

BDO BELGIUM | JUNE 2024

SUSTAINABILITY REPORT FISCAL YEAR 2023

#BDOSustainabilityNOW





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The content of our sustainability report is partially based on the reporting framework as disclosed by the International Business Council of the World Economic Forum, as we are preparing ourselves to the implementation of the CSRD legislation.

Our report covers who we are, why sustainability is important to us and how we approach it. We also take a deep dive into each of our material areas, our ambitions and action plan and our achievements so far.

This report covers our sustainability efforts from the fiscal year of 2023, i.e. from 1 October 2022 until 30 September 2023. Except for our CO₂ emissions, those are covered for both the fiscal year of 2022 and 2023, due to a delay in the calculation and set-up of

a new tracking tool that we caught up to be able, in the coming years, to align our CO₂ emissions reporting with the fiscal reporting period.

BDO Belgium first published a sustainability report in 2021. Last year we drastically changed the format of our report to better reflect the continuous effort we put into the topic, the lessons we learned and as preparation for the upcoming European non-financial reporting laws and frameworks.

Although this makes the comparability of our different reports harder, we believe this new format allows us to provide both qualitative and quantitative information while also reporting in line with a chosen standard.

OCTOBER 1ST
2022

SEPTEMBER 30TH
2023

Sustainability report covers the fiscal year of 2023

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FOREWORD

BDO's journey to sustainability continues

A few years ago we embarked on an important new journey that will help us transition to a new and more sustainable business model. This journey will no doubt be a challenging one, but fortunately we are not undertaking it alone. On the long road to sustainability, we will no doubt be joined by many clients and partners, all with the same goal in mind: ensuring that our planet and its people can continue to thrive.

At BDO, we look at sustainability through the lens of the universally accepted ESG reporting framework. This means that we don't limit ourselves to the environment (E) alone, which is just one aspect of our sustainability strategy, albeit a particularly urgent one. Instead we pay close attention to all three of the ESG pillars, including social (S) and governance (G).

For each of these pillars, we have put in place a targeted action plan that includes everything from shifting our fleet and mobility strategy towards electric vehicles and alternative mobility solutions (E), to offering extensive learning opportunities to our colleagues (S) and achieving ISO 27001 certification to ensure optimal data and cyber security (G). In this report, you will learn about many more of our new and exciting initiatives in more detail.

As befits the agile, flexible times we live in, we are also continually adapting our strategy to further incorporate sustainability into our business. Last year, we carried out a comprehensive review of our sustainability strategy, evaluating the focus points we had previously identified as material, as well as our ambitions in this area. This kind of exercise allows us to remain up to date and properly aligned with not only our stakeholders' expectations, but also with our own economic reality.

The strategic commitments we have made, and the ones we will make in the coming years, will help us to achieve the ambitious goals we have set for ourselves. At the same time, they will also help our clients to navigate their own sustainability journey. Proving once again that a sustainable future is a future we all build together.

Peter Van Laer
CEO BDO Belgium

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We live in a world of perpetual change and it is clear that this change is accelerating. It is essential at the dawn of this digital and societal revolution to clearly define our values. These are essential in order to have good guidelines throughout the change. This reflection is necessary and even inevitable for every business. Within BDO, we have highlighted 4 axes that correspond to our DNA: respect, personal approach, commitment and pragmatism. I hope that after reading our report, you will be convinced that these values are visibly and concrete within our organisation. They are the result of our daily work.

Fabrice Gognard, Member of BoD BDO Belgium
Sponsor Sustainability



“

Doing business in a sustainable manner, taking care of our employees, society and the planet is the only way we see fit anymore, the only way forward. Evolving and adapting our strategy, the way we work, our policies and procedures in order to transition to a sustainable business model is an ongoing challenge we take on gradually yet steadily. We hope to provide you insight in how we tackle this challenge and the progress we made so far in this report.

Aubry De Pauw, Sustainability officer

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We embarked on our sustainability journey a few years ago and we continue to integrate sustainable practices into our operations and have made commitments that will help us ensure that our planet and its people thrive. We are continually adapting our strategy to incorporate sustainability into our business and, at the same time, work with our clients to help them navigate their own sustainability journey. We do all this because we believe that the transition to a sustainable business model is an effort we, as a responsible company, must undertake, as well as persuading and supporting our clients to do the same.

At BDO, we view sustainability through the universally recognised ESG framework. We have developed a clear strategy and targeted action plan, paying attention to **E (environment)**, **S (social)** and **G (governance)** aspects and ensuring that we implement and embed the principles of sustainability across our firm.

An overview:



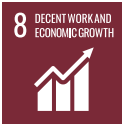
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GROWTH & DEVELOPMENT

WELLBEING

INCLUSIVE DIVERSITY



CORPORATE BEHAVIOUR

CORPORATE GOVERNANCE & RESPONSIBLE LEADERSHIP



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Environment

As a member of the [Net-Zero Financial Service Providers Alliance](#) (NZFSPA), the BDO global network is committed to achieving net-zero greenhouse gas emissions by or before 2050 and to halving our emissions by 2030, in alignment with the Paris Agreement.

Key actions:

- ▶ Adapting our fleet and mobility strategy, integrating (P)(H) EVs and alternative mobility solutions.
- ▶ Switching to 100% green electricity sources and continually optimising our energy usage, for example by switching off lights at night.
- ▶ Adapting our procurement and investment policy, making sure sustainability is integrated in all (decision-making) procedures.
- ▶ Developing a carbon reduction roadmap in line with our net zero ambitions and submitting it to the SBTi.



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Social

Growth and development

The growth of our colleagues, both professionally and personally, is one of the main focus areas at BDO. To enable our employees' personal and professional growth, we strengthen their growth mindset and continually invest in initiatives and programmes to support them, such as our BDO Academy, an intensive onboarding journey, and the Me@BDO framework. Our employee development model leads to the retention of our full range of talent and supports their professional fulfilment and satisfaction, as well as enabling enterprise success.

Key actions:

- ▶ Appointing specific people (a talent development manager, an employee experience and change manager and an inclusive diversity manager) who are responsible for developing, monitoring and rolling out the strategies mentioned above.
- ▶ Offering an extensive learning programme, both for specific moments in our colleagues' careers (onboarding journey, leadership track, people manager track, etc.) and for hard and soft skills that will further develop our collective knowledge and expertise.

Wellbeing

We really want our colleagues to feel their best, both physically and mentally, at work and at home. That's why we are always listening to what our colleagues have to say, learning how they are feeling and how we can improve in areas like sustainability, leadership, culture and values, etc. We are constantly asking for feedback and giving our staff members a voice through their people managers, our wellbeing platform, teambuilding events, etc. In this way, we provide a decision-making framework for our colleagues and support them to become the best version of themselves.

- ▶ People managers who focus on the development, career path and wellbeing of our employees and act as a sounding board in their me@BDO story.
- ▶ Developing and rolling out our continuous listening strategy, which allows us to listen to our co-workers to understand what's going on with them and what solutions we can provide to improve their welfare and engagement.
- ▶ Organising ID events to increase awareness among all of our employees, including leadership.

Inclusive diversity

In our differences lies our treasure. Or in other words, the diverse talents and perspectives of our colleagues make it possible to solve problems and come up with reactive solutions. If we are to thrive and grow as a company, it is crucial that we make everyone at BDO feel welcome, respected, valued and heard. In doing so, we aim to create a sense of belonging among our diverse workforce.

- ▶ Creating a parent booklet and conversation starters around the parenting journey. Improving our processes and procedures, as well as the solutions we offer, by examining the results of various feedback sources, such as ID Scan and ID Barometer, people managers and HR business partners (via exit conversations, one-on-one talks, etc.) and our continuous listening platform.

EXECUTIVE SUMMARY

Governance

Corporate governance and behaviour are key elements of our sustainability strategy. Good governance is crucial to having the right checks and balances in place for our business.

That's why we continually monitor and improve our corporate behaviour and data management strategy.

The many efforts we make every year to further strengthen the organisation's quality management system are perhaps our most important achievement in the field of governance.

With these commitments, we ensure good governance practices and a responsible leadership. We balance and align our economic interests with the interests of our stakeholders, society and our planet.

Key actions:

- ▶ Implementing various processes, procedures, trainings, and roles and responsibilities to safeguard data – and ensure cyber security – which resulted in obtaining the ISO 27001 standard, demonstrating that we care about our clients' and employees' data and do everything we can to prevent and counter cyber crime.

- ▶ Adhering to the BDO Ethics and Independence Manual, which sets out the independence policies and procedures for ethical behaviour, according to which we should, among other things, assess whether there are any conflicts of interest or ethical issues to consider before accepting a client or project.
- ▶ Providing transparency at various levels: tax transparency, transparency report, voluntary sustainability and ESG report.
- ▶ Implementing a whistleblowing process, providing a safe and secure environment in which to report suspected wrongdoing.
- ▶ Continuous training of our leadership team to ensure good leadership practices (e.g. people management, implicit leadership, DEI, etc.).
- ▶ Adhering to the BDO International Risk Management Manual, which provides guidance on the design and implementation of risk management and quality control systems.
- ▶ Comply with all relevant domestic and international standards, from the IESBA Code to the IAASB quality control standards, such as their International Standard on Quality Management (ISQM1).



BDO BELGIUM AT A GLANCE

Our vision & mission

BDO's vision is to be the **leader in exceptional client service**. This is not about reinventing our profession's approach to service, but rather about delivering our services exceptionally well – and delivering that high quality consistently in every office, every country and every territory where we are present, with a positive impact on people, society and environment as a result.

BDO is an ambitious & dynamic service organisation that wants to be attractive for both entrepreneurs and employees, hence our mission 'let's grow together'.

Let's grow together

Our values

Our company values help us ensure that all our employees are working towards the same goals. Our culture is essentially built on four core values. In their DNA, our employees commit themselves to be committed, pragmatic, personal and respectful.



Committed

Being thoughtful about our professional standards and taking ownership of what we do.



Pragmatic

To the point and hands-on while keeping complex matters simple.



Personal

Close to our clients and to every one of our colleagues.



Respectful

Making everyone feel welcome, heard and valued in a sustainable environment.

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BDO BELGIUM AT A GLANCE

Our services

BDO Belgium is an internationally active consultancy company with a solid reputation in financial services (Audit & Assurance, Tax & Legal, Accounting & Reporting) and complementary, specialised advice to support clients towards futureproof and sustainable growth (Advisory).

It does so by, among other things, guiding them in ESG services strategy exercises, digital transformations, process optimisations, change and sustainability tracks, sustainable finance, financial advisory, mergers & acquisitions and risk management.

We assist a wide range of clients, from large international companies and (family) SMEs to private individuals and have broad expertise in the public sector.

More information regarding our different services can be found here:



Our local presence (Offices)

At BDO, we find it important to be close to our employees and clients. Organisations always have a single direct point of contact and a BDO office in direct proximity.



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WHY

At BDO, we see sustainability as an investment that will further develop our corporate culture, make our business more resilient and safeguard the future of our planet and the wellbeing of generations to come. We also want to provide the best possible guidance to our clients and other partners in defining and rolling out a solid sustainability strategy.

For us, sustainability isn't about ticking boxes. It's about taking tangible and measurable steps to continually evolve our business in a way that makes it both more responsible and more resilient. It's about realising we have a responsibility to reshape the way we act and operate so that we can create a positive impact and minimise any negative effects.

We embarked on our sustainability journey a few years ago and we continue to integrate sustainable practices into our operations through commitments that will help our planet and its people thrive.

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We do this because at BDO we want to set an example, be a source of inspiration and build a sustainable future.

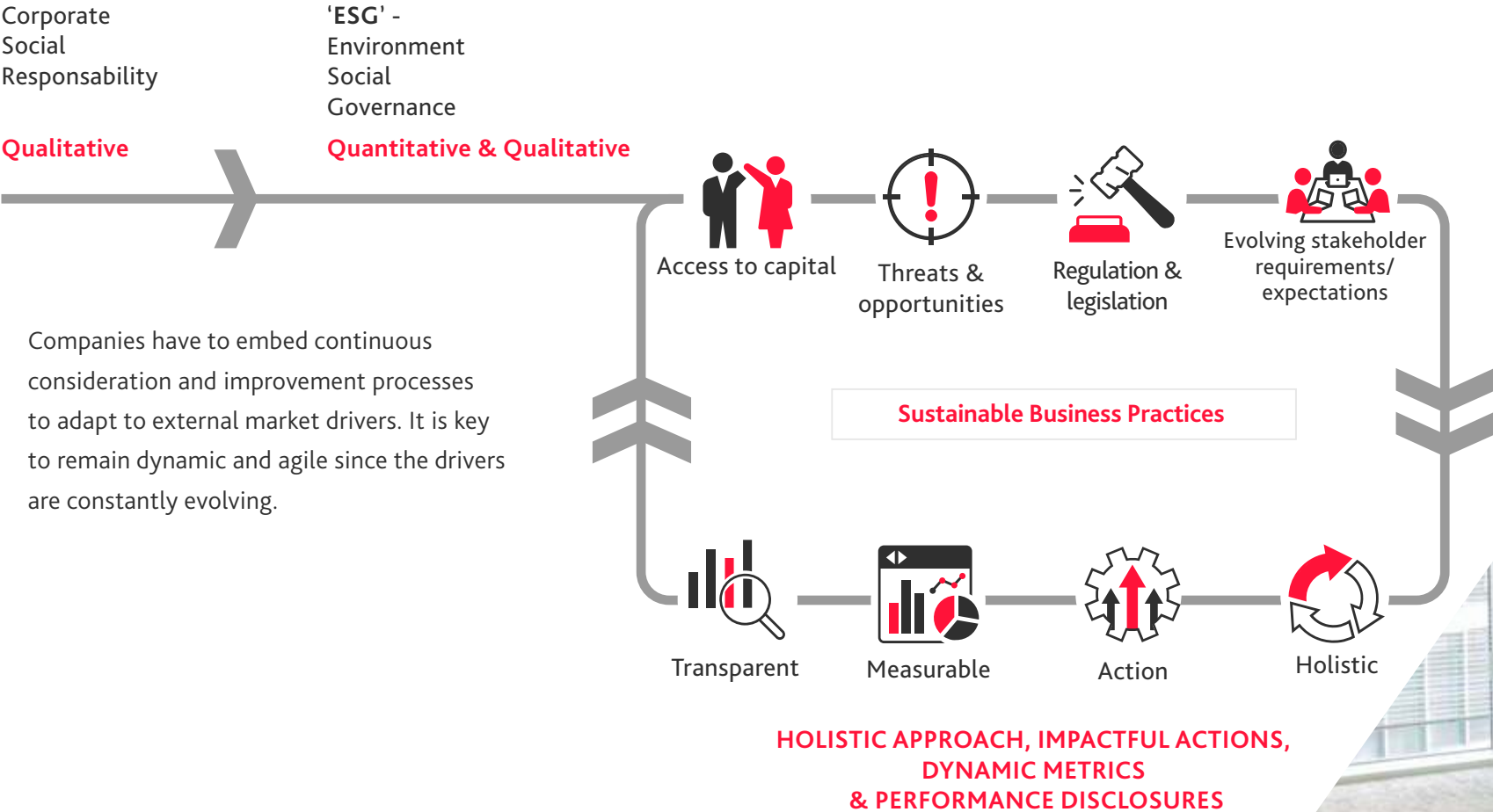
Peter Van Laer, CEO BDO Belgium



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WHY

Drivers of change



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OUR ROADMAP

We take a stepwise approach and are determined to gradually becoming more and more ambitious by continuously improving our strategy and actions. The aim is to grow and develop our sustainability movement year by year and to make sustainability a key part of the BDO DNA by 2025. Of course, we will not get there at once, so we defined how we can gradually evolve our process and reach our goal by 2025. The overview in the right shows in more detail how we want to continue our sustainability journey.



