to participate.

VIRTUAL VOLUNTEERISM

In addition to in-person opportunities, we offer virtual events throughout the year to all professionals. Our 2024 events included:

- ▶ Building Kynd Kits that aligned with our four cause areas, including literacy kits for first graders, sensory kits for foster youth, hygiene and food kits for unhoused individuals, and environmental footprint awareness kits
- ▶ Upcycling household items in recognition of Earth Day, including crafting miniature compost bins and turning old t-shirts into tote bags or dog toys
- ▶ Helping to create math worksheets for students
- ▶ Reviewing student LinkedIn profiles to help them stand out in their job searches

THE ART OF GIVING

For the third year, BDO hosted The Art of Giving. This tradition aims to give back to communities while celebrating the firm's creative professionals. BDO artists created original artwork to donate, and for the first time, the firm opened the marketplace externally to allow friends, family, and clients to bid on artwork.

Proceeds from the event went to [projectart](#), which aligns with BDO's Children & Youth and Education & Literacy cause areas, providing young people with access to art education in cities across the country. As a result of the event, our professionals and the firm donated **\$15,000** to projectart.

COMMUNITIES / Charitable Contributions

Our social impact strategy focuses on supporting nonprofits that create meaningful change in the communities we serve. Throughout 2024, the firm made contributions to several organizations that aligned with our cause areas:



Children & Youth

Donated \$25,000 to St. Jude Children's Research Hospital towards its childhood transition oncology program



Education & Literacy

Donated \$25,000 to the AICPA Foundation to support student scholarships



Human Rights

Donated \$25,000 to support disaster relief and aid nationwide through Team Rubicon



Environment

Donated \$25,000 to environmental conservation through The Nature Conservancy

Additionally, in the wake of Hurricanes Helene and Milton, BDO made **two \$10,000 donations**, one to Team Rubicon and another to American Red Cross, in support of these nonprofits' efforts to provide assistance and resources to those impacted by the storms. We also encouraged donations to nonprofits providing disaster relief and matched those charitable contributions dollar-for-dollar, raising thousands for those impacted.

SUPPORTING THE CAUSES OUR PEOPLE ARE PASSIONATE ABOUT

Our people play an essential part in delivering our commitment to positive social impact, so it's important to ensure we are empowering them to support the causes they care about most as volunteers, donors, or leaders of community organizations.

Through our Matching Gifts program, our people can apply for dollar-for-dollar matches of their personal contributions to nonprofit organizations they are passionate about. Additionally, those who donate their time through volunteering can earn Dollar for Doers credits, which can be converted into a donation by BDO to any eligible nonprofit organization. Through these programs, over **\$650,000** in charitable donations were made by the firm and our professionals.

In honor of GivingTuesday, BDO amplified our professionals' impact by increasing matched contributions. As a result, **360+** organizations received support during last year's global day of giving.

Additionally, our virtual Nonprofit Board Service Training events provide employees at all levels with information on serving on nonprofit boards. Over 650 BDO professionals attended our first training in 2024, gaining insights into the basic responsibilities and commitments of board members to help decide if board service is right for them.



Planet

Climate Action.....	36
2024 GHG Emissions.....	41
Waste and Water.....	42

We believe we each have a role to play in protecting, preserving, and renewing our planet's resources — to ensure the way we live today does not compromise tomorrow.

We recognize that both minimizing climate impact and mitigating climate risk are essential for a resilient business and a resilient planet. Over the past three years, we have progressed in our understanding of how our business impacts the environment.

TARGETS ALIGNED WITH THE LATEST CLIMATE SCIENCE

In 2021, we committed to achieving net-zero greenhouse gas emissions. Since then, we have been working to understand our emissions footprint and determine a path for decarbonization. In 2023, we committed to the Science Based Targets initiative (SBTi) and joined the United Nations' climate-focused campaign Race to Zero. In 2024, we focused our work on modeling various pathways for the reduction of Scope 1, 2 and 3 emissions and determining the pathway that was most impactful in reducing emissions, feasible for our business, and aligned with the requirements to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels. Our near-term, long-term and net-zero targets have been approved internally and will be submitted to SBTi for validation.

Near-Term Targets

BDO has committed to reducing absolute Scope 1 and 2 greenhouse gas emissions 42% by 2030 from a 2023 base year. While we work to reduce these emissions, we have also pledged to source 100% renewable energy by the end of 2025.

Additionally, given that the majority of our Scope 3 emissions fall within our supply chain, we have committed to addressing near-term Scope 3 emissions through collaboration and engagement with our suppliers. BDO commits that 70.6% of its suppliers by emissions, covering purchased goods and services, capital goods, and business travel, will have science-based targets by 2029.

While we had previously aspired to halve our emissions by 2030, after a shift in base year and careful analysis of the feasibility of this target, we concluded that pursuing a 1.5 degree Celsius-aligned pathway would allow us to meet SBTi requirements.

Net-Zero and Long-Term Targets

BDO has also committed to reach net-zero emissions by 2050. We recognize that achieving net-zero requires deep emissions reductions and have committed to reduce absolute Scope 1 and 2 GHG emissions 90% by 2050 from a 2023 base year, and to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, and business travel 90% within the same timeframe.



DECARBONIZING OUR BUSINESS

To help us make progress toward our targets, we have developed robust programs that prioritize our highest emitting areas and foster deep collaboration between our sustainability and core business services teams. These programs enable informed decision-making, empower operational teams, and embed sustainable practices into business as usual.

Responsible Sourcing

Collaboration with suppliers who share similar commitments is key to BDO's ability to both uphold human rights protections in our supply chain and collectively make progress toward a net-zero future. Our Responsible Sourcing Program has been designed to help BDO do just that.

Because the goods and services we purchase make up approximately 51% of our emissions footprint, managing and reducing our supply chain emissions is a major component of our ability to meet our emissions reductions targets.

BDO's Responsible Sourcing Program is centered around engagement with suppliers, enabling us to better understand the suppliers with whom we do business and collaborate to make progress toward common goals. By determining the environmental commitments of companies during the procurement process, we are better positioned to understand the impact each supplier may have on our Scope 3 footprint.

Learn more about our ethical sourcing practices ►

IN 2024, WE:



Enhanced Our Supplier Qualification Process by incorporating environmental and human rights questions into our standard Request for Proposal (RFP), gaining earlier line of sight into suppliers' practices.



Onboarded a Sustainability Software Platform enabling more streamlined and efficient data collection, GHG accounting, reporting, and emissions reduction program management.