* BDO Belgium falls under the wave 2 category of the CSRD legislation and should thus only be reporting accordingly as from calendar year 2025

OUR GOVERNANCE MODEL

To anchor sustainability in our company and ensure it receives attention from the highest decision-making bodies, we have set up a governance structure specifically for this topic. This structure also makes sure that sustainability is integrated into our operations and makes it easier to closely follow up and monitor our progress.

The **Board of Directors** makes the key decisions within BDO. They determine the strategy of the BDO Group, including the sustainability strategy.

The **Executive Committee** is responsible for the day-to-day management of the BDO Group, including the implementation of the strategy and general policy.

The **Sustainability Ambassadors** form a network of colleagues aiming to support and accelerate the sustainability movement within BDO. They act as a sounding board for and contribute to the ESG program of BDO and exchange knowledge on ESG topics.

Focus groups are organised around each of the 3 axes (environment, social and governance). In those groups, the focus points, objectives, roadmap and action plan are defined and monitored.

The **Sustainability team** ensures the roll out and further development of the BDO sustainability and ESG strategy.



MATERIALITY AND STAKEHOLDER ENGAGEMENT

At BDO, we view sustainability through the universally recognised ESG framework. We have developed a clear strategy and targeted action plan, paying attention to **E** (environment), **S** (social) and **G** (governance) aspects and ensuring that we implement and embed the principles of sustainability across our firm.

During 2023 we reviewed our current sustainability strategy and focus points, which had been identified as material before, as well as our ambitions, to make sure everything was still up to date and aligned with stakeholder expectations and our economic reality. To redefine our strategic focus points, we executed an analysis,

based on the double materiality principle (but not yet fully aligned with how it is defined in ESRs).

The analysis included:

- ▶ general market trends;
- ▶ ESG ratings and standards, as well as (upcoming) ESG-related legislation;
- ▶ benchmarks, analysing the trends in the industry and the material focus points, ambitions and actions of our peers;
- ▶ input from engagement with the BDO Global Network;
- ▶ input from stakeholder engagement;
- ▶ a risk and opportunities analysis.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

Stakeholder engagement

In order to gain a better understanding of the importance of these topics and develop a new materiality matrix, we turned to our primary stakeholders to invite their direct feedback. The goal was to gain an understanding of the expectations of our primary stakeholders with regard to our sustainability efforts as well the areas they believe we should be focusing on and where they believe we can make a difference. Our employees (up to senior manager level), partners and associates gave their feedback via separate surveys.

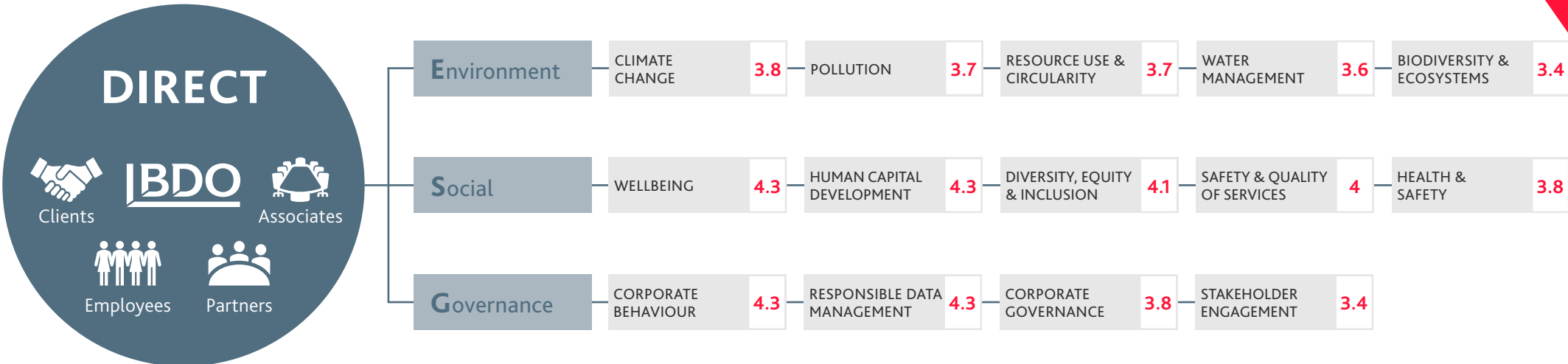
Additional feedback from our employees was gathered through our sustainability ambassadors and the HR department, via our continuous listening approach. In-depth interviews were conducted with C-level representatives from a set of clients. The results were then presented to our Board of Directors and three representatives from our Executive Committee for discussion and review. The topics were ranked, awarding the highest score to the topic that was brought up most often by the stakeholders.

Direct involvement of secondary stakeholders (suppliers, future talent, government and policymakers, regulatory and oversight bodies, educational institutions, NGOs and impacted local communities, ESG rating agencies and certification bodies, etc.) was not sought for this process. Instead, we used general market trends analysis, ESG ratings and standards, and other publications to cover their expectations and interests.



MATERIALITY AND STAKEHOLDER ENGAGEMENT

Stakeholder engagement



*scores on a scale of 5, showing the importance of the topic for our direct stakeholders

We will investigate how we can improve our stakeholder engagement process in the coming years and how we can integrate and align the various domains for which we turn to our stakeholders

for input. These efforts to further develop a personal relationship with our stakeholders and create a true engagement process will be critical to the successful revision of our materiality assessment in the coming

years and to the evolution of our strategy so that we are always focusing on the right things.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

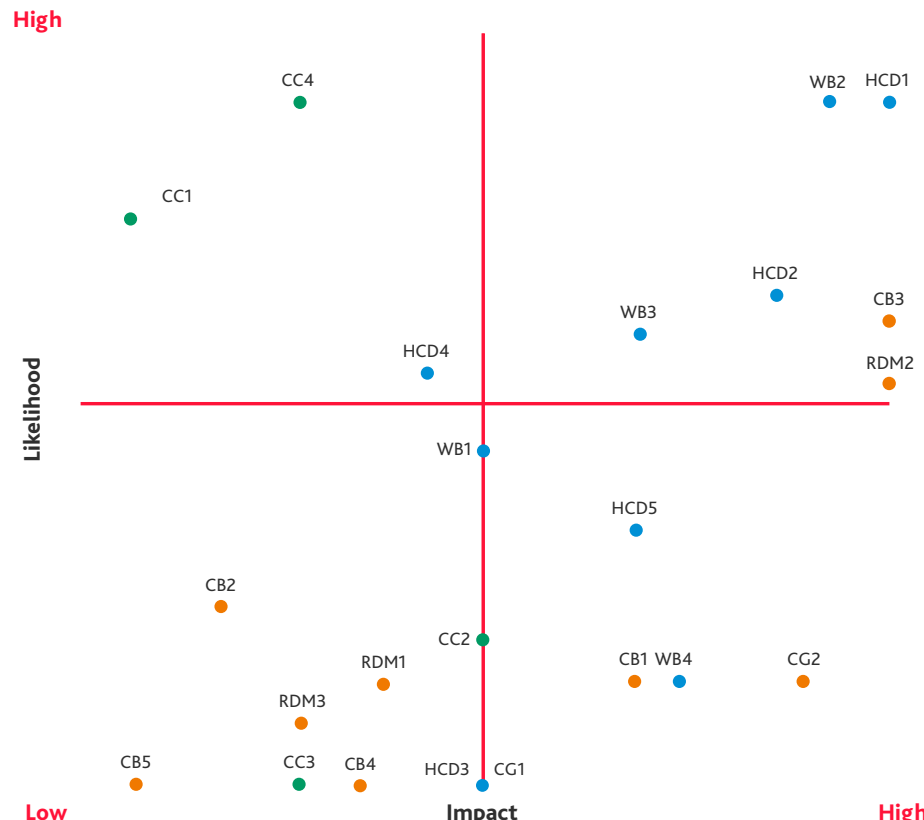
Risks and opportunities analysis

Based on the rankings of the stakeholder engagement, the impacts that society and the environment (could) have on BDO were defined in terms of risks and opportunities (financial materiality). Short-term and long-term risks and opportunities were considered,

as well as the magnitude of the impact the risk or opportunity might have on BDO and the likelihood of the event occurring (both scored using a 'high, medium or low' scale). This exercise was executed by the Board of Directors and three representatives

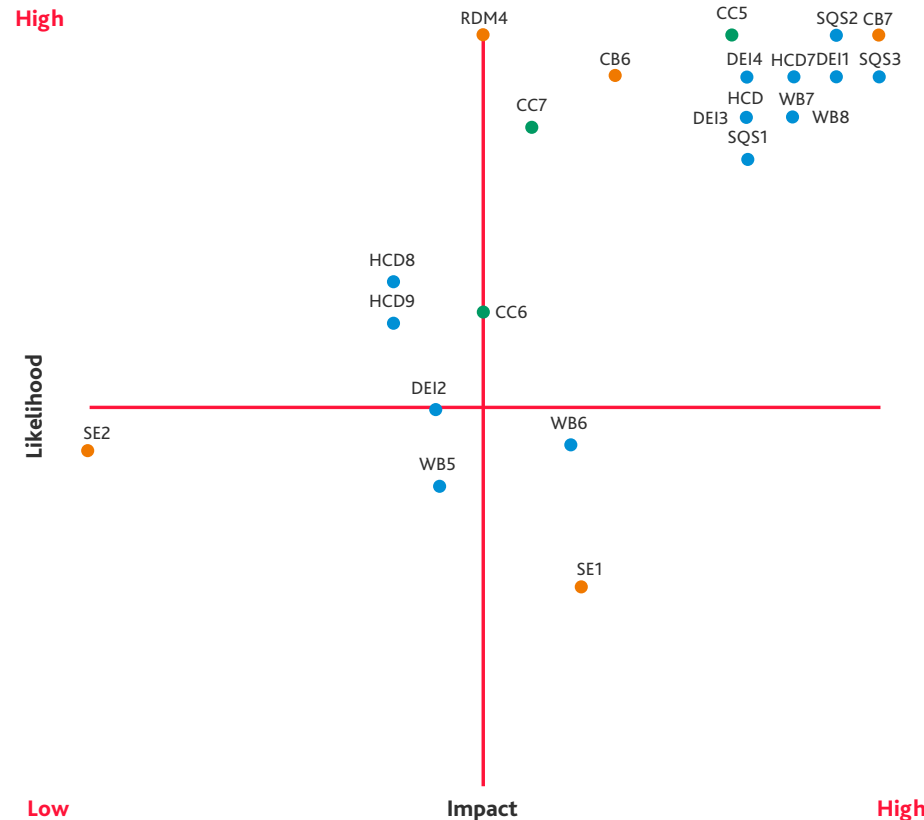
from the Executive Committee, in partnership with the sustainability team. Non-ESG related risks and opportunities were not discussed during this exercise as they are already identified and considered through various existing processes and procedures.

Risk



- risks or opportunities related to environmental topics
- risks or opportunities related to social topics
- risks or opportunities related to governance topics
- CC: climate change
- DEI: diversity, equity & inclusion
- HCD: human capital development
- WB: wellbeing
- SQS: safety & quality of service

Opportunities



- CG: corporate governance
- CB: corporate behaviour
- RDM: responsible data management
- SE: stakeholder engagement

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Our material focus points

As a result of these exercises, our material focus points were defined, taking into account that we wanted at least one focus for each of E (environment), S (social) and G (governance) aspects. These material focus points will be at the centre of our ESG and sustainability strategy for the coming years. This, however, does not mean that we will not take into account the other elements in our (decision-making) policies and procedures, and we will continue to adhere to the “do not significantly harm” principle.

The ESG topics that were defined as being most material for BDO Belgium are:

Environment:

- ▶ climate action, or in BDO terminology, ‘net zero’

Social

- ▶ human capital development, or in BDO terminology, ‘growth and development’
- ▶ wellbeing
- ▶ diversity, equity and inclusion, or in BDO terminology ‘inclusive diversity’

Governance

- ▶ corporate governance and responsible leadership
- ▶ corporate behaviour, including data management and cyber security



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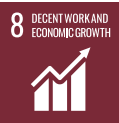
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CORPORATE BEHAVIOUR

CORPORATE GOVERNANCE & RESPONSIBLE LEADERSHIP



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As a member of the [Net-Zero Financial Service Providers Alliance](#) (NZFSPA), the BDO global network is committed to achieving net-zero greenhouse gas emissions by or before 2050 and to halving our emissions by 2030, in alignment with the Paris Agreement.

In past years, CO₂logic awarded BDO Belgium the CO₂ Neutral Label, validated through inspection and certified by Vinçotte. We had the ambition to remain carbon neutral through offsetting, while also continuing our efforts to reduce CO₂e emissions. In 2023 BDO Belgium, aligned with the BDO global network, shifted our ambition to achieving net zero by 2050. Working towards net-zero carbon emissions helps us to secure our licence to operate both as individual firms and as a global organisation. This is crucial to our future sustainability.

A key aspect of this ambition is setting science-based carbon emissions reduction targets, in line with SBTi requirements (once the carbon baseline is calculated and decided upon) as well as reporting our progress against the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). To achieve this, we are working with CO₂logic, who helps us to calculate and report our CO₂ emissions, as well as helping us to determine our objectives, roadmap and action plan to further reduce our emissions by 2030 and 2050.

Our approach:

- ▶ Calculating emissions (knowledge)
- ▶ Reducing emissions (taking concrete action)
- ▶ Offsetting emissions (taking full responsibility and showing solidarity)
- ▶ Communicating (credibility, influence others)

In this part of the report we will look at our carbon footprint from fiscal year 2023, as well as our footprint from fiscal year 2022, which was not included in last year's report.

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Our current status

This part of the report focuses mainly on our CO₂e emissions from fiscal year 2023 — from October 1, 2022, to September 30, 2023 — but also provides some insights into how our emissions have evolved over the years.

We also touch on our 2022 carbon footprint as it wasn't covered in last year's report. However, the focus is on our 2023 footprint as this is the most recent (and complete) one.

Our calculation method

All greenhouse gases (GHG), such as carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), refrigerants (HFCs, PFCs, CFCs), sulfur hexafluoride (SF₆), water vapor (H₂O), and ozone (O₃) are covered in our emissions calculations (as recommended by the GHG Protocol method). They are converted into the CO₂ equivalent using the Intergovernmental Panel on Climate Change (IPCC) 100-year global warming potential (GWP) coefficients.

In this report, the operational control approach is used because it more accurately defines the boundaries of influence. To determine the organisational boundaries

of the company, we used a systematic approach that starts from the physical entities in the company and works from the top down to include all emissions. The carbon footprint encompasses all emissions of BDO Belgium. The following offices are accounted for:

- ▶ BDO Antwerp
- ▶ BDO Antwerp North
- ▶ BDO Brussels Airport
- ▶ BDO Brussels Center (opened in FY2022)
- ▶ BDO Hasselt
- ▶ BDO Liège (Battice)
- ▶ BDO La Hulpe
- ▶ BDO Roeselare
- ▶ BDO Namen
- ▶ BDO Ghent
- ▶ BDO Cynex (as of FY2023)
- ▶ BDO Mouscron (as of FY2023)

Under the GHG Protocol, emissions are divided into direct and indirect emissions. Direct emissions are emissions that originate from owned or controlled sources, while indirect emissions are generated as a consequence of the entity's activities (and thus occur at sources owned or controlled by another entity in the supply chain).

Scope 1 includes all carbon emissions that can be directly managed by the organisation (direct GHG emissions). Scope 2 includes indirect GHG emissions from the generation of purchased electricity, steam, heat, or cooling. Scope 3 includes other indirect emissions, such as emissions from the extraction and production of purchased goods and services, outsourcing, waste disposal, etc. We used a market-based approach to calculate emissions from electricity generation.

In the appendix, you will find an overview of the emissions sources per scope and whether or not they are relevant to BDO and taken into account.

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Compared to previous years, we have made some changes and improvements to the calculation of our FY2023 GHG emissions.

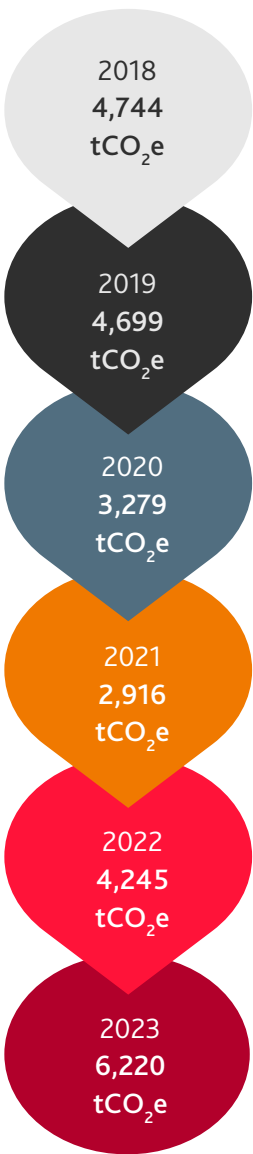
- ▶ The emission factors for business travel were changed and retrieved from Bilan Carbone.
- ▶ The emission factors for waste changed from Bilan Carbone to Defra 2023 and waste disposal of PMD was changed from incineration to recycling.
- ▶ We included all OPEX and CAPEX emissions for the first time (as compared to only catering and paper before 2023), resulting, as expected, in an increase in our scope 3 emissions (or, perhaps more accurately, our scope 3 emissions were underestimated in previous years as we included only a portion of our scope 3 emission categories in our calculations).
- ▶ The emissions factor for solar energy scope 2 was changed to 0 gCO₂e/kWh. Emissions from solar panels were attributed to capital goods in the year of purchase. The amount added in 2023 for FY2022 was 69.68 tCO₂e.
- ▶ The BDO Cynex and BDO Mouscroun offices were added as of FY2023
- ▶ Downstream leased assets were added as of FY2023 for the Ghent office, where BDO is leasing the top floor to another company.

Carbon footprint

Our total CO₂e emissions increased during fiscal year 2022 and 2023 compared to previous years, respectively to 4,244.91 CO₂e and **6,220.14 CO₂e**. This increase was expected, although we are making efforts to reduce our carbon footprint.

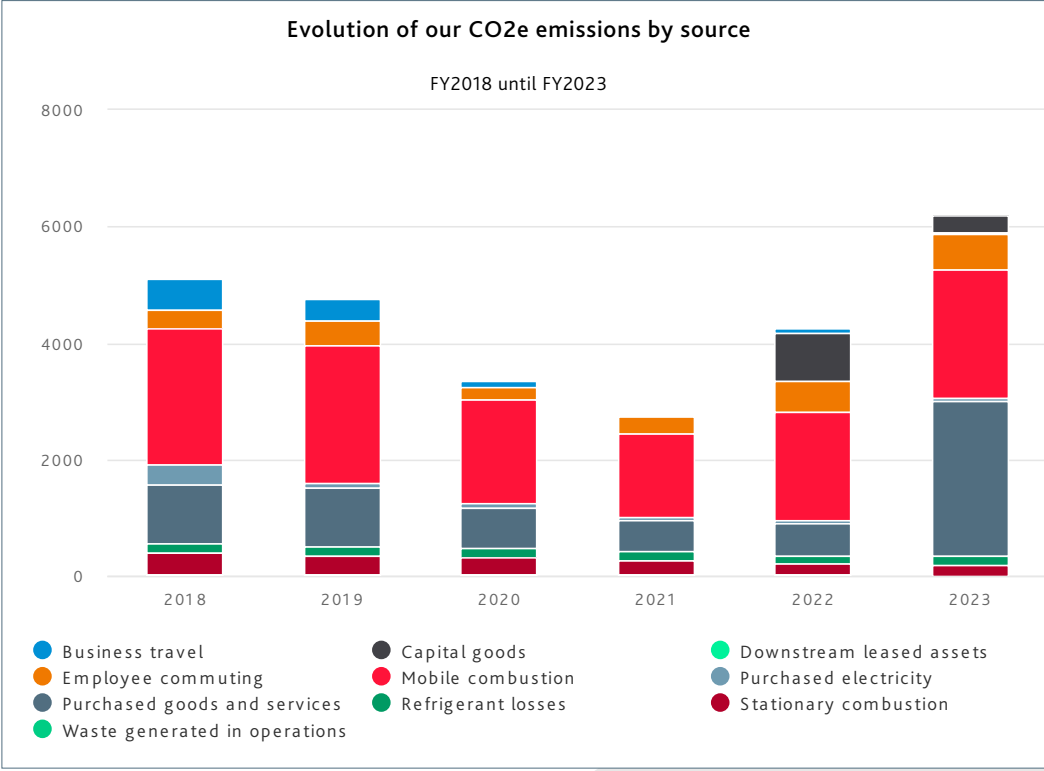
The reasons for this increase include:

- ▶ Employees attending the office and client sites more often than during the Covid-19 pandemic (2020–21), which is revealed in the increase in emissions for employee commuting and mobile combustion;
- ▶ Investment in a new office building for our BDO Brussels Center office in FY2022, as reflected in the increase in emissions for capital goods (the investment in a new office was the only CAPEX emission taken into account for FY2022);
- ▶ Taking into account all OPEX and CAPEX emissions for the first time in our FY2023 calculations (previously only catering and paper were taken into account) resulting in an increase in our emissions for purchased goods and services (OPEX) and capital goods (CAPEX).



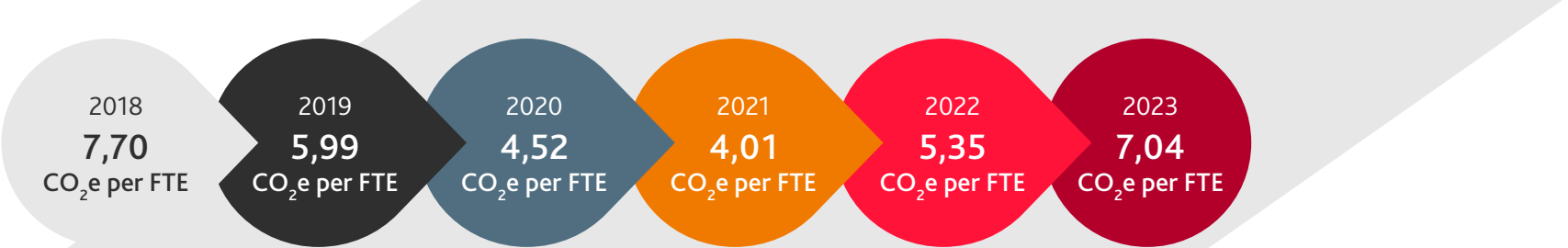
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Evolution emissions by source (tonnes)	2018	2019	2020	2021	2022	2023
Business travel	515	362	105		82	36
Capital goods					814	294
Downstream leased assets						23
Employee commuting	323	416	199	276	540	606
Mobile combustion	2,341	2,382	1,780	1,445	1,847	2,193
Purchased electricity	358	77	82	54	46	64
Purchased goods and services	1,000	1,002	709	540	566	2,663
Refrigerant losses	162	166	155	155	147	164
Stationary combustion	362	310	278	233	178	167
Waste generated in operations	35	37	36	25	24	10
Total	5,096	4,750	3,344	2,728	4,245	6,220

Our total FY2023 CO₂e emissions of 6,220.14 tonnes correspond to a carbon footprint of 7.04 tonnes CO₂e per FTE.



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Scope 1 emissions (direct GHG emissions) account for **33.4%** of our total CO₂e emissions. In the coming years, we expect this element to decrease because of the shift in our fleet and mobility policy to electric vehicles (currently mobile combustion accounts for more than 80% of our scope 1 emissions).

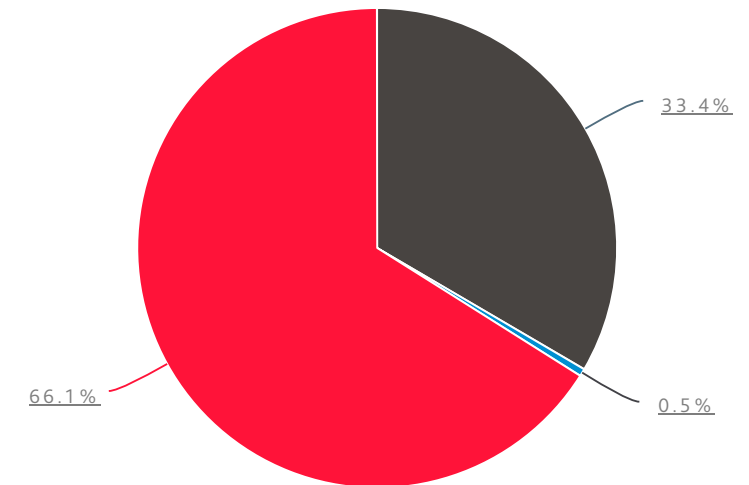
Scope 2 emissions (indirect emissions related to purchased electricity) remain, as in past years, very low, representing just **0.5%** of our total CO₂e emissions. This is explained by our efforts in previous years to switch to almost exclusively green energy contracts, as green electricity has no direct emissions.

Scope 3 emissions (all other indirect emissions) account for **66.1%** of our total CO₂e emissions, or 4.109 tons of CO₂e. As expected, this is an increase compared to previous years, as for the first time in 2023 we included all of our OPEX and CAPEX emissions (which means our scope 3 emissions were underestimated/incomplete in previous years). This allows us to calculate a more accurate carbon footprint and better understand the areas in which we need to further improve our efforts to decrease our CO₂e emissions as much as possible in the coming years.

CO₂e emissions by scope

FY2023

- CO₂e Scope 1: 2,080 tonne
- CO₂e Scope 2: 32 tonne
- CO₂e Scope 3: 4,109 tonne





NET ZERO

Achievements from past years

BDO continually invests in ways to reduce our carbon footprint and reduce our CO₂e emissions. We have done this through:

- ▶ **Smart Mobility Policy:** This policy was implemented in mid-2022. BDO offers its employees the opportunity to choose between an (electric) vehicle, a mobility budget or a mixture of both, with the goal of reducing emissions and offering an alternative to vehicle usage.
 - To facilitate the shift to electric vehicles, (semi-public) charging stations have been installed at our offices.
 - The first lot of EVs was delivered over the course of 2023, so a small number of BDO colleagues are already driving electric cars.
- ▶ Switching to **renewable energy:**
 - Solar panels were installed at the Namur (78) and Liège (165) offices in 2022, in addition to the solar panels that were already installed at our offices in Ghent and Roeselare.
 - We have switched all energy contracts that we are sourcing ourselves to 100% renewable energy providers.
- ▶ **Energy usage** is being managed through:
 - Reducing the operating times of external illuminated signage.
 - Replacing some of the signage lighting in Roeselare with LED lamps.
 - Equipping all underground car parks with motion sensors.
 - Adjusting the ambient temperature in our offices.
 - Ensuring facilities management use checklists on their daily tours around the offices.
- ▶ Adjustment of our **procurement policy** so that decisions are not based solely on cost and quality considerations but also take into account the impact of the goods and services on the 3 P's:
 - Profit (value for money, budgetary constraints and opportunities)
 - Planet (sustainability, reducing waste or consumption, buying local)
 - People (upholding ethical standards in purchasing decisions, avoiding conflicts of interest)



NET ZERO

Our roadmap and action plan

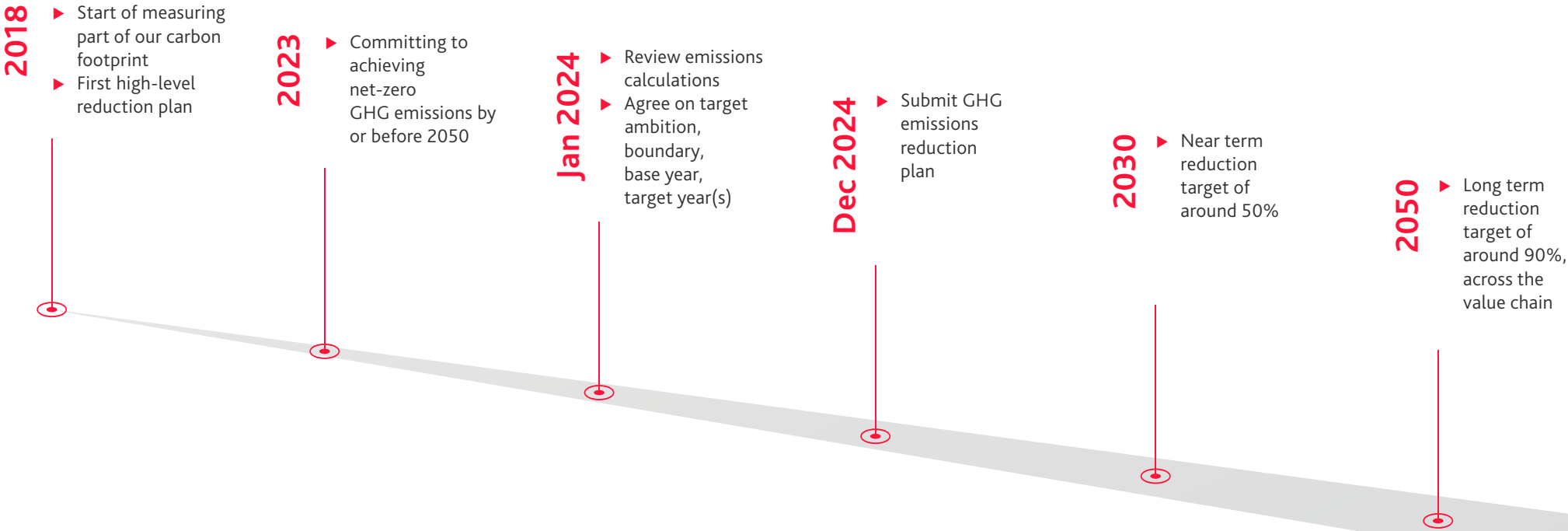
In 2018 we set our CO₂ emissions and environmental impact goals for 2020, 2025 and 2030. In 2021 we estimated that we would reach our goal of reducing our emissions by 25% by 2025. Over the last fiscal year we re-evaluated our goals, taking into account that the COVID-19 pandemic had significantly influenced our data (mainly because of the shift to teleworking). Many actions, focusing on our scope 1 and scope 2 emissions, have been taken, and the first results are

now coming in. However, our new ambition to achieve net-zero greenhouse gas emissions by or before 2050 and halve our emissions by 2030 demands that we completely revise our carbon reduction roadmap.