Conducted Preliminary Supplier Outreach as part of a pilot program that engaged with a subset of top suppliers to gather deeper insights into their current emissions calculation activities and reduction goals. This effort helped assess the feasibility and effort necessary to both achieve a Scope 3 supplier engagement target, and to begin our transition away from spend-based emissions calculations to activity-based methods, a critical step for improving our Scope 3 emissions measurement.

Beginning in 2025, suppliers will be expected to comply with BDO's Supplier Code of Conduct, which clearly articulates our expectations of suppliers and aligns with the standards against which we hold ourselves.

Responsible Offices

We continue to seek opportunities to minimize our office-related emissions, working together with our architects, brokers, contractors, and building managers to integrate sustainability considerations into the way we select, design, and optimize our office spaces. We regularly assess our office occupancy levels and look for opportunities to optimize our real estate footprint in each market.

Through BDO's Responsible Office Program, we have incorporated environmental criteria into our office site selection process, enabling a better understanding of each building's energy practices, environmental certifications, use of on-site renewables, and potential impact on our emissions. Fifty-nine percent of the buildings we occupied in 2024 have achieved LEED, WELL or ENERGY STAR environmental certifications, and we are evolving our lease agreements to include environmental requirements in all new and renewed leases. This critical step helps enable meaningful collaboration with building managers on capital improvements and also helps us obtain and more accurately measure energy, waste, and water data for our leased spaces from building management.

While we have been working with our architects, contractors, and furniture suppliers to prioritize sustainability in our suite fit-outs and retrofits, we are formalizing policies, laying out minimum standards on building materials, finishes, and construction waste disposal practices to make sustainability a core consideration in our office design.

Additionally, we have developed an employee engagement strategy for our local offices that is designed to educate and empower employees on responsible office practices. The strategy helps raise awareness of the firm's commitment to sustainability and encourages responsible behaviors and active participation in reducing energy usage, proper waste and recycling practices, and purchasing decisions in our local offices.

RESPONSIBLE CHOICES AND THOUGHTFUL DESIGN

Our recently-opened Austin, Texas office, located in a LEED Silver certified building, is one of many offices designed using eco-friendly materials made from recycled content or with low carbon impact. Waste reduction, future circularity and avoidance of volatile organic compounds (VOCs) were prioritized throughout the project.



Responsible Travel

Business travel plays an important role in our professionals' ability to provide exceptional client service, attend meetings and trainings, and participate in industry events. Personal interaction with clients and one another is central to the way we do business. However, as we learned during the pandemic, much of what was once considered essential travel can be performed remotely via technology solutions, which has helped accelerate the shift to more responsible travel behaviors.

We are continuously exploring opportunities to help us travel smarter and reduce our travel-related emissions. In 2024, we updated our travel policy to require approval of any planned travel to help reduce nonessential trips. Additionally, BDO's travel management team worked with the firm's external travel agency and booking system to provide GHG emissions data for flights and car rentals at the time of booking, giving professionals greater visibility into the impact of their selections on the firm's emissions footprint and the planet. The platform also identifies sustainable hotel choices, measuring against various criteria and industry benchmarks.

Additionally, employees are required to book all business travel using a centralized booking process and corporate credit card. This policy helps provide a line of sight into travel-related activity and expenses, enabling a greater understanding of opportunities to shift to lower carbon travel behaviors and improving the accuracy of emissions data.

BDO also encourages the use of our preferred airlines and hotels when making travel arrangements — as these suppliers have robust sustainability strategies and emissions reduction targets of their own — helping us in our pursuit to reduce our Scope 3 emissions on our path toward net zero.

We continue to work with our travel and hospitality suppliers to obtain better, more consistent data related to our travel and meeting activities. As our strategy evolves, we continuously evaluate opportunities to implement responsible practices to help us further reduce our travel-related emissions.



The benefits of decarbonization reach far beyond reducing our emissions. By understanding where our emissions are highest and collaborating internally with our operational teams, we not only identify ways to significantly reduce our footprint, we find additional opportunities to integrate more sustainable practices into our existing operations and decision-making processes.

CARA MOOSES

Corporate Sustainability Senior Director



CLIMATE RISKS AND RESILIENCE

Managing climate-related risk requires a coordinated effort across our business, bringing together teams, strategies, and technologies to strengthen our resilience. By integrating climate risk considerations into our overall enterprise risk management approach, we strive to ensure that our people, operations, and clients are safe and supported at all times, including during times of disruption.

Through our Operational Risk Program, we regularly assess the risk of natural disasters and other extreme climate-related events for each of our more than 70 office locations in the U.S. and India.



In 2024, we experienced a number of extreme weather events that impacted our people and offices. During and after Hurricanes Beryl, Helene, and Milton, BDO's Operational Risk team contacted more than 1,700 BDO employees across 11 BDO offices.

Recently, we strengthened our emergency preparedness through the development of Emergency Action Plans for each office location across the U.S. Plans for our India locations are in progress. These plans provide employees with the tools and resources necessary to manage during crisis and help maintain continuity of business.

Additionally, we launched a comprehensive risk and enterprise security platform that enables real-time alerts and provides support to employees during extreme weather events and other disruptions. The platform's mass notification system gives BDO the ability to connect with our employees during times of crisis.

To complement these efforts, we will undergo a complete climate risk assessment and scenario planning analysis to help us identify our material climate risks and further integrate climate mitigation strategies into our existing approach to enterprise risk management.

YEAR-OVER-YEAR OBSERVATIONS

In 2024, our GHG emissions footprint was 72,175 MTCO₂e, down 20% from the previous year, Scopes 1 and 2 were down 27% and 6%, respectively, which we attribute largely to optimizing our real estate footprint, ending leases in several of our highest emitting buildings, and entering into new leases in buildings that meet minimum environmental criteria. Purchased electricity accounted for 8% of our Scope 2 emissions, or 51,668 Gigajoules.

Our Scope 3 emissions totaled 65,196 MTCO₂e, 21% less than 2023. This is largely due to a reduction in both business travel and procurement spend. In 2024, we implemented a new travel policy designed to eliminate non-essential travel, and hosted fewer large in-person firm meetings than the previous year. We also saw a reduction in procurement spend, largely due to reduced office construction costs for the reporting period.

Our commuting emissions footprint increased to 5,850 MTCO₂e from 2,815 MTCO₂e in the previous year, which is attributed to improved data quality and a greater number of employees in BDO offices during the reporting period. Conversely, emissions related to work-from-home activity decreased by 16% from the previous year.