Over the course of 2024, we will work on creating a new carbon reduction roadmap in line with our new ambitions and the SBTi, and thus also decide on a representative base year. To achieve this, we will work with CO₂ Logic as an external carbon expert and the

BDO Global Network, as we will most likely face similar challenges. Our aim is to submit our carbon reduction roadmap to the SBTi by the end of 2024.

So while we are not able to set out a clear roadmap with intermediate reduction goals today, we will continue on the path to reducing our scope 1 and scope 2 emissions, as we work toward creating a new carbon reduction roadmap.



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Our roadmap and action plan

We will achieve this by continuing the path we have embarked:

Fleet & Mobility



- ▶ Gradually evolve our mobility policy and prepare the transition towards a green fleet
 - By 2023: first fleet renewal (± 300 cars), H/EV
 - By 2025: 50% of the fleet renewal, H/EV
 - By 2030: 100% new fleet, EV
- ▶ Mobility Budget to allow for a larger integration of alternative mobility solutions
- ▶ Maintain focus on the solutions already offered to our colleagues such as bike leasing, reimbursement of all kinds of means of public transportation, teleworking options...

Energy



- ▶ Green electricity sources: Installing solar panels at our offices and renegotiating contracts to ensure a transition towards a 100% green energy supply
- ▶ Sustainable energy usage: Continuing our efforts on energy usage, for example, by switching off our neon signs during the day

Purchase policy



- ▶ Further improvement of the purchase policy (3P's, being profit, planet and people are already integrated) in which we want to encourage buying local products, as well as considering healthier alternatives
- ▶ Increasing the visibility of small, yet symbolic actions (often started by the sustainability ambassadors) in the offices that show our commitment to sustainability and to increase awareness amongst all our colleagues

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SOCIAL

“ Our goal is to create an inclusive environment in which colleagues feel free to communicate and take the initiative, are eager to learn and feel good about themselves

Wim Galbusera, HR Director

Our people

	Total	BDO	BDO Cynex
Average headcount	898	862	36
Turnover	149	143	6
New hires	236	226	12
Promotions	271	271	0
Average FTE	883	848	35



GROWTH AND DEVELOPMENT

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At BDO, we want our employees to be the drivers of their own growth. That's why we've built a feedback and learning culture, where each employee is given guidance, opportunities, tools and support to set out and pursue their personal development goals, in line with their personal and professional needs and ambitions

Jaen Couvreur, Talent Development Manager

Our current status

At BDO, we grow with our clients and employees. To enable our employees' personal and professional growth, we strengthen their growth mindset and continually invest in effective learning opportunities to support them. Our talent development approach focuses on the retention of BDO talent – the foundation of our success – through continuous up- and reskilling.

An overview of our most important investments in our people:

► **Me@BDO:** a framework that guides employees and their managers through regular growth conversations on different topics: wellbeing, performance, career and development. By focusing on continual feedback, each employee knows where they stand and how and in which area(s) they can and should grow. The me@BDO mindset is an essential part of the BDO DNA.

► Our **HR Business Partners** act as a bridge between HR and the business and tackle all kinds of issues and questions with our employees as they cocreate our HR policy

► Continued activation and (up)skilling of **people managers** who focus on the development, career path and wellbeing of our employees and act as a sounding board for their me@BDO story. Based on a relationship of trust, our people managers support their co-workers during feedback sessions as they set out and execute a personal growth path.

► **Tailor-made career and development paths:** Employees have the opportunity and support they need to tailor their career and development path to their talents and ambitions.

• Employees can take on different and additional roles (e.g. people manager, account manager, etc.) that provide extended development tracks.

• Professional coaches are available to help our staff discover their talents and create and follow their development path.

• Internal mobility is highly supported. Employees can switch between departments if their interests and ambitions change over the course of their career.

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► Learning and development services

- BDO Academy: the mission of BDO Academy is to foster a learning culture within BDO. BDO Academy offers a rich portfolio of (internal and external) learning solutions that generate behavioural impact and contribute to business performance. In addition, BDO Academy helps individuals and groups find the best learning solutions for their development, success and growth.

- Extensive onboarding process: when we onboard new colleagues, we provide them with a warm welcome, help them to build their BDO network, give them the opportunity to learn about BDO's services, culture and people, and support them in the development of their professional skills.

- » Our different onboarding tracks are tailored to the level of expertise of the new joiners.
- » Buddies, people managers and business practice managers play an important role, as they support new joiners during the onboarding process.
- » Our (senior) management is actively involved in our onboarding learning activities.
- » The tracks are blended and offer both in-person and online learning in line with our hybrid way of working.

The onboarding experience is continually improved through feedback. It is constantly reviewed and tailored to the changing needs of our new joiners.

- BDO promotes specialised learning outside of our BDO Academy portfolio so that employees can bring new knowledge and skills into the organisation.
- GoodHabit/LinkedIn Learning: Our colleagues have free access to digital learning content platforms that focus on a wide range of knowledge and skills. These provide flexible learning at the learner's own pace, adapted to their needs, whenever they arise.
- In addition to educational leave – which every employee is legally entitled to – BDO offers study leave to employees who are obtaining and/or renewing their professional accreditation.

► **Informal, social and on-the-job learning:** We promote and support informal and social learning on the job. From the start of their career at BDO, employees are surrounded by experienced colleagues who can offer a wealth of guidance and support by sharing their knowledge, experience and expertise.



GROWTH AND DEVELOPMENT

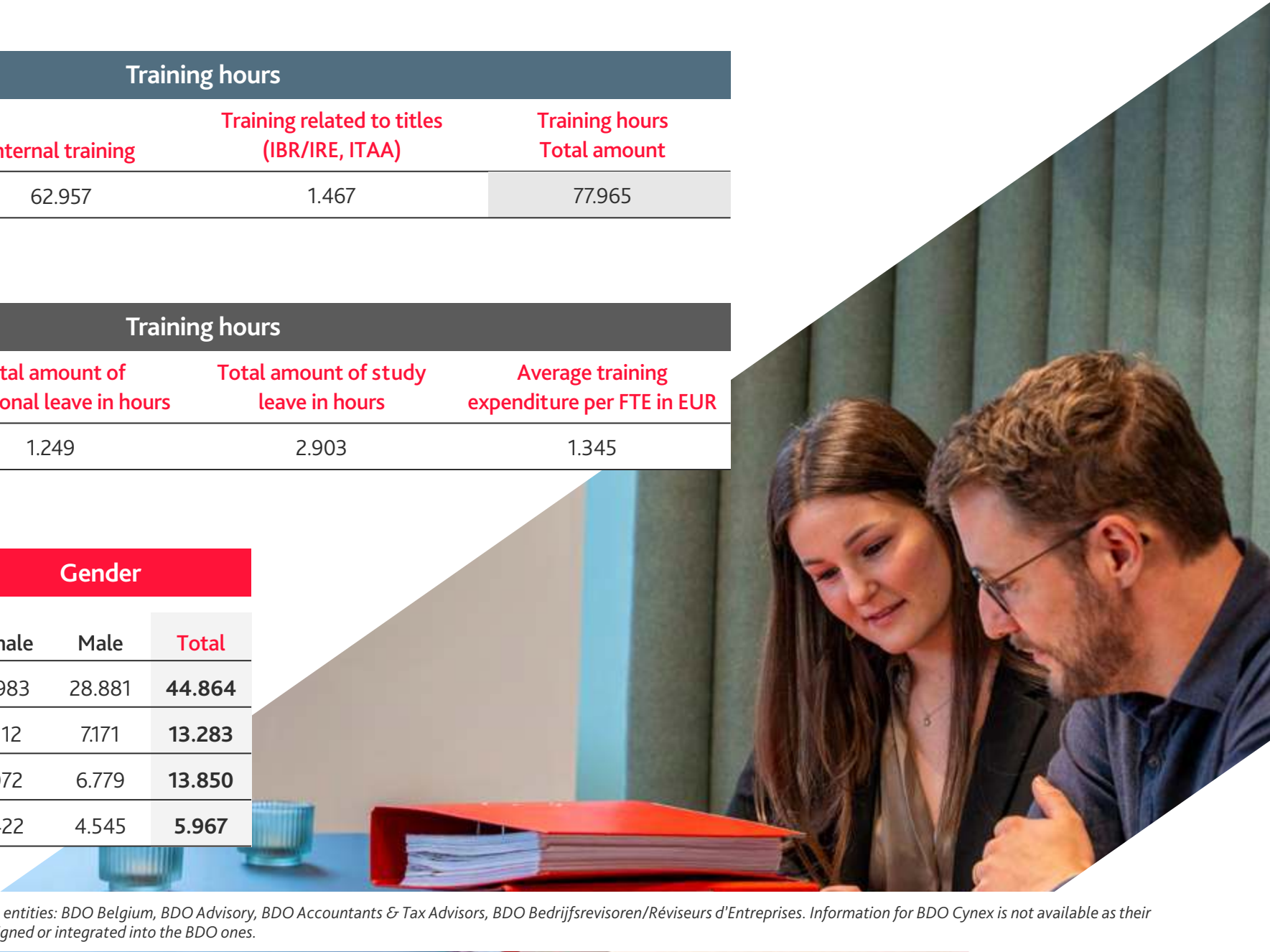
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Training hours			
External training	Internal training	Training related to titles (IBR/IRE, ITAA)	Training hours Total amount
13.540	62.957	1.467	77.965

Training hours			
Average training hours per FTE	Total amount of educational leave in hours	Total amount of study leave in hours	Average training expenditure per FTE in EUR
92	1.249	2.903	1.345

Category	Gender		
	Female	Male	Total
Consultant	15.983	28.881	44.864
Senior consultant	6.112	7.171	13.283
Mid-management	7.072	6.779	13.850
Management	1.422	4.545	5.967

**These numbers only refer to the following BDO entities: BDO Belgium, BDO Advisory, BDO Accountants & Tax Advisors, BDO Bedrijfsrevisoren/Réviseurs d'Entreprises. Information for BDO Cynex is not available as their processes and systems for training are not yet aligned or integrated into the BDO ones.*



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Our focus points for the coming years

Because we offer a broad range of learning opportunities and believe our employees should be the drivers of their own development, we continue to:

- ▶ increase the visibility and accessibility of existing learning and development opportunities;
- ▶ increase the impact of our learning solutions through brain-friendly and evidence-based design and impact measurement;
- ▶ offer the necessary support and guidance to support staff growth and development (through continuous development of our people managers);
- ▶ help our employees to take ownership of their growth and development through clearly defined expectations and exhaustive business practice development plans that act as signposts on their personal development path;
- ▶ Optimise BDO Academy's operations so we can invest most of our time and energy in creating learning value.

Growth mindset (me@BDO)



- ▶ We strengthen the growth mindset of each employee with our me@BDO framework, resulting in a strong BDO learning culture.
- ▶ Using communication, workshops, e-learning, articles, trainings, etc., we guide employees and people managers through the five steps of change: awareness, desire, knowledge, ability and reinforcement.

L&D solutions and services



- ▶ We continually improve our learning and development services and solutions through:
 - clear, engaging and timely communications on our offering;
 - simple registration, reporting and follow-up;
 - continuous assessment of the quality and relevance of our learning solutions.

People managers



- ▶ People managers focus on the development, career path and wellbeing of our employees. They act as the sounding board in the me@BDO story of each employee.



GROWTH AND DEVELOPMENT

Our roadmap and action plan

Our aim is that by 2025:

- ▶ Two-thirds of our employees (+/- 66.67%) will undertake a minimum of six days of training per year.
- ▶ Employees have regular formal and informal me@BDO conversations, resulting in focused personal development plans that are continually adapted and executed.
- ▶ Me@BDO is part of the BDO (learning) culture: the framework is known and used, so employees feel supported in their personal and professional growth, leading to improved performance.
- ▶ All our employees receive the necessary time, space, support and opportunities to grow and develop so that they can achieve their full potential.

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WELLBEING

Our vision & ambition

At BDO we take an approach to wellbeing that encourages our colleagues to be themselves while we take care of them. We have a modern, holistic wellbeing policy that prioritises data-driven **tailor-made solutions** for individual needs, that don't **distinguish between wellbeing at work and wellbeing at home**, as the two are strongly linked.

We offer broad support for

- ▶ preventive health care
- ▶ challenges with health aspects
- ▶ curative health care during illness and upon return to work after illness

For some employees, personal wellbeing challenges may lie in the area of physical wellbeing (linked to work), while others may be experiencing mental or social wellbeing issues. We aim to provide holistic support for everyone's individual needs. The better employees feel, the better it is for us as an organisation and society.

We want to achieve this by:

- ▶ increasing co-workers' self-awareness;
- ▶ providing information on a wide range of wellbeing solutions;
- ▶ providing solutions for different wellbeing challenges;
- ▶ lowering the threshold for wellbeing interviews;
- ▶ making sure a wellbeing culture and a pleasant workplace go hand in hand.

Our wellbeing philosophy is strongly intertwined with our Continuous Listening strategy. In the past, we conducted a biannual engagement survey. Because the survey asked questions about many topics and provided only a snapshot, we changed tack.

Now, we listen "**continuously**" to learn about what's going well and what can be improved. So we measure how BDO employees are doing across all **areas that have an impact on job satisfaction** and engagement.



WELLBEING

Our continuous listening platform, Wenite, is the driving force behind our philosophy of continuous listening. Employees choose when to share their feedback. All the questions from the previous engagement survey are included in Wenite, but Wenite also captures feedback from employees in many more areas.

- ▶ In the short term, there is a focus on mental, physical and social wellbeing.
- ▶ The monthly and deep-dive questions also address the topics of strategy, workplace, engagement and satisfaction, me@BDO, culture and DNA, etc.

The Wenite questions are anonymous and take into account unfiltered feedback. Artificial intelligence makes the questions “unique”: not everyone gets the same questions at the same time. Depending on the answers, the platform explores certain issues in more detail so that challenges become clearer.

In addition to Wenite, we also receive a great deal of feedback from employees during growth conversations. And we have many touchpoints that allow us to gauge the experiences of our employees and closely monitor how they are feeling, what their perception of BDO is, and the overall health of the BDO family. Furthermore, we gather feedback from ambassadors and other groups, such as the CSR ambassadors, Young BDO, the partner advisory committee, etc.

In this way, the feedback is spread over time and we can keep our finger on the pulse throughout the year. **We share the results** and progress transparently in Townhalls or on Hive, as well as using dashboards to present the data to management.

Finally, based on the results, we can respond more quickly and **fine-tune our policy time and again** to the needs of our employees.

As we said above, our wellbeing philosophy is strongly linked to our Continuous Listening strategy.

With our embedded continuous listening approach, we can:

- ▶ listen to co-workers talk about what's going on with them, and learn how we can improve their welfare and engagement;
- ▶ gather objective data to help us expand the range of wellbeing solutions to cover our employees' specific needs;
- ▶ use our AI-driven platform to present tailored information to co-workers.

On top of that, we are committed to recognition (e.g. with the gift platform Honey@BDO), communication (in teams and with BDO Townhalls) and team cohesion (e.g. teambuilding, office or BDO-wide events).

Under the guidance of our Employee Experience and Change Manager, we build a strong wellbeing story for each employee, which permeates the entire BDO DNA.

WELLBEING

Our focus points & action plan

	Status 30/09/2023	Target 30/09/2024	Target 30/09/2027
Policy			
Overall use Wenite	43%	60%	80%
Continuous use: % core users of power users	80%	75%	80%
Offering wellbeing services across various wellbeing domains (physical, mental, social) and work/life	31	35	50
Unique “flows” in problem detection	2	4	10
Change			
Wellbeing in corporate communication (Hive, Townhall) (/y)	12 Hive + 2 Townhalls	6	6
Partners participation		95%	100%
Wellbeing in HR processes	• In employer branding • Important part of me@BDO • Continuous Listening process • Also in "thank you" conversations • Also in employer branding		
Stable eNPS (employee net promotor score)	29		

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WELLBEING

Selection of personalised wellbeing solutions – new for FY 2023:



Learning journey to cope with work pressure: Resilience-building program tailored to BDO employees, spanning three months with interactive workshops led by Tryangle specialists to enhance both theoretical knowledge and practical skills to effectively manage work pressure.



Personalised **coaching program for parents** aiming to harmonise family priorities with professional aspirations and work planning. The program includes multiple tailored conversations with experts in parenthood and coaching, addressing individual needs and fostering a balanced approach.



Physical wellbeing support as part of an endurance-testing program provided by Energy Lab, offering a selection of running and cycling tests to assess and improve endurance levels. Additionally, a full-body energy scan evaluates cardiovascular fitness, body composition and biological age. Participants receive detailed advice based on the results so they can optimise their training and enhance overall wellbeing.

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BDO is a very diverse workplace when it comes to gender, age, educational background, ethnicity, personality... These different talents and perspectives make it possible for us to solve problems and come up with creative solutions to certain challenges.

Apart from the unbelievable power and added value, diversity also comes with a lot of challenges. For example unconscious biases, a dynamic environment with rapid-changing realities and the sustainability movement. This causes organisations to have to operate in a completely different way. These challenges can only be solved if you have a strong and resilient corporate culture.

This also counts for BDO Belgium. From within Inclusive Diversity at BDO, we are creating an inclusive workplace. Where all our unique colleagues can contribute and with growth opportunities for everyone at every stage.

It's our ambition to make everyone at BDO feel welcome, heard, valued and respected.



“

We are committed to creating a diverse and inclusive workplace where you can contribute with your uniqueness, with growth opportunities for everybody at every stage, and where you continuously feel connected to BDO and our values. Our ambition is to make everyone at BDO feel welcome, heard, valued, and respected, creating a sense of belonging.

Tessy Martens, Inclusive Diversity manager



“

ID is one of the pillars of our human resources strategy, it is where we as an employer make the difference.

Wim Galbusera, HR director



“

I truly believe in the value of an inclusive company culture and I'm proud as BDO sponsor to actively challenge the organisation.

**Karen Keuleers, Member of BoD BDO Belgium
Sponsor Inclusive Diversity**

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Our mission & ambition

Our ambition for 2025 is to be an ID leader, where inclusive diversity is an integral part of our culture, where our processes are aligned and the right mechanisms are embedded in our organisation to guarantee continuous improvement.

The foundations of our ID strategy have been laid through:

- ▶ creating awareness through, for example, team conversations, the integration of ID into the onboarding program and active support of the leadership through the Keys to Growth initiative;
- ▶ the realisation of a first set of concrete actions related to our focus areas;
- ▶ setting up an inclusive communications plan, communications guidelines and strategic partnerships that support our ID aims;
- ▶ reviewing our processes to examine possible barriers and implementing actions to make them more inclusive.

Over the course of 2024, we will continue to follow our ID strategy, with the aim of reaching the level of ID advocate. We want to further embed an inclusive culture, processes and leadership. Creating awareness, taking concrete actions around our focus areas, making our processes more inclusive, as well as paying constant attention to inclusive communication, are all part of our plan for 2024.

On all of this, UPOP serves as our strategic inclusive diversity partner and supports the BDO Belgium organisation as a sounding board, ensuring we do the right things, right.



Inclusive Diversity

Our focus areas and action plans

After conducting an inclusive diversity assessment that drew on various sources, such as exit interviews, employee surveys, demographics, and engagement surveys, we at BDO Belgium have identified three key focus areas. These focus areas are parenting, women@BDO and subcultures. Our objective is to eliminate any identified barriers within these areas by implementing a series of targeted initiatives.

One such initiative involves the organisation of inclusive diversity events that aim to raise awareness and provide our colleagues with the necessary tools to empower themselves. These events will cover a diverse range of topics, with each event focusing on a different aspect of inclusion and diversity. Our goal is to create a more inclusive workplace environment that supports the success of all employees, regardless of their background or circumstances.



PARENTING

Supporting our career-loving parents

Supporting our colleagues with their parenthood in the best way possible, striving for a durable work-life integration



WOMEN@BDO

Removing barriers for and empowering women in our organisation

Becoming a stronger company by removing possible barriers and further empowering women in our organisation



SUBCULTURES

Making subcultures thrive, feeling part of BDO family

Valuing subcultures as a part of our difference and treasure, with the same purpose and values

INCLUSIVE DIVERSITY

We are also working on inclusive processes and procedures across all our focus areas.

During Q4 2022-Q1 2023, BDO enlisted the services of our external inclusive diversity expert, UPOP, to conduct an **inclusive diversity scan** of our recruitment, promotion and exit processes.

The purpose of this initiative was to identify any potential red flags that may be hindering the progress of particular groups within our organisation. Through this process, we were able to uncover possible barriers and unconscious biases in our existing systems.

To address these issues, our department heads will implement specific actions to remove barriers from our processes. For instance, our recruitment team will undergo unconscious bias training to better equip them to identify and mitigate any biases that may arise during the hiring process.

The ultimate objective of these initiatives is to adapt and improve our existing processes to create a more inclusive working environment that supports the success of all employees. Our inclusive diversity team will play a pivotal role in this process by serving as a sounding board for ideas and following up on the identified actions.

Through our **inclusive diversity barometer**, we regularly measure our progress and identify areas where further improvement is needed. As part of our continuous employee engagement process, we include the BDO inclusion index.

The inclusion index comprises eight questions on a five-point scale, where 1 is the lowest and 5 is the highest score. In this way, we measure to what extent our colleagues feel welcome, respected, heard and appreciated.

In 2023, our colleagues gave BDO the following score

Inclusive Diversity Barometer*	Results FY 2023
ID - Appreciated	3,70
ID - Heard	3,63
ID - Respected	3,54
ID - Welcome	4,12
OVERALL	3,75

Our objective is to achieve an annual improvement in the score.

**The measuring is on a 5-point scale, where 1 is the lowest score (never, totally disagree,...) and 5 is the highest (always, totally agree,...).*

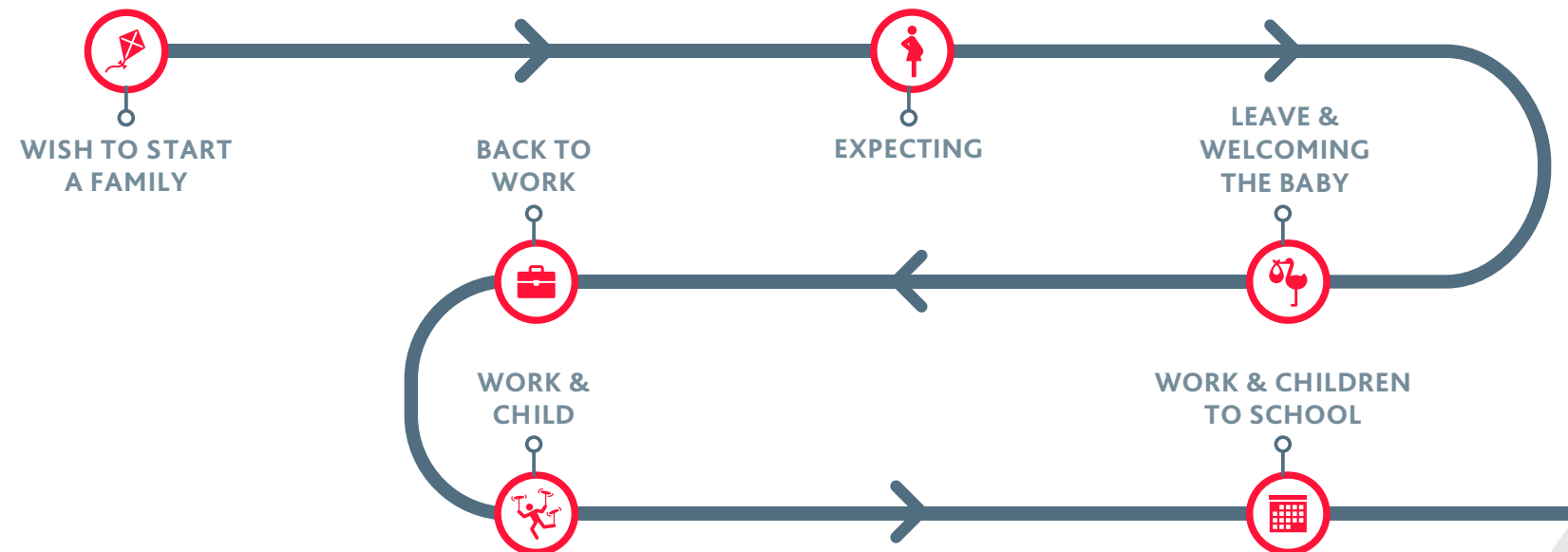
INCLUSIVE DIVERSITY

The Parent Journey @ BDO Belgium – a summary

Research from KU Leuven has revealed the need for our organisation to switch from a reactive to a proactive approach, encouraging a more open culture and requiring a tailor-made, personal approach.

To gain more insight into how BDO colleagues perceive the combination of working at BDO and family life, we surveyed all BDO colleagues. The results show that current parents find the combination of work and family life challenging, and that a larger group of “parents to be” perceived it as very challenging. High pressure, workload and the challenge to disconnect were identified as the three main reasons for this.

To identify the most effective actions to support our career-loving parents, we brought together 30 colleagues in focus groups. The different stages in the parenting journey were discussed and the most critical moments when BDO support is needed were identified. The input of the focus groups were translated into possible actions and were prioritised based on impact and feasibility. The top three solutions were developed during 2023 and will be further implemented in the coming year.



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The Parent Journey @ BDO Belgium – a summary

To better support parents, we developed and implemented the solutions that our colleagues suggested.

► This vision of how to support parents was conceived by BDO's top management, emphasising BDO's ambition to support all family models through proactive communication, empathetic collaboration in teams and empowerment of every parent to take control of their ambitions, career path and day-to-day planning, at every stage of the parenting journey. Diverse career paths (vs the up or out idea) are possible.



► The BDO parents booklet was created to proactively support and inform parents by providing insights on the different stages, best practices and tips and tricks from their BDO colleagues.



► To encourage an open culture and a personal approach, parent conversation starters were developed, both for parents and leadership. These conversation starters include practical advice and best practices to support parents in a consistent way.



Our action plan for 2024: the goal is to imbed both the parent booklet and conversation starters in 2024 through information sessions and trainings and by integrating this approach into our processes.

INCLUSIVE DIVERSITY

Women @ BDO Belgium – a summary

- ▶ By analysing the demographics (number of men vs women at all levels) of BDO Belgium and research from KU Leuven, we note a good overall gender balance. However, this is not reflected at all levels of the organisation.
- ▶ To identify and really understand the possible barriers for women, a reverse mentoring program was started, based on scientific research and delivered by UPOP. This measured and explored the most relevant barriers facing women at BDO Belgium.
- ▶ Four clear barriers and one opportunity that were identified during the process are:
 - **Affinity bias**, or the unconscious tendency to prefer people with the same background, interests, lifestyle, etc. Because of this bias, specific profiles can be better understood and therefore more valued and promoted than others, simply because we feel more comfortable with people who look like us.

- **Work-life balance:** struggles to find the balance between work and private life.
- **Imposter syndrome:** women set the bar high for themselves and are likely to underestimate their own performance.
- **The leadership model** in which a leader is seen as someone who is visible, has a large network, is entrepreneurial, works long hours. This can be a barrier for those who do not fit the model.
- **A sponsor** who can support you in your growth trajectory on the way to a managerial position.
- ▶ Focusing on the main barriers and opportunities, the reverse mentoring group prioritised possible solutions.

During 2023 we informed the organisation about these barriers and organised events to empower both BDO and women to remove them.

Over the course of 2024, we will continue taking initiatives to further remove barriers in our processes, create awareness and empower all women.

For example, inclusive diversity events will be organised. An empowerment workshop on imposter syndrome and on how to say yes will be organised to support personal and professional growth.

Furthermore, based on the insights of the ID scan, further improvements will be made in the recruitment, promotion and exit processes to remove identified barriers.