As we continue to implement programs to integrate environmental criteria into supplier relationships and purchasing and leasing practices, we expect these numbers to fluctuate based on business activity until we begin to see the impacts of the operationalization of our decarbonization strategy.

View our full 2024 Emissions Footprint ►

Methodology

Our GHG emissions are calculated in accordance with the Greenhouse Gas Protocol, a joint initiative of the World Resources Institute and the World Business Council for Sustainable Development.

We used emission factors referenced by the U.S. Environmental Protection Agency (EPA) to calculate emissions from most of the sources in our inventory. Emissions factors from the EPA and the International Energy Agency (IEA) were used to calculate Scope 2 emissions from purchased electricity in BDO USA and BDO RISE offices, and Scope 3 emissions from purchased electricity attributed to employees working from home.

Our GHG emissions inventory uses global warming potential rates from the Fifth Assessment Report of the Intergovernmental Panel on Climate Change. Our data collection attempted to obtain activity-level data on the GHGs covered by the United Nations Framework Convention on Climate Change — carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃).

In cases where we were unable to obtain activity-level data for each source, we estimated emissions using available information.

OFFICE WASTE REDUCTION

During 2024, waste from BDO offices totaled approximately 241 metric tons of waste, with 174 metric tons of waste likely destined for landfill, 65 metric tons for recycling, and 2 metric tons for compost. Emissions generated by our offices' waste comprised only 0.2% of our total Scope 3 emissions.

As tenants, we do not have control over the waste management programs available in the buildings we occupy, which limits our ability to enhance waste treatment and disposal options in our offices. Nonetheless, we are committed to minimizing waste through various strategies, including through active engagement with building management to encourage participation in landfill diversion programs where available, influence sorting practices, and improve data on diversion rates.

Furniture Circularity

We collaborate with our furniture decommissioning partner to rehome, recycle, resell, or donate office furniture once it has reached the end of its useful life for BDO.

In 2024, this work resulted in 134 tons of office furniture being redeployed, of which 12 tons was donated to nonprofit and community organizations in need. We also collaborated to develop an enhanced data collection methodology, which will be implemented across all projects in 2025 and will provide us with deeper insights into our waste management.

Electronics Reuse and Recycling

To minimize our electronic waste, we work with suppliers to resell, reuse, or recycle as many of our electronic assets as possible at the time they are taken out of service. During 2024, we diverted 36,934 pounds of e-waste from landfill across various types of electronic assets. This resulted in 16.14 MT CO₂e of avoided GHG emissions and 241.12 MMBtu of energy savings – equivalent to conserving 77 households' annual energy consumption. Nearly 96% of electronic assets diverted from landfill were recycled.

We also participated in an electronic buyback program with our laptop supplier. As we replaced outdated or damaged machines, we sold back 7,106 laptops, which were then either resold, destroyed, recycled, or otherwise disposed of in accordance with applicable laws and regulations.

WATER MANAGEMENT

In 2024, we estimate that we used approximately 35 megaliters of water across our office locations, down 3% from the previous year.

As tenants in the buildings we operate in, we do not have direct control over the water management programs in our office buildings. However, we have standardized the installation of low-flow fixtures in our office suites in locations with in-suite kitchens and restrooms. We are also working to improve our engagement with building owners and managers to better understand existing water reduction measures in place.



Governance

Corporate Governance **44**

Ethical Business Practices..... **46**

We believe the most powerful form of leadership is created through trust and accountability.

Our leaders earn trust by living our values and showcasing our purpose in action, demonstrating each day how we empower our people, advise our clients, and serve our communities.

BOARD OF DIRECTORS

BDO's Board of Directors comprises 10 elected members and the chief executive officer. The Board, which oversees the firm's business strategy, is supported by several committees, including Compliance and Ethics, Principals' Matters, Principals' Compensation, Financial Oversight, Governance, and Management Review.

Directors serve staggered three-year terms and are chosen by the Nominating Committee, which consists of non-board member principals selected by the Governance Committee. This committee presents qualified candidates to the principals, ensuring there are twice as many candidates as there are open Board seats. Principals vote on these candidates based on relative salary, and those receiving the highest votes — provided they secure at least 50% of the votes cast — are included in the slate of directors presented to the shareholders. The ESOP Trustee votes the ESOP shares, while the CEO, by proxy, votes the remaining shares in alignment with the principals' decision.

Elected Board members can serve two consecutive terms and may be eligible for additional terms following a three-year hiatus. The CEO is nominated by the Board and ratified by the firm's shareholders every four years. The chairperson is elected by the Board annually.

EXECUTIVE TEAM

BDO's Executive Team (ET) consists of the CEO and five senior management principals, who are appointed by the CEO and approved by the Board. The ET assists with the management of the firm and is responsible for cultivating a culture that upholds ethical practices, encourages individual integrity, and fulfills social responsibility. The team is charged with developing the firm's long-term strategy, formulating business plans, managing budgets, overseeing business policies, and ensuring the effective management of daily operations.

ESOP TRUSTEE

A Trustee Committee, comprising internal individuals, serves as the ESOP trustee, and a third-party fiduciary consultant represents the interests of ESOP participants and beneficiaries. The Trustee Committee includes three business line leaders, the chief people officer, and the chief operating officer, all of whom are CPAs. Supported by the independent fiduciary consultant, the Trustee Committee oversees the administrative functions of the ESOP, including the annual valuation, and acts as a fiduciary on behalf of participants.

The ESOP, through the Trustee Committee and with the support of the independent fiduciary consultant, is a shareholder in the firm. While the Trustee Committee possesses full shareholder rights, it is not involved in the firm's day-to-day operations. Management will periodically update the ESOP Trustee Committee on firm matters and consult with them on significant transactions requiring shareholder action or involvement, such as voting on the nominated slate for the Board of Directors.

SUSTAINABILITY LEADERSHIP TEAM

The firm's sustainability efforts are led by our Managing Principal of Sustainability, who chairs the [Sustainability Leadership Team](#), oversees the Sustainability Center of Excellence, and reports to a member of the BDO Executive Team. The Sustainability Leadership Team, consisting of senior leaders from across the firm, oversees the firm's sustainability strategies and regularly updates the Executive Team, Board of Directors, principals, and other employees on the progress of the firm's sustainability initiatives.

Our commitment to integrity, responsibility, and accountability is reflected in our core values and in our work. Our people are expected to maintain the highest degree of ethical, legal, and professional conduct in all they do — adhering to both internal policies and external laws and regulations.