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Diversity facts & figures

Gender	
Female	Male
47%	53%

By age group	
Baby boomer	4%
Generation X	20%
Millenials	52%
Generation Z	24%

Per employee category by gender							
Consultant		Senior consultant		Mid-manager		Manager	
Female	Male	Female	Male	Female	Male	Female	Male
55%	45%	54%	46%	47%	57%	19%	81%



**These numbers only refer to the following BDO entities: BDO Belgium, BDO Advisory, BDO Accountants & Tax Advisors, BDO Bedrijfsrevisoren/Réviseurs d'Entreprises. Information for BDO Cynex is not available as their processes and systems are not yet aligned or integrated into the BDO ones.*

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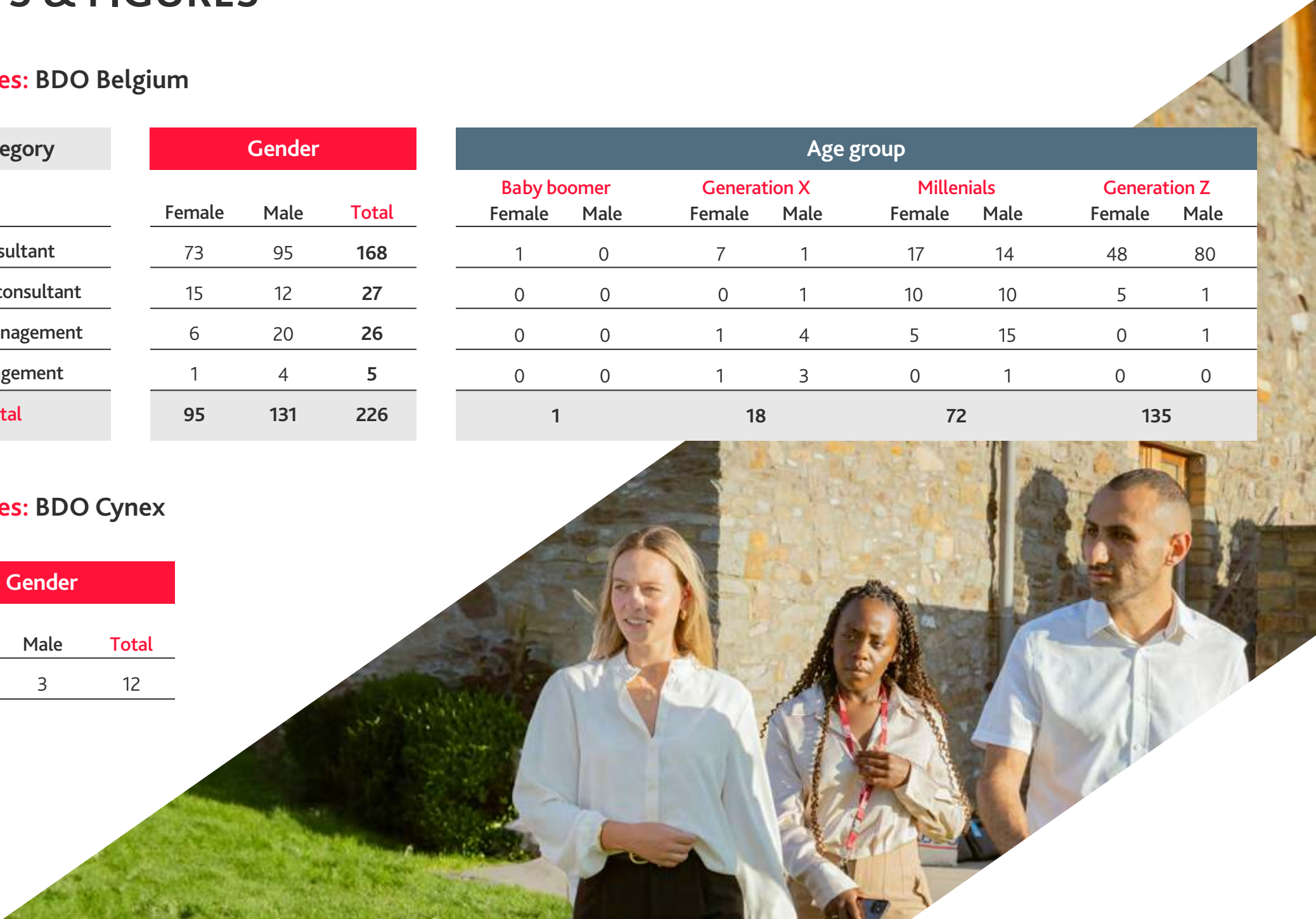
New hires: BDO Belgium

Category	Gender		
	Female	Male	Total
Consultant	73	95	168
Senior consultant	15	12	27
Mid-management	6	20	26
Management	1	4	5
Total	95	131	226

Age group							
Baby boomer		Generation X		Millenials		Generation Z	
Female	Male	Female	Male	Female	Male	Female	Male
1	0	7	1	17	14	48	80
0	0	0	1	10	10	5	1
0	0	1	4	5	15	0	1
0	0	1	3	0	1	0	0
1		18		72		135	

New hires: BDO Cynex

Gender		
Female	Male	Total
9	3	12



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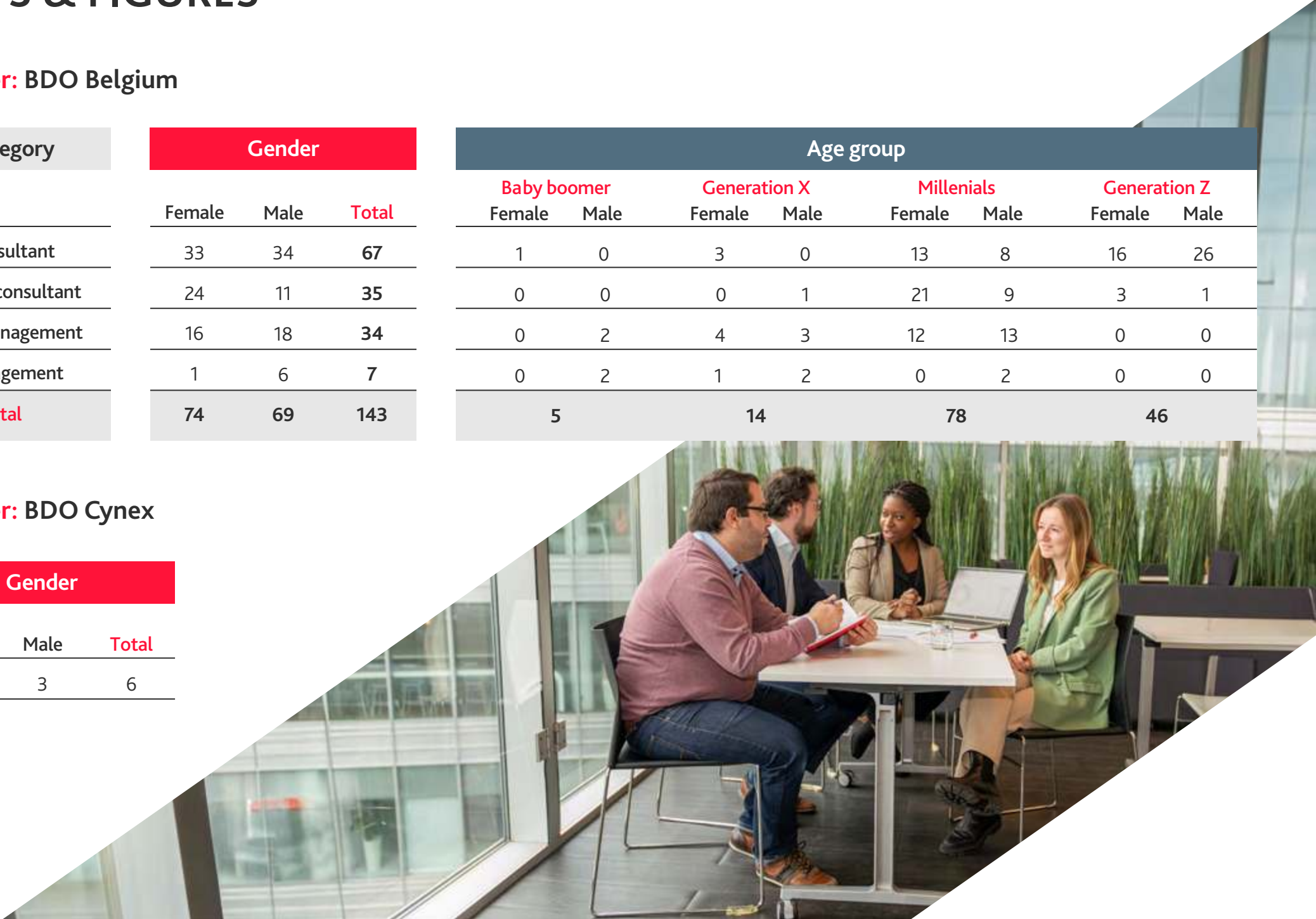
Turnover: BDO Belgium

Category	Gender		
	Female	Male	Total
Consultant	33	34	67
Senior consultant	24	11	35
Mid-management	16	18	34
Management	1	6	7
Total	74	69	143

Age group								
Baby boomer		Generation X		Millenials		Generation Z		
Female	Male	Female	Male	Female	Male	Female	Male	
1	0	3	0	13	8	16	26	
0	0	0	1	21	9	3	1	
0	2	4	3	12	13	0	0	
0	2	1	2	0	2	0	0	
5		14		78		46		

Turnover: BDO Cynex

Gender		
Female	Male	Total
3	3	6



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CORPORATE GOVERNANCE & RESPONSIBLE LEADERSHIP

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Governance body composition

Professional services based on a clear Mission Statement and Corporate Values are only possible if the policy structure of the organisation is supported by the same values. Given our professional services, we have not only considered the generally applicable principles of Corporate Governance, but also national and international deontological codes and the standards and recommendations of national and international professional institutes and professional associations.

In what follows, you will find an overview of the main governing bodies as well as our approach to risk and quality management. More detailed information regarding our corporate governance and the main bodies can be found in our [Corporate Governance Charter](#).

Governing bodies

The following bodies are retained at group level:

- ▶ General Assembly
- ▶ Board of Directors
 - Admission Committee (AdCom)
 - Audit Committee (AuCom)
 - External Growth Committee (ComEx)
 - Quality and Risk Committee (QarCom)
 - Remuneration Committee (RemCom)
- ▶ Executive Committee (ExCo)
 - Business Support Services Committee (Com BSS)
- ▶ Nomination Committee (BenCom)
- ▶ Secretary-General
- ▶ External Auditor

The composition of the General Assembly, Board of Directors and the Executive Committee, their competences and organisation are described in more detail below.

General Assembly

The General Assembly is made up of all Shareholders of BDO Belgium BV. The General Assembly is convened on the initiative of the Chairman of the Board of Directors, in accordance with the provisions contained in the articles of association, the Internal Regulations and the Companies and Associations Code.

A minimum of 3 meetings are organised annually. Additional special or extraordinary General Assemblies are organised in the interim by the Chairman of the Board of Directors at the request of the Shareholders within the provisions of the articles of association, the regulations and company law.

The office of the General Assembly is composed as follows:

- ▶ Chairman: Chairman of the Board of Directors.
- ▶ Secretary: Secretary-General.
- ▶ Counters: 2 vote counters to be designated by the General Assembly on a proposal from the Chairman and the Secretary-General.

The General Assembly exercises the competences granted to it by the articles of association, the Internal Regulations of BDO Belgium BV and the provisions of the Companies and Associations Code.

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Governance body composition

Board of directors

The Board of Directors is the highest management body of the BDO Group and is accountable to the General Meeting.

The Board of Directors has full management competence for the realisation of the objective of the BDO Group, except for those competences that are reserved by the Internal Regulations for the General Meeting or by law to the General Meetings of the various companies of the BDO Group. The Board of Directors undertakes the making of key decisions within BDO, such as determining the strategy and general policy of the BDO Group, determining the external growth strategy and supervising compliance with the Internal Regulations and the Corporate Governance Charter. Policy formulation and policy control both belong to the tasks of the Board of Directors.

The Board of Directors is composed of a maximum of 9 members who, unless otherwise stipulated, are directly elected by the General Meeting for a renewable period of 4 years, in accordance with the principles and procedures of the Internal Regulations and its Appendices, and are:

- ▶ the Chairman of the Board of Directors
- ▶ the CEO
- ▶ a minimum of 4 and a maximum of 7 Shareholders.

The General Assembly considers diversity and inclusion in general as a core value of its policies. The General Meeting also takes this general principle of (gender) diversity into account when assigning mandates and approving the entry of Shareholders. The members of the Board of Directors may divide tasks among themselves, and, within the provisions of the Internal Regulations, the Board of Directors may delegate certain competences.

Executive committee

The Board of Directors proceeds to the installation of an Executive Committee (ExCo) to which it delegates its competences about the day-to-day management of the BDO Group, including the implementation of the strategy and general policy.

Besides the CEO, who is appointed and dismissed directly by the General Meeting, the ExCo is composed of the COO, appointed by the Board of Directors, as well as the Managing Partners of each Business Practice. The number of members of the ExCo is thus limited to facilitate efficient deliberation and decision-making within this body.

The ExCo can autonomously execute the competences assigned to it if it respects the executive nature of its competences and the policy lines of the Board of Directors.



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Members of the Board of Directors, their roles and other significant positions, LTR

- ▶ **Hennie Herijgers:** Digital Agenda & Innovation
- ▶ **Frederik De Roo:** Client & Markets
- ▶ **Alexandre Streel:** Business Performance, next to being a BDO board member, Alexandre also takes on The role of Teacher at HEC (University of Liege) and member of the BoD of HEC
- ▶ **Pieter-Jan Pattyn:** Organisational Innovation & Fit
- ▶ **Karen Keuleers:** Human Capital
- ▶ **Johan Vandenbroeck:** Chairman, next to this role, Johan is also Chairman of the Board of Directors of Ai-Gust and E-Mobility Invest
- ▶ **Fabrice Grogard:** BDO DNA & Sustainability, next to his role as board member at BDO, he is also jury member of Impact Together (a Philanthropic Found created by BNP and managed by Foundation Roi Baudouin)
- ▶ **Peter Van Laer:** CEO



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Members of the Executive Committee and their roles, LTR:

- ▶ **Koen Claessens:** Managing Partner Risk Advisory, Rep. BDO Digital, BDO Strategy & Transformation
- ▶ **Alexander Veithen:** Managing Partner Financial Advisory
- ▶ **Erwin Boumans:** Managing Partner Tax & Legal
- ▶ **Veerle Catry:** Managing Partner Audit & Assurance
- ▶ **Peter Van Laer:** CEO & Chairman
- ▶ **Dirk Vandendaele:** Managing Partner Accounting & Reporting, Rep. Interim Management
- ▶ **Christophe Colson:** COO



CORPORATE BEHAVIOUR

Risk & quality management

Quality matters. Of course it does. Our clients expect it and our regulators demand it. We all share the belief that BDO stands for quality.

All BDO firms must follow the obligations set out in the BDO Regulations and are required to abide by the global policies, procedures, methodologies and tools. We underpin quality by mandating the use of the BDO Independence Manual - our Code of Conduct and ethical requirements - and the BDO International Risk Management Manual which provides guidance on the design and implementation of risk management and quality control systems. This is to support firms' compliance with relevant domestic and international standards, such as the IESBA Code and the quality

control standards of the IAASB. On top of this, all BDO firms are required to abide by the Global Privacy Policy and the Global Information Security Policy. As part of its risk management strategy, BDO has created an Economic Crime Sub-Committee (reporting to the International Risk Management Committee) to advise on policies and procedures to mitigate the risks of economic crime, including corruption, money laundering, etc. The public interest services in Audit & Assurance are supported by additional audit, risk and quality manuals.

Our regulated services are framed by existing legislation and certification such as the recognition of our auditors by the IRE or the accountants. Their daily work, under this recognition, ensures that Belgian companies comply

with the law and the prescriptions of the Company Code. At the end of the day, this is a contribution to a well-functioning democracy.

As far as our non-regulated services are concerned, our consultants also follow and update certification belts and trainings to offer the most up-to-date quality service to our clients: project management, internal control, agile development, and digital milestones are just a couple of examples from our toolbox.

In the next paragraphs, we explain what this means for BDO Belgium and which actions and procedures we have set in place.



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Ethical behaviour

The BDO Ethics & Independence Manual is a BDO Technical Manual as defined in the Regulations of BDO International Limited. It sets out the Independence policies all firms are required to comply with and explains the elements of the BDO Global Ethics & Independence Management Programme. The Programme is designed to assist BDO firms in complying with the independence requirements of the professional standards and BDO policies.