COMPLIANCE & ETHICS

Led by our Chief Compliance & Ethics Officer, our [compliance & ethics](#) professionals develop and maintain firm policies, monitor internal compliance practices, administer annual compliance training, and oversee internal investigations and periodic risk assessments.

Our Compliance & Ethics Office provides a variety of tools, trainings and other resources to support our people and help them conduct business in compliance with firm policies, ethical and professional standards, and applicable laws and regulations.

“

We've worked hard to foster a corporate culture in which doing the right thing is always the best thing.

BLAKE WILSON

Chief Compliance & Ethics Officer



GOVERNANCE / Ethical Business Practices

Responsible Business Conduct

BDO's Code of Ethics and Business Conduct governs the actions and working relationships between our people and their clients, colleagues, competitors, government and regulatory agencies, media, the public, and anyone else with whom our professionals have or may have contact.

Every BDO employee is individually responsible for making choices that meet the standards set forth within the Code. Compliance with the Code is a condition of employment and all employees are required to read and acknowledge the Code at the time of hire and annually thereafter.

Our [Code of Ethics and Responsible Business](#) serves to uphold our standards and is a reaffirmation of our core purpose and values. This Code is supported by detailed firm policies and underscores our commitment to upholding our professional integrity, doing our part to better our planet and our society, fostering a work environment that helps people thrive, and providing a safe space for people to speak up should a need arise.

Mandatory Compliance Training

Periodically we conduct required firm trainings to inform and educate our people on firm policies, procedures, and expectations. Mandatory training topics may include, but are not limited to:

- ▶ Compliance, Conduct, and Ethics
- ▶ Discrimination and Workplace Harassment
- ▶ Data Privacy and Security
- ▶ Anti-Corruption
- ▶ Independence
- ▶ Legal Aspects of Being a Supervisor



100% of our workforce completed business ethics training in 2024.

Anonymous Ethics & Compliance Hotline

BDO offers a third-party administered, anonymous ethics and compliance hotline as a confidential resource for our employees and those who do business with us to report behavior that may violate legal or professional standards, or that conflicts with our Code of Ethics and Business Conduct. The hotline is accessible 24/7 by calling 800-620-7394 or visiting reportlineweb.com/BDO.

HUMAN RIGHTS

Both across our own operations and in our relationships with our stakeholders, we are committed to ensuring the protection of human rights through ethical business practices. As a participant in the U.N. Global Compact, we adhere to the Ten Principles on human rights, labor, environment, and anti-corruption, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

As part of our Responsible Sourcing Program, we continue to take steps to evaluate, assess, and monitor the practices of our suppliers on human rights-related topics.

Learn more about our [Responsible Sourcing Program](#). ▶

View our [Human Rights Statement](#). ▶



PRIVACY AND SECURITY

Protecting sensitive information is a shared responsibility, and our ability to safeguard client, firm, and personnel data is strongest when every individual plays a role. Our comprehensive information security program, which maintains an ISO/IEC 27001 certification, is designed to manage and mitigate security risks through robust policies and procedures. We vigilantly and proactively address emerging risks and regularly update our policies and procedures, adapting to an evolving technology and threat landscape.

In 2024, to further our efforts to promote the protection, security, confidentiality, availability, and integrity of client, firm, and personnel data, BDO became a certified entity of the Data Privacy Framework (DPF). The DPF is a set of principles developed by the U.S. Department of Commerce, European Commission, UK Government, and Swiss Federal Administration, and administered by the International Trade Administration, to provide U.S. organizations with reliable mechanisms for the transfer of personal data from organizations in Europe to those in the U.S. [View our DPF certification.](#)

To learn more about our approach to data privacy, view our [privacy policy](#). ►



The integration of AI into business operations is no longer optional. Organizations that invest in AI can gain a significant competitive advantage, however they must also invest in the safeguards needed for the responsible use of such a powerful technology.

MIKE GERHARD

Chief Data & AI Officer

Responsible AI

AI is transforming the world around us, and, in many cases, has become an enabler of business growth, efficiency, and innovation. However, we recognize that security and innovation must go hand in hand, and that AI must be used responsibly, ethically, and securely.

Underscoring our commitment to responsible AI, we appointed Mike Gerhard as Chief Data & AI Officer in 2024. Under Mike's leadership, BDO is advancing AI strategies that drive business insights while maintaining the highest standards of privacy, security, and accountability. Our AI team works to maintain the integrity and trustworthiness of AI and helps the firm's use of the technology comply with ethical standards and regulatory requirements.

BDO has also established an AI Governance Committee to oversee the implementation of its AI initiatives, guided by the principles outlined in the firm's Responsible AI Policy. This committee is integral to aligning AI projects with BDO's strategic objectives so that AI technologies are deployed responsibly and ethically. By defining clear roles and responsibilities, the committee enhances decision-making, compliance with ethical and regulatory standards, and continuous improvement in AI performance. The diverse composition of the committee, which includes representatives from various departments, fosters a collaborative approach that promotes transparency, accountability, and alignment across the organization.



PROFESSIONAL INTEGRITY

We are steadfast in our commitment to prioritizing ethical decision-making at every level, and our rigorous internal policies and procedures promote the highest level of integrity and ethical conduct. We strictly comply with the independence and ethical requirements, where applicable, of the American Institute of Certified Public Accountants (AICPA), the U.S. Securities and Exchange Commission (SEC), the Public Company Accounting Oversight Board (PCAOB), the International Ethics Standards Board for Accountants (IESBA), the U.S. Government Accountability Office (GAO), and the U.S. Department of Labor (DOL).

Independence

Maintaining our professional independence is essential to our ability to establish and maintain the trust of our people, our clients, and regulators.

BDO's dedicated team of independence professionals is charged with monitoring independence rules and developing and implementing robust internal controls and independence policies and procedures designed to enable compliance. These include conflict checks, education and training, annual independence confirmations, and audits of our professionals, and required consultations with firm practice. These measures prevent us from engaging in service offerings or enter into relationships that compromise our independence.

Our independence professionals also meet periodically with key stakeholders, including the SEC, PCAOB and AICPA, to consult on issues and provide feedback that impacts both public and private audits.