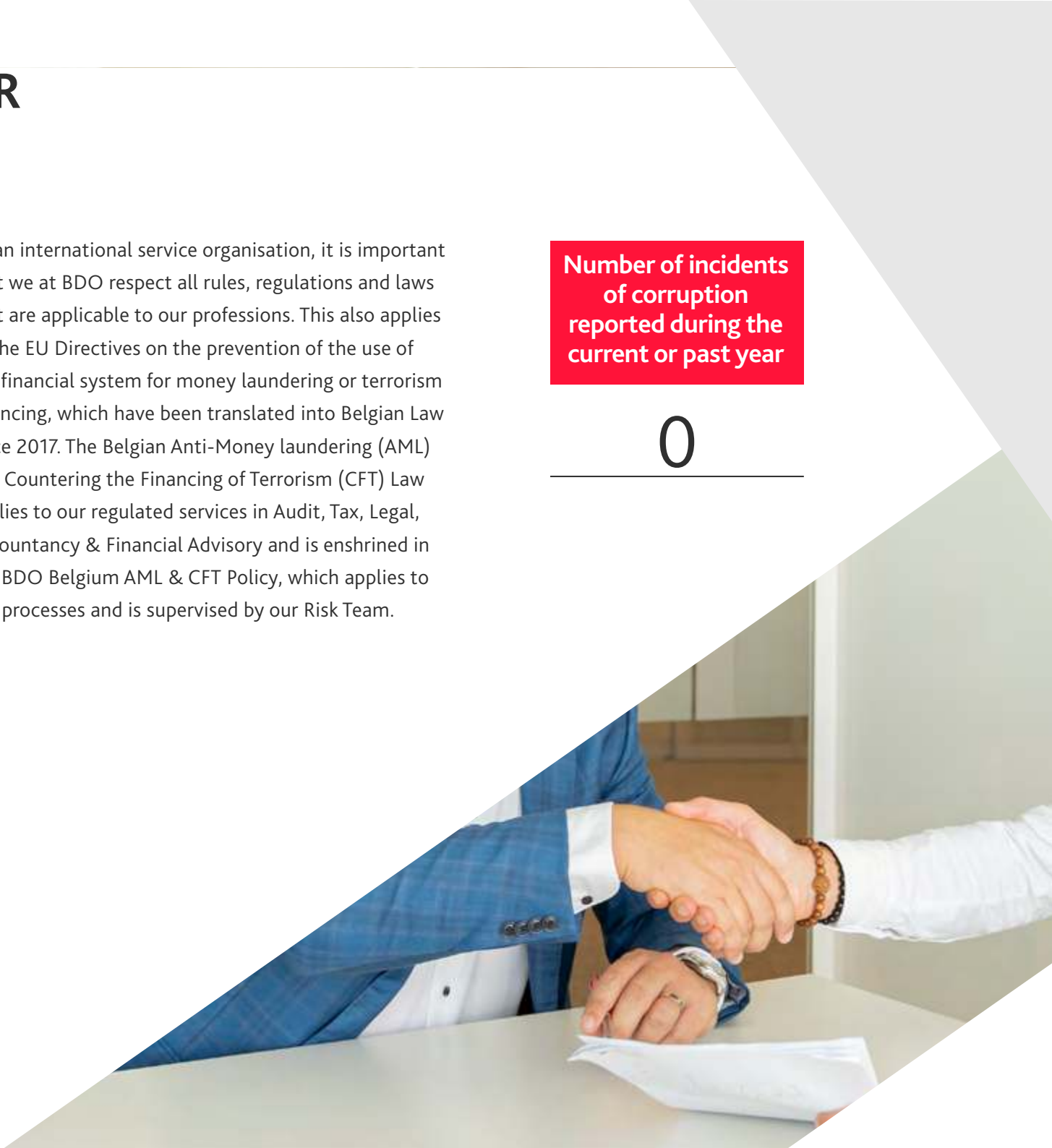
In accordance with our risk policy and the requirements of BDO Global and our regulators, we are asking employees to complete the “Annual staff declaration” in which they confirm that they are in compliance with our quality, risk and independence/ethical policies. We also ask them to mention any knowledge of issues/violations with respect to these policies.

BDO has implemented a whistleblowing system in accordance with the European Directive 2019/1937. This system provides a safe and secure environment that allows anyone to report suspected wrongdoing. The report form is easy to fill out and employees decide themselves how much information they wish to supply. There's no obligation to provide any personal information and the platform facilitates complete anonymity throughout the entire process.

As an international service organisation, it is important that we at BDO respect all rules, regulations and laws that are applicable to our professions. This also applies to the EU Directives on the prevention of the use of the financial system for money laundering or terrorism financing, which have been translated into Belgian Law since 2017. The Belgian Anti-Money laundering (AML) and Countering the Financing of Terrorism (CFT) Law applies to our regulated services in Audit, Tax, Legal, Accountancy & Financial Advisory and is enshrined in the BDO Belgium AML & CFT Policy, which applies to our processes and is supervised by our Risk Team.

Number of incidents
of corruption
reported during the
current or past year

0



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SUSTAINABILITY REPORT
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Independence

BDO doesn't compromise on independence. Integrity, impartiality, responsibility are undisputable criteria to carry out our activities and to ensure a long-lasting relationship with our clients.

Standards for independence are shaped by legislation, regulations, professional requirements and public expectations. Maintaining independence and appearance is a professional obligation to which all our professionals within BDO must adhere on a yearly basis.

All our colleagues are required to comply with the independence policies and procedures which address professional and regulatory requirements related to the provision of our services, business and employment relationships, and financial interests. Each BDO firm also has an Ethics & Independence Leader to reinforce and promote the importance of compliance with independence and related quality control standards.

Given that we service clients that operate across multiple jurisdictions, BDO has a worldwide database of each BDO firm's restricted entities, including listed companies and other public interest entities.

This database is readily accessible to all partners and staff with the objective of preventing the performance of prohibited non-assurance services or investments in

these entities. The Global Independence and Conflict of Interest tool enables BDO firms to collaborate on service provision prior to client acceptance.

Within BDO Belgium, Independence and Conflict of Interest checks are the exclusive prerogative of the Independence Team and are a mandatory step before accepting a project. In doing so, we are ensuring that the risks of any potential Independence or Conflict of Interest issues are more adequately assessed and monitored, not just at the start of a client relationship, but also at the start of every new type of project for existing clients.

We created and thoroughly follow an extensive 'Know your client' procedure. This is a policy, translated into a manual, that defines a structured procedure: before the acceptance of a client, a 'know your client' survey should be completed to prevent fraud or doing business with organisations who are acting in an unethical way.

Number of accounts
scrutinised under
KYC procedure for
regulated services

1075

Number of accounts
scrutinised under
KYC procedure for
non-regulated
services

327

Number of projects
scrutinised under
KYC procedure and
deemed too risky or
illegal

Others might have been
stopped earlier in the process

3

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SUSTAINABILITY REPORT
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Information & cyber security

ISO 27001 Standard

BDO attaches great importance to information security and data protection. That's why we are very proud to state that we obtained the ISO 27001 standard in September of 2022. **ISO27001** is an internationally recognised best practice standard for information security. This certificate shows how much we care about our clients' and employees' data and that we're doing everything we can to prevent and counter cyber crime. The benefits of implementing this information security framework are among others reducing vulnerability to cyber attacks, controlling security risks and raising awareness within our organisation about these risks.

At multiple levels and in different periods of time, BDO ensures that its systems are safe. This is guaranteed in various ways:

- ▶ Vulnerability scan: We perform periodic scans on the internal network to spot, assess and solve technological weaknesses.
- ▶ Penetration testing: An independent third party periodically assesses our external perimeter, within a defined scope and limitation. This helps us to detect weaknesses and improve our cyber resilience against an actual attack.

- ▶ Internal IT Audit: Every year, we perform multiple Internal IT audits on various IT-related domains to identify and mitigate risks within our IT landscape.
- ▶ Internal cyber audit: Every three years, we perform a thorough Internal Cyber audit with the following, not limited, objectives:
 - Where do we stand today as a cyber security organisation? Where do we want to be in the future?
 - What are our main points of improvement?
 - How have we evolved over the past three years?
- ▶ Continuous testing of employees: We continuously perform phishing simulation exercises on our employees, contractors and management to raise awareness and keep them on edge. Based on Artificial Intelligence, users receive phishing simulations on their respective cyber-awareness levels.

In addition, BDO launched the Phished Academy to educate users on various cyber security topics, ranging from phishing and ransomware to safe password usage and preventing malware. The tool serves as much as a prevention device as it does as a reactive measure to teach people to recognise cyber threats. At the same time, the learning material is customised to the

strengths and weaknesses of each recipient. Some highlights since its inception:

- ▶ Month after month, we see a decline in the percentage of employees having failed to react properly. Over the Summer of 2022, we averaged around 7% in terms of successful Phishing simulations, which is over the objective of 5%. Overall, we see that the Phished platform has a positive effect on the cyber awareness level of our employees.
- ▶ We are most vulnerable on Mondays. We notice that in 38% of the cases where someone fails to identify a Phishing simulation exercise from Phished, this occurs on a Monday.
- ▶ Most of our users actively partake in the micro eLearnings that they periodically receive.

As most of our employees encounter high-risk, confidential data at regular times, they are also responsible to safeguard all financial and sensitive data processed by BDO. As of 2022, everybody on the BDO premises has to wear a lanyard at all times.



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Data protection & Privacy

As a professional services provider, we process a high amount of (confidential) data of our clients and see it as one of our top priorities to protect these data well.

Since 25 May 2018, every organisation in Europe that processes personal data must be compliant with the European General Data Protection Regulation (GDPR). As a company, BDO has the objective to be compliant with the GDPR legislation.

We have our own DPO officer who ensures that the company complies with the applicable data privacy rules and assists data subjects with personal data-related questions or issues. The DPO can be reached via dpo@bdo.be.

Other data protection measures taken include amongst others:

- ▶ Register of data processing activities (ROPA)
- ▶ Privacy Impact Assessments (PIA's) for more sensitive personal data
- ▶ Technical security measures to protect personal data (see also previous paragraph on cyber security and our ISO27001 certificate which demonstrates the measures taken to protect (personal) data)
- ▶ Privacy policy for our employees and cookie policy
- ▶ Privacy notices for our clients and employees

- ▶ Data processing agreements with clients and suppliers
- ▶ Data subject right procedures and data breach procedures
- ▶ Privacy awareness programme, with an e-learning module for all staff members to recall the key principles and expectations.

We are also complying with the BDO Global Privacy Policy (BDO's Binding Corporate Rules for Controllers and Processors). It is generally recognised that the most efficient way of ensuring compliance with data protection law (to legitimise transfers of personal data within a global organisation such as BDO) is to implement Binding Corporate Rules ('BCRs').

BCRs are a self-regulatory way of compliance based on European data protection legislation. These must put in place adequate safeguards for protecting personal data throughout the organisation, in line with the requirements of the European Data Protection Board on Binding Corporate Rules.





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CORPORATE BEHAVIOUR

Internal Audit

For over 10 years, we have had an internal audit function that reports to the Audit Committee. The internal audit function evaluates and improves the effectiveness of risk management, control and governance processes at BDO Belgium. The function is set up and conducted in line with the standards of the Institute of Internal Auditors (IIA), which is the recognised international standard-setting body for the internal audit profession. A global risk assessment is conducted periodically at BDO Belgium to identify the major risk areas and their priorities.

Based on this, an audit plan is established over 4 years to address the major risk areas following their priorities. Following the internal audit plan, a minimum of 2 internal audits are performed per year to address the major risk areas of BDO Belgium.

In addition to the internal audit plan, also specific internal audit missions can be requested by the Committees or by Management.

Internal audit is also involved in the ISO27001 certification process as it is a prerequisite to

address the whole ISO27001 scope of security measures in the audit plan. In the internal audits, observations are made related to risks and actions are defined in collaboration with management to mitigate these risks. These actions are followed up every year and are reported to the Audit Committee together with a summary of the conducted internal audits. In addition, the results of the audits are shared with the external auditor, so they can align their audit approach with this.

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Strong partnerships are essential to further grow and develop our sustainability process. As the saying goes, we're stronger together. This is true not only when it comes to reaching our own goals and further developing our strategy, but also in supporting other organisations to reach their objectives and create a sustainable future for the society and economy we all rely on.

Below is an overview of some of the structural partnerships we have established and the kind of collaboration and support we get from and/or provide to each of our partner organisations.



PARTNERSHIPS

Achieving our goals together



CO₂ Logic

BDO has committed to achieving net-zero greenhouse gas emissions by or before 2050 – and to halving our emissions by 2030 – in alignment with the Paris Agreement. To achieve this goal, we are working with CO₂ Logic, which specialises in supporting organisations with the calculation, reduction and offsetting of CO₂ emissions, as well as communication around these topics. CO₂ Logic awards a CO₂ Neutral label, validated by Vinçotte, to companies that work toward continuously reducing and, if necessary, offsetting their CO₂ emissions.

UPOP

One of BDO's aims is to create a working environment in which inclusive diversity is an integral part of the culture, where our processes are aligned and mechanisms are embedded into our organisation to guarantee continuous improvement. UPOP, who are experts in creating an inclusive and diverse workplace culture, serve as our strategic inclusive diversity partner and act as a sounding board for BDO Belgium.



The Shift

BDO is a member and partner of The Shift. The Shift is a platform that connects diverse organisations that are working toward a common goal: to move towards a more sustainable economy and society.

This partnership allows us to connect with other organisations and experts who are actively involved in creating a more sustainable economy and society and who want to drive this change. Webinars, workshops and networking events help us to build a better understanding of the challenges we, as a company and as a society, are facing, providing us with useful insights and inspiration. In addition, our Sustainability Officer, Aubry De Pauw, and one of our Sustainability Consultants, Jan-Klaas Somers, are part of Young Challengers, a two-year sustainability programme. Aubry and Jan-Klaas are participating in a multitude of events on sustainability topics and have the opportunity to present their project and ideas to a wide range of experts and professionals in the sustainability sector. In this way, the BDO community aims to encourage The Shift to go one step further in its sustainability efforts.

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Looking to the future



Living Tomorrow and Tomorrowlab

We are an exclusive partner of the innovation platform Living Tomorrow. With this partnership, we want to shine the spotlight on our ever-expanding offering of future-proof services and attract and retain top-tier talent so that together we can build a more innovative, sustainable and inclusive future. The strength of our partnership rests on three pillars:

- ▶ preparing our clients and partners for innovative trends in sectors in which BDO is active: property, health care, transport and logistics, and technology.
- ▶ providing new and inspiring meeting places for our clients and employees; there are venues for workshops, networking events, recruitment days, strategy meetings or C-level gatherings.
- ▶ being part of a large ecosystem in which we and our partners formulate feasible solutions to the challenges of tomorrow.

GUBERNA

BDO joined forces with GUBERNA, the institute for directors, to push boards to the next level when it comes to good governance, which remains a strong incentive for sustainable growth and entrepreneurship. Many SMEs suffer from procrastination, but the operational aspect of business never stops, and the importance of good governance should not be underestimated. This goes beyond “getting things in order” and minimising business risks. Good governance also means breaking out of the daily routine to discover long-term opportunities. In search of a partner who knows and understands the SME market, GUBERNA decided to link up with BDO Belgium to give boards of directors an extra boost and share expertise on good governance.



PARTNERSHIPS

Looking to the future



Madaster

BDO became a MAX Partner in 2021 and will soon take on the role of accountant for Madaster. Madaster is an online cadastre in which a digital passport of all materials used in a building can be created. This allows for easier reuse, stimulates smart design and eliminates waste, making it perfect for the transition to a circular economy.