Emissions and People Data

Emissions Data	51
People Data	52

OUR EMISSIONS AND PEOPLE DATA / Emissions Data

EMISSIONS FOOTPRINT

We conduct an annual analysis of our Scopes 1, 2 and 3 GHG emissions, which includes emissions from both BDO USA and BDO RISE operations. [Read more about contributing factors and year-over-year observations.](#)

Emissions Data (MTCO₂e)

Emissions Category	CY23	CY24
Total GHG Emissions (Scopes 1, 2 and 3)¹	90,319	72,175
Scope 1		
Natural Gas	1,061	697
Refrigerants	177	205
Total Scope 1²	1,238	902
Scope 2		
Purchased Electricity – market-based	6,453	6,076
Purchased Steam	-	1
Total Scope 2³	6,453	6,077
Scope 3		
Purchased Goods and Services	38,899	32,533
Capital Goods	12,740	4,002
Fuel and Energy-Related Activities (FERA)	789	686
Upstream Transportation & Distribution	239	133
Waste	132	123
Business Travel	26,165	21,153
Employee Commuting	2,815	5,850
Work From Home	849	716
Total Scope 3⁴	82,627	65,196

¹ We calculate our GHG emissions using the operational control consolidation approach, in accordance with the Greenhouse Gas Protocol. CY24 emissions data is from January 1, 2024 - December 31, 2024. CY23 emissions data is from January 1, 2023 - December 31, 2023.

² Scope 1 consists of emissions that a company produces and controls directly. BDO's calendar year 2024 Scope 1 emissions were generated by on-site combustion of natural gas and recharging of refrigerants used in our leased office space.

³ Scope 2 consists of indirect emissions associated with the purchase of energy. BDO's calendar year 2024 Scope 2 emissions were generated by purchased electricity and steam. We use a market-based approach to report Scope 2 emissions. Our location-based emissions during calendar year 2024 totaled 5,830 MT CO₂e. Purchased electricity in our leased offices totaled 14,352,099 kilowatt-hours (kWh), or 51,668 gigajoules (GJ). Purchased electricity attributed to working from home was 1,475,817 kWh, or 5,313 GJ.

⁴ Scope 3 consists of all indirect emissions not included in Scope 2 that occur in the value chain of the reporting company, including both 'upstream' and 'downstream' emissions. BDO's calendar year 2024 Scope 3 emissions were generated by our purchased goods and services, capital goods, FERA, upstream transportation & distribution, waste produced in our buildings, business travel, employee commuting, and purchased electricity used by our professionals to work from home.

OUR EMISSIONS AND PEOPLE DATA / People Data

A key contributor to fostering a culture of belonging is providing transparency into workforce demographics. By understanding demographic makeup, and gaining insights into hiring and turnover data, effective recruitment, development, retention, and advancement strategies are able to be created. Data below is for BDO USA unless otherwise stated.

Employees by Headcount - Count

Year	BDO USA (U.S.)			BDO RISE (India)		
	Total	Men	Women	Total	Men	Women
CY23	9,734	5,032	4,702	2,242	1,217	1,025
CY24	9,105	4,688	4,417	2,946	1,614	1,332

Employees by Headcount - Rate

Year	BDO USA (U.S.)			BDO RISE (India)		
	Total	Men	Women	Total	Men	Women
CY23	100%	52%	48%	100%	54%	46%
CY24	100%	51%	49%	100%	55%	45%

CY23 data is as of December 31, 2023.

CY24 data is as of December 31, 2024.

Some data categories may not add up to 100% due to rounding to the nearest whole percent. Rates for gender, race/ethnicity and age group are determined as a percentage of the whole, by category.

OUR EMISSIONS AND PEOPLE DATA / People Data

New Hires - Count

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
BDO USA (U.S.)						
CY23	1,635	895	740	780	702	153
CY24	1,314	731	583	527	653	134
BDO RISE (India)						
CY23	554	318	236	324	230	0
CY24	987	546	441	681	306	0

New Hires - Rate

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
BDO USA (U.S.)						
CY23	100%	55%	45%	48%	43%	9%
CY24	100%	56%	44%	40%	50%	10%
BDO RISE (India)						
CY23	100%	57%	43%	58%	42%	0%
CY24	100%	55%	45%	69%	31%	0%

CY23 data reflects cumulative new hires during the period January 1, 2023 through December 31, 2023.

CY24 data reflects cumulative new hires during the period January 1, 2024 through December 31, 2024.

Some data categories may not add up to 100% due to rounding to the nearest whole percent. Rates for gender, race/ethnicity and age group are determined as a percentage of the whole, by category.

OUR EMISSIONS AND PEOPLE DATA / People Data

Voluntary Turnover - Count

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
BDO USA (U.S.)						
CY23	1,470	817	653	487	735	248
CY24	1,411	743	668	559	693	159
BDO RISE (India)						
CY23	368	208	160	204	164	0
CY24	480	241	239	268	212	0

Voluntary Turnover - Rate

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
BDO USA (U.S.)						
CY23	16%	17%	15%	17%	15%	17%
CY24	15%	15%	15%	21%	13%	10%
BDO RISE (India)						
CY23	18%	19%	17%	16%	21%	0%
CY24	19%	17%	20%	18%	19%	0%

Voluntary and Involuntary Turnover Rates (BDO USA and BDO RISE Combined)

	CY23	CY24
Voluntary	17%	16%
Involuntary	8%	5%

Rates are based on percentage of average headcount for the fiscal year, by category.

Some data categories may not add up to 100% due to rounding to the nearest whole percent.

OUR EMISSIONS AND PEOPLE DATA / People Data

Executive Management Demographic Data

	GENDER		RACE/ETHNICITY								AGE GROUP		
	Men	Women	White	American Indian or Alaska Native	Asian	Hispanic or Latinx	Native Hawaiian or other Pacific Islander	Black or African American	Two or More Races	Declined to Disclose	<30	30-50	>50
CY23	73%	27%	83%	0%	7%	4%	0%	3%	0%	4%	0%	49%	51%
CY24	70%	30%	80%	0%	9%	5%	0%	2%	1%	4%	0%	52%	48%

All Other Professionals Demographic Data

	GENDER		RACE/ETHNICITY								AGE GROUP		
	Men	Women	White	American Indian or Alaska Native	Asian	Hispanic or Latinx	Native Hawaiian or other Pacific Islander	Black or African American	Two or More Races	Declined to Disclose	<30	30-50	>50
CY23	51%	49%	59%	0%	17%	9%	0%	5%	2%	8%	32%	53%	15%
CY24	51%	49%	60%	0%	17%	10%	0%	6%	2%	6%	26%	58%	16%

Executive Management data includes the Executive Team, Board of Directors and all others within EEO-1 Job Category Executive/Senior Level Officials and Managers.

CY23 data is as of December 31, 2023.

CY24 data is of December 31, 2024.

Some data categories may not add up to 100% due to rounding to the nearest whole percent. Rates for gender, race/ethnicity and age group are determined as a percentage of the whole, by category.



About This Report

This report — BDO's **2024 Sustainability Report** — was published in July 2025 and reflects financial, people and emissions data from our calendar year 2024 (January 1, 2024 – December 31, 2024).

This report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Universal Standards and the Sustainability Accounting Standards Board (SASB) 2018 standard for the Professional & Commercial Services industry. In addition to the narrative discussion of disclosures found throughout the report, SASB and GRI indices can be found at the end of this report.

This report includes operations within the United States as part of BDO USA, P.C. ("BDO" or "BDO USA"). Some disclosures include data from BDO RISE Private Limited ("BDO RISE"), a majority owned subsidiary of BDO USA. Inclusion of BDO RISE data is clearly labeled, and unless otherwise stated, all information contained in this report is exclusive to the U.S. operations of BDO.

Our purpose is helping people thrive, every day. Together, we are focused on delivering exceptional and sustainable outcomes and value for our people, our clients, and our communities. BDO is proud to be an ESOP company, reflecting a culture that puts people first. BDO professionals provide assurance, tax and advisory services for a diverse range of clients across the U.S. and in over 160 countries through our global organization.

BDO is the brand name for the BDO network and for each of the BDO Member Firms. BDO USA, P.C., a Virginia professional corporation, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. BDO RISE is a private limited company incorporated under Indian law as a joint venture between BDO USA, P.C. and BDO India.



Indices

Global Reporting Initiative (GRI) Index.....	59
Sustainability Accounting Standards Board (SASB) Index	74

INDICES / Global Reporting Initiative (GRI) Index

	CY24 DISCLOSURE
Statement of use	BDO USA P.C. has reported in accordance with the GRI Standards for the period January 1, 2024 through December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Applicable Sector Standard(s) Not Yet Available from GRI.

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
General Disclosures	2-1 Organizational details	BDO USA, P.C. BDO Chicago National Office 330 North Wabash Avenue. Suite 3200 Chicago, IL 60611
	2-2 Entities included in the organization's sustainability reporting	About this Report, pg. 57
	2-3 Reporting period, frequency and contact point	About this Report, pg. 57 Contacts
	2-4 Restatements of information	In 2023, BDO USA, P.C.'s financial reporting period changed to align with the calendar year. BDO issued a supplemental report with updated people and emissions data in alignment with our new financial reporting period (January 1, 2023 - December 31, 2023).
	2-5 External assurance	BDO is not seeking external assurance of this report at this time.
	2-6 Activities, value chain and other business relationships	About this Report, pg. 57 By the Numbers, pg. 30 BDO Alliance USA is BDO USA's network of more than 800 independent Alliance firms. BDO Alliance USA provides BDO clients additional depth and breadth locally, regionally or within a specific area of focus. To member firms, the Alliance offers the resources and collaborative opportunities of BDO without any loss of autonomy. ESOP Trustee, pg. 45

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
General Disclosures	2-7 Employees	BDO by the Numbers, pg. 30 People, pg. 15
	2-8 Workers who are not employees	This information is confidential and is not disclosed publicly.
	2-9 Governance structure and composition	Corporate Governance, pg. 45 People Data, pg. 55
	2-10 Nomination and selection of the highest governance body	Corporate Governance, pg. 45
	2-11 Chair of the highest governance body	Corporate Governance, pg. 45 The Board Chair is a principal in the firm and the current Chair serves as National Managing Principal, Industry Groups and National Industry Leader Retail & Consumer Products. The firm has internal controls in place to ensure conflicts of interest are prevented, and if they should occur, are mitigated appropriately.
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, pg. 45
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, pg. 45 Advancing Sustainability at BDO, pg. 13 Sustainability Leadership Team, pg. 45
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, pg. 45 Members of BDO's Executive Team review and approve the information contained in this report.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
General Disclosures	2-15 Conflicts of interest	<p>BDO's Code of Ethics and Responsible Business is supported by our full Code of Ethics and Business Conduct, maintained by our General Counsel, Compliance Office and our Sustainability Center of Excellence.</p> <p>BDO's Code of Ethics and Responsible Business</p> <p>Compliance & Ethics</p> <p>Ethical Business Practices, pg. 46</p>
	2-16 Communication of critical concerns	This information is confidential and is not disclosed publicly.
	2-17 Collective knowledge of the highest governance body	<p>Advancing Sustainability at BDO, pg. 13</p> <p>Sustainability Leadership Team, pg. 45</p>
	2-18 Evaluation of the performance of the highest governance body	This information is confidential and is not disclosed publicly.
	2-19 Remuneration policies	Pay Equity, pg. 25
	2-20 Process to determine remuneration	<p>BDO's remuneration policies adhere to those outlined in our Pay Equity Statement and our compensation policies outlined in BDO's Workplace Guide.</p> <p>Board of Directors, pg. 45</p> <p>From time to time, BDO engages with lawyers and consultants to conduct third-party pay equity studies.</p>
	2-21 Annual total compensation ratio	This information is confidential and is not disclosed publicly.
	2-22 Statement on sustainable development strategy	A Message from Our CEO Wayne Berson, pg. 4

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
General Disclosures	2-23 Policy commitments	About this Report, pg. 57
		Human Rights, pg. 47
		Compliance & Ethics, pg. 46
		Privacy and Security, pg. 48
		BDO's Code of Ethics and Responsible Business Compliance & Ethics
	2-24 Embedding policy commitments	About this Report, pg. 57
		Our Approach to Responsible Business, pg. 10
		Human Rights, pg. 47
		Corporate Governance, pg. 45
		Compliance & Ethics, pg. 46
		Decarbonizing Our Business, pg. 37
		Privacy and Security, pg. 48
		Advancing Sustainability at BDO, pg. 13
		Sustainability Leadership Team, pg. 45
		BDO's Code of Ethics and Responsible Business Compliance & Ethics
	2-25 Processes to remediate negative impacts	Compliance & Ethics, pg. 46
		Decarbonizing Our Business, pg. 37
		BDO's Code of Ethics and Responsible Business
	2-26 Mechanisms for seeking advice and raising concerns	Compliance & Ethics, pg. 47
		BDO's Code of Ethics and Responsible Business

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
General Disclosures	2-27 Compliance with laws and regulations	Except as a matter of public record, BDO does not disclose this information.
	2-28 Membership associations	BDO professionals serve in leadership positions and on committees in a number of professional and industry organizations, including the American Institute of Certified Public Accountants and the Center for Audit Quality, among others.
	2-29 Approach to stakeholder engagement	A Shared Vision of Progress, pg. 12 Stakeholder Engagement and Materiality
	2-30 Collective bargaining agreements	There are no collective bargaining agreements are in place among our operations.
Material Topics	3-1 Process to determine material topics	BDO collaborated with a third-party consultant to conduct a formal materiality assessment in 2022. A Shared Vision of Progress, pg. 12 Stakeholder Engagement and Materiality
	3-2 List of material topics	Stakeholder Engagement and Materiality

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Economic Performance	3-3 Management of material topics	Stakeholder Engagement and Materiality 2024 Highlights, pg. 5 By the Numbers, pg. 30
	201-1 Direct economic value generated and distributed	2024 Highlights, pg. 5 By the Numbers, pg. 30 BDO does not currently share publicly all data requested in this disclosure.
	201-2 Financial implications and other risks and opportunities due to climate change	Advancing Sustainability in the Market, pg. 13 Climate Risks and Resilience, pg. 40 Some information related to this disclosure is unavailable at this time.
	201-3 Defined benefit plan obligations and other retirement plans	Benefits and Well-Being, pg. 26 Additional benefit information is confidential and is not disclosed publicly.
Indirect Economic Impact	3-3 Management of material topics	Stakeholder Engagement and Materiality 2024 Highlights, pg. 5
	203-1 Infrastructure investments and services supported	2024 Highlights, pg. 5 Communities, pg. 29 Advancing Sustainability in the Market, pg. 13 Case Studies
	203-2 Significant indirect economic impacts	Communities, pg. 29 Case Studies
Procurement Practices	3-3 Management of material topics	Responsible Sourcing, pg. 37 Human Rights, pg. 47

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Anti-Corruption	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 46 BDO's Code of Ethics and Responsible Business
	205-1 Operations assessed for risks related to corruption	Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business Compliance & Ethics BDO does not currently share publicly all data requested in this disclosure.
	205-2 Communication and training about anti-corruption policies and procedures	Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business
	205-3 Confirmed incidents of corruption and actions taken	Except as a matter of public record, BDO does not disclose this information.
Anti-Competitive Behavior	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 46 BDO's Code of Ethics and Responsible Business Professional Integrity, pg. 49
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Except as a matter of public record, BDO does not disclose this information.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Tax	3-3 Management of material topics	Stakeholder Engagement and Materiality BDO views tax management and approach as a component of the firm's Business Performance, which is ranked as a high priority topic in the firm's materiality assessment.
	207-1 Approach to tax	BDO USA pays taxes in accordance with applicable Federal, state and local laws. BDO's tax strategy is aligned with our business strategy and is reviewed on an ongoing basis. The strategy is overseen by the firm's CFO, Executive Team, and dedicated tax personnel.
	207-2 Tax governance, control, and risk management	The strategy is overseen by the firm's CFO, Executive Team, and dedicated tax personnel. BDO does not currently share publicly all data requested in this disclosure.
	207-3 Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement and Materiality BDO views tax management and approach as a component of the firm's Business Performance, which is ranked as a high priority topic in the firm's materiality assessment.
	207-4 Country-by-country reporting	BDO does not currently share publicly all data requested in this disclosure.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Energy	3-3 Management of material topics	Stakeholder Engagement and Materiality Targets Aligned With the Latest Climate Science, pg. 36 Emissions Data, pg. 51 Responsible Offices, pg. 38
	302-1 Energy consumption within the organization	Emissions Data, pg. 51 To calculate purchased energy, we used utility data obtained through building surveys and estimates in cases where data was not available. We used a conversion rate of 1 kWh = 0.0036 gigajoule (GJ) to calculate purchased electricity in our buildings and electricity used for work from home. BDO leases all of its office space; therefore visibility into total fuel consumption from non-renewable versus renewable sources is based on information provided by building management. BDO continues to engage with building management to obtain more information on these sources and enhance the data gathering processes. BDO does not sell energy and therefore does not disclose this portion of the disclosure as it is not applicable.
	302-3 Energy intensity	In 2024, our energy intensity was 1,191 kWh per headcount employee. This figure includes purchased electricity consumed in all of our offices and total headcount of employees at December 31, 2024.
	302-4 Reduction of energy consumption	Emissions Data, pg. 51 Electronics Reuse and Recycling, pg. 42 Responsible Offices, pg. 38

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Water and Effluents	3-3 Management of material topics	Stakeholder Engagement and Materiality Water Management, pg. 42
	303-1 Interactions with water as a shared resource	Water Management, pg. 42 BDO leases all of its office space; therefore visibility into tenant-specific water usage is limited. Given BDO's operations are not considered to be water intensive, BDO does not currently have water-related goals and targets.
	303-3 Water withdrawal	Water Management, pg. 42 BDO offices are located primarily in areas serviced by municipal water sources and distribution of water to tenant occupied spaces is the responsibility of building management, therefore BDO has limited visibility into the breakdown of water by source.
Biodiversity	3-3 Management of material topics	Stakeholder Engagement and Materiality As we continue to assess our climate risk, we will be exploring nature loss as an area of material risk in future materiality assessments, and determine what additional action may be necessary to mitigate those risks.
Emissions	3-3 Management of material topics	Stakeholder Engagement and Materiality Emissions Data, pg. 51 Climate Risks and Resilience, pg. 40
	305-1 Direct (Scope 1) GHG emissions	Emissions Data, pg. 51 Methodology, pg. 41 About this Report, pg. 57 BDO does not track Biogenic CO ² emissions.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Emissions	305-2 Energy indirect (Scope 2) GHG emissions	<p>Emissions Data, pg. 51</p> <p>Methodology, pg. 41</p> <p>About this Report, pg. 57</p> <p>BDO currently uses the market-based method to calculate our Scope 2 emissions.</p>
	305-3 Other indirect (Scope 3) GHG emissions	<p>Emissions Data, pg. 51</p> <p>Methodology, pg. 41</p> <p>About this Report, pg. 57</p> <p>BDO does not track Biogenic CO² emissions.</p>
	305-5 Reduction of GHG emissions	<p>Emissions Data, pg. 51</p> <p>Decarbonizing Our Business, pg. 37</p> <p>Methodology, pg. 41</p>
Waste	3-3 Management of material topics	<p>Stakeholder Engagement and Materiality</p> <p>Waste and Water, pg. 42</p>
	306-1 Waste generation and significant waste-related impacts	<p>Waste and Water, pg. 42</p> <p>Office Waste Reduction, pg. 42</p>
	306-2 Management of significant waste-related impacts	<p>Waste and Water, pg. 42</p> <p>Office Waste Reduction, pg. 42</p>
	306-3 Waste generated	<p>Waste and Water, pg. 42</p> <p>BDO leases all of it's office space; therefore visibility into waste generated is reliant on information provided by building management via building survey. BDO continues to engage with building management to obtain more information on waste composition and management practices to enhance data gathering processes.</p>

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Supplier Environmental Assessment	3-3 Management of material topics	Stakeholder Engagement and Materiality Responsible Sourcing, pg. 37
	308-1 New suppliers that were screened using environmental criteria	Responsible Sourcing, pg. 37
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Sourcing, pg. 37 Emissions Data, pg. 51 Targets Aligned With the Latest Climate Science, pg. 36
Employment	3-3 Management of material topics	Stakeholder Engagement and Materiality People, pg. 16
	401-1 New employee hires and employee turnover	People Data, pg. 53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	All full-time and part-time employees who work an average of 24 hours a week, are eligible to enroll in benefit plans, for themselves and eligible dependents, including domestic partners. Benefits and Well-Being, pg. 26 BDO Career Website
	401-3 Parental leave	Benefits and Well-Being, pg. 27 BDO does not currently share publicly all data requested in this disclosure.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Training & Education	3-3 Management of material topics	Stakeholder Engagement and Materiality Empowerment Through Knowledge, pg. 21
	404-1 Average hours of training per year per employee	Empowerment Through Knowledge, pg. 21 The term professionals is inclusive of both Principals and non-Principals.
	404-2 Programs for upgrading employee skills and transition assistance programs	Empowerment Through Knowledge, pg. 21 Talent, pg. 20
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent, pg. 20
Diversity & Equal Opportunity	3-3 Management of material topics	Stakeholder Engagement and Materiality
	405-1 Diversity of governance bodies and employees	People Data, pg. 55
	405-2 Ratio of basic salary and remuneration of women to men	Pay Equity, pg. 25 BDO does not currently share publicly all data requested in this disclosure.
Non-Discrimination	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business
	406-1 Incidents of discrimination and corrective actions taken	This information is confidential and is not disclosed publicly.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Security Practices	3-3 Management of material topics	Stakeholder Engagement and Materiality Privacy and Security, pg. 48 BDO Privacy Policy BDO Client Privacy Policy
	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement and Materiality Communities, pg. 31
	413-2 Operations with significant actual and potential negative impacts on local communities	Stakeholder Engagement and Materiality Communities, pg. 31
Supplier Social Assessment	3-3 Management of material topics	Stakeholder Engagement and Materiality Responsible Sourcing, pg. 37 Human Rights, pg. 47
	414-1 New suppliers that were screened using social criteria	This information is unavailable, but is expected to be included as a disclosure in future reporting years.
	414-2 Negative social impacts in the supply chain and actions taken	This information is unavailable, but is expected to be included as a disclosure in future reporting years.
Public Policy	3-3 Management of material topics	Stakeholder Engagement and Materiality
	415-1 Political contributions	BDO does not provide financial or in-kind political contributions. Any political contributions made by partners and/or employees of BDO are strictly personal.

INDICES / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Customer Privacy	3-3 Management of material topics	Stakeholder Engagement and Materiality Privacy and Security, pg. 48 BDO Privacy Policy BDO Client Privacy Policy
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Except as a matter of public record, BDO does not disclose this information.

ADDITIONAL MATERIAL ISSUES

CATEGORY	DISCLOSURE	CY24 DISCLOSURE
Innovation	3-3 Management of material topics	Stakeholder Engagement and Materiality Our Approach to Responsible Business, pg. 10
Corporate Purpose	3-3 Management of material topics	Stakeholder Engagement and Materiality Our Core Purpose and Values, pg. 7 A Message From Our CEO Wayne Berson, pg. 4 About us
Stakeholder Engagement	3-3 Management of material topics	Stakeholder Engagement and Materiality

INDICES / Sustainability Accounting Standards Board (SASB) Index

The following table outlines our SASB disclosure responses to the Professional & Commercial Services standard, with references to where this information can be found in our Sustainability Report or in other publicly available information.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CY24 RESPONSE
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	SASB - SV-PS-230a.1	BDO does not currently share publicly all data requested in this disclosure. Privacy and Security, pg. 48
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	SASB - SV-PS-230a.2	Privacy and Security, pg. 48 BDO Privacy Policy BDO Client Privacy Policy BDO's Code of Ethics and Responsible Business
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	SASB - SV-PS-230a.3	Except as a matter of public record, BDO does not disclose this information.
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SASB - SV-PS-330a.1	People Data, pg. 57
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SASB - SV-PS-330a.2	People Data, pg. 54
	Employee engagement as a percentage	Quantitative	Percentage (%)	SASB - SV-PS-330a.3	2024 Highlights, pg. 5 Retention, pg. 19

INDICES / Sustainability Accounting Standards Board (SASB) Index

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CY24 RESPONSE
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	n/a	SASB - SV-PS-510a.1	Professional Integrity, pg. 49
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting Currency	SASB - SV-PS-510a.2	Except as a matter of public record, BDO does not disclose this information.
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract				People Data, pg. 52
	Employee hours worked, percentage billable				This information is confidential and is not disclosed publicly.

SASB Standard: Professional & Commercial Services - Industry Standard Version 2018-10

CONTACTS

CATHERINE MOY

Chief People Officer

cmoy@bdo.com

KAREN BAUM

BDO USA Sustainability Center of Excellence Managing Principal
BDO Global Sustainability Services & Solutions Managing Principal

kbaum@bdo.com

BERNADETTE PIETERS

People and Culture Principal, Chief Inclusion Officer

bpieters@bdo.com

CARA MOOSES

Corporate Sustainability Senior Director

cmoores@bdo.com

Our purpose is helping people thrive, every day. Together, we are focused on delivering exceptional and sustainable outcomes and value for our people, our clients and our communities. BDO is proud to be an ESOP company, reflecting a culture that puts people first. BDO professionals provide assurance, tax and advisory services for a diverse range of clients across the U.S. and in over 160 countries through our global organization.

BDO is the brand name for the BDO network and for each of the BDO Member Firms. BDO USA, P.C., a Virginia professional corporation, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. For more information, please visit: www.bdo.com.

© 2025 BDO USA, P.C. All rights reserved.