In 2022 BDO strengthened its partnership with Madaster by hosting a seminar titled Sustainability as a Trump Card in the Construction Sector, attended by around 150 professionals. Both companies gave a keynote speech on circular buildings and the necessity for a materials passport for buildings. One of the attendees was Claude Labeeuw, CEO of Project Developer Brody. BDO, Madaster and C-Energy were invited to participate in a round table on sustainable property investment, and an article on the event was published in the Brody Magazine.

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PARTNERSHIPS

Higher education and student associations

Collaboration with higher-education institutions and student associations is close to our heart and part of our DNA, not only to find potential new colleagues but also to provide opportunities for students to further challenge and develop themselves.

We organise business games, run CV-writing courses, and give keynote talks and guest lectures at various education institutions and student associations. In this way we help students to prepare for their professional lives.

Good causes and community investment

Over the past year, we've developed a partnership selection framework to make sure the good causes we choose to support are aligned with our vision and core values. The guidelines are:

- ▶ The organisation aims to tackle crucial challenges in our society and is aligned with BDO's focus points regarding sustainability, i.e. net zero, growth and development, diversity and inclusion, wellbeing, good governance and responsible leadership.
- ▶ The organisation has national ambitions and/or a nationwide reach and is preferably inclusive of all communities. Region-based events are possible if they are in pursuit of the same goals.
- ▶ The organisation is open to all BDO colleagues. Apart from providing financial support, our colleagues can become involved some way.

We also encourage BDO colleagues to engage with and support good causes, especially ones that are close to their hearts, and the local community through various initiatives. We can provide both with administrative or logistical support, as well as financial support.

Over the course of the next fiscal year, we will further enhance our good causes and community investment policy and seek partnerships that will have a positive impact on society.

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CLIENT SERVICES

Impactful client services

As a caring and sustainable company, BDO is also making a positive impact through our services. An overview:

DATA PRIVACY

As a data privacy service provider, BDO leads the way in helping companies achieve compliance with data privacy legislation by offering the following 4 services to its clients:

- ▶ Data privacy compliance assessment
- ▶ Data privacy implementation
- ▶ DPO-as-a-Service
- ▶ Data privacy certification

Our white paper 'GDPR: a pragmatic approach' describes how BDO helps companies to become GDPR compliant, and our yearly Global white paper 'Privacy Insights' provides a view on new legislations and hot data privacy issues around the globe.

WHISTLEBLOWING

Starting in 2019, we founded a European task force to share best practices and align our approach and methodologies in anticipation of the EU directive on whistleblowing. Today, we have ready-made solutions for all types of clients, and we can guide and assist them

in their goal to build a comprehensive, integrated and effective whistleblowing program. Our services include assessment, implementation, case management and possible investigations resulting from whistleblower reports.

PUBLIC SECTOR / NOT-FOR PROFIT

For many years, BDO has been assisting numerous institutions at the municipal, regional, federal and European levels. Numerous clients active in Flanders, Wallonia and Brussels have benefited from advice in the field of public policy evaluation, organisational and financial audit, people and organisational transformation as well as mergers. In addition to UNICEF and Plan International, the Public Sector team has carried out assignments for NGOs such as Broederlijk Delen, Trias and VVOB. It should also be said that we are operating in the Healthcare Sector.

PRO BONO WORK

We believe that it is important to support organisations who want to create social, societal and/or environmental

impact. Such organisations can profit from our services at a reduced tariff, or in some cases even pro bono. It goes without saying that we will of course carefully select which organisations can profit from such beneficial tariffs. For instance, BDO specialists have answered questions from start-ups that have offices at Hanger K and The Vibe.

AUDIT AND ASSURANCE

BDO helps you to gain a better insight of and have more confidence in your company's or organisation's operations. This means greater peace of mind so you can focus on what really matters for your company's growth and on building trust with your shareholders, suppliers, employees and customers.

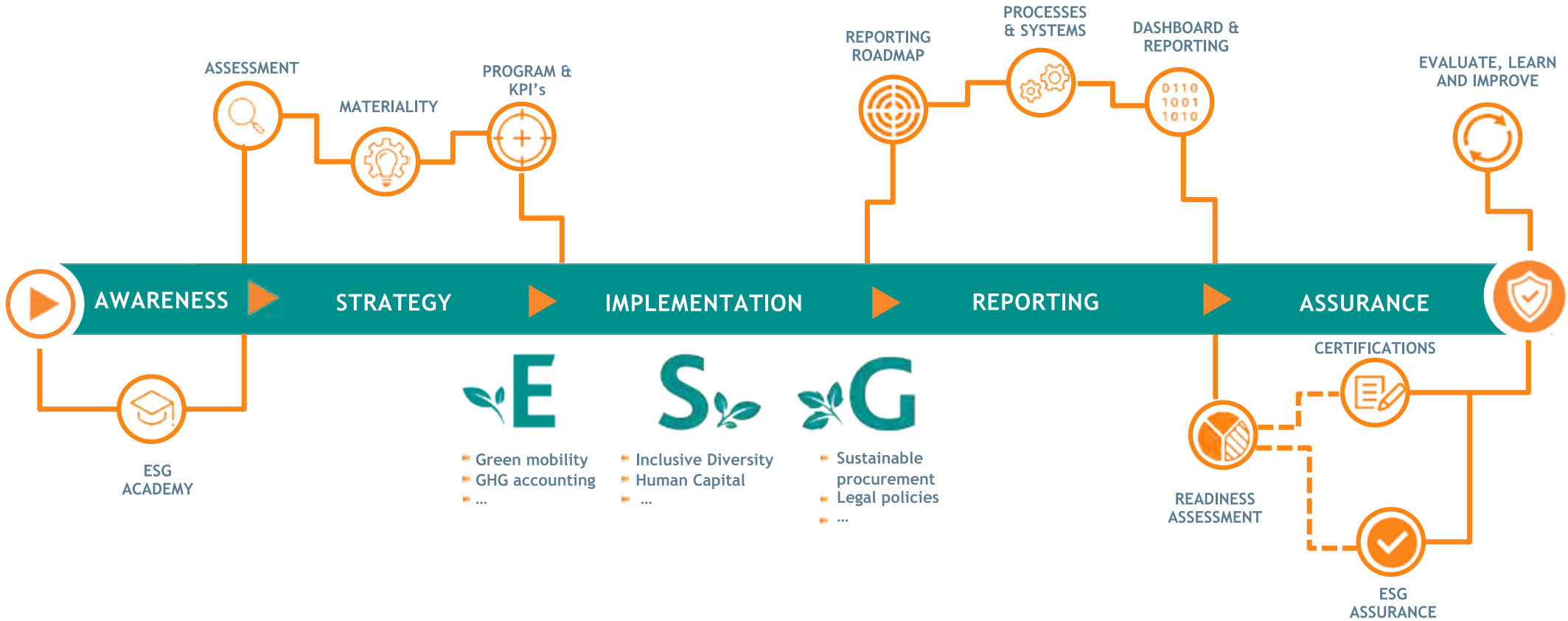
How do we support you?

- ▶ financial statement audits
- ▶ compliance and regulatory audits
- ▶ IFRS-compliant financial reporting
- ▶ third-party assurance
- ▶ ESG assurance
- ▶ forensics and litigation

CLIENT SERVICES

Sustainability services

The sustainability journey usually starts with awareness why ESG is important and how it will impact the business. The next step for our clients is defining a strategy with a clear ESG focus, setting up and implementing a sustainability program with a clear governance and KPIs. To gain more insights on your performance and progress, ESG data is measured and disclosed to provide transparency. This disclosure can be assured to avoid (often unintended) green washing. This sustainability journey is a continuous improvement cycle.



CLIENT SERVICES

Sustainability services

Organisations are starting to realise the importance of finding the right balance between financial, social and environmental priorities. The different drivers of change are evolving at lightning speed and are pushing organisations to move towards a more quantitative approach, disclosing dynamic sustainability metrics in a holistic, action-related, measurable, and transparent way.

A great part of the sustainability challenge for many businesses is understanding where to start. Improving sustainability is not a standardised process and the adoption and execution will not be the same in any two businesses, nor will the needs for support be.

Our Sustainability centre of Excellence team is here to support and guide you through your ESG journey. We aim to simplify the sustainability journey towards credible sustainable business practices through a pragmatic, impactful approach. During this process, we ensure that your team is upskilled, and engagement is set-up with your most important stakeholders. Based on our sustainability and industry expertise, the support will be tailored to your needs.

We aim to simplify and support our clients' journey to a sustainable, holistic, goal-driven and performance-driven transformation for each of the steps.

More information about our sustainability services can be found on our website on in our sustainability services flyer [here](#).

ESG ACADEMY



As creating awareness and expertise regarding sustainability is key in the transition, BDO supports by organising sustainability **compass workshops**, giving you and your team insights and advise on the next steps. The ESG Academy can also support your ESG lead/team, as a **sounding board** giving the necessary tools & guidance to integrate sustainability effectively and efficiently.

STRATEGY



Whether your company has just started its sustainability journey or is already looking for ways to boost an existing programme, BDO supports in **assessing** your current status, defining an impactful **sustainability strategy** with short-, mid- and long term ESG ambitions, and setting up a **sustainability programme** with a clear action plan, KPIs, governance and communication plan.

IMPLEMENTATION



Based on your strategy, BDO supports with implementing the defined ESG actions. Based on the material topics, BDO collaborates with its (international) network of experts from setting up a carbon accounting and transition plan to an inclusive diversity strategy and programme. While sustainability comes from within your company, BDO can assist teams and provide the right **skills, tools and methodologies** to further integrate sustainability across your company.

REPORTING



As the sustainability reporting is new to many companies and most of the information systems are not equipped for it, you need to start preparing, so your company will be able to comply with the CSRD and EU Taxonomy requirements. BDO assists clients by, ensuring **alignment** with non-financial and integrated reporting frameworks, setting up or adjusting **processes and systems**, resulting in **dashboards and reports**.

ASSURANCE



As starting point we recommend performing a **readiness assessment** and identifying areas of improvement. BDO also provides **third party assurance** in line with the internationally recognized assurance standard: ISAE 3000. As evaluating ESG risks and opportunities may result in material adjustments to company valuations in M&A context, ESG is also an important part of the **Due Diligence** process.

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TRANSPARENCY REPORT

In accordance with the law on the organisation of the Office of Auditors, BDO yearly issues a transparency report. The intent of the transparency declaration is to inform all stakeholders involved about the legal structure, the internal organisation, the quality controls and the network.

[Transparency Report 2023 BDO Global](#)

[Transparency report 2023 BDO Belgium \(French version\)](#)

[Transparency report 2023 BDO Belgium \(Dutch version\)](#)

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ESG FRAMEWORK

In today's world, the actions of companies are deeply intertwined with environmental, social and governance concerns. Excelling in these three areas is no longer a 'nice to have' but have become 'table stakes' and validation among organisational stakeholders is essential. Thus, the adoption of ESG programmes are integral to maintaining and creating sustainable organisational value and impact.



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SUSTAINABILITY REPORT
BDO BELGIUM
FISCAL YEAR 2023



WEF/IBC FRAMEWORK

When we started with publishing a sustainability report, the ESG reporting landscape was highly fragmented with more than 5,000 sustainability / ESG / CSR reporting and communication standards in play globally.

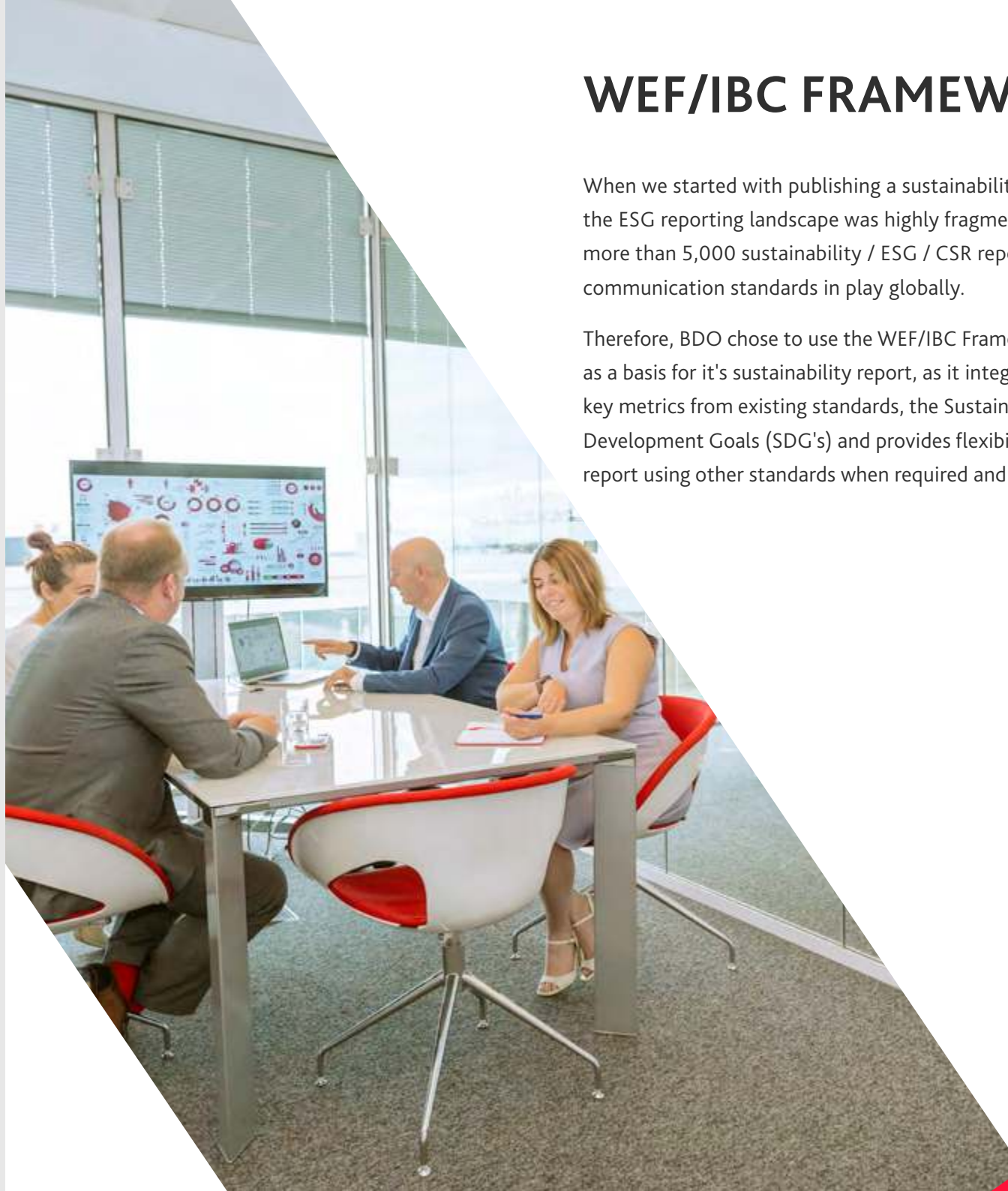
Therefore, BDO chose to use the WEF/IBC Framework as a basis for its sustainability report, as it integrates key metrics from existing standards, the Sustainable Development Goals (SDG's) and provides flexibility to cross report using other standards when required and if desirable.

On 5 January 2023, the Corporate Sustainability Reporting Directive (CSRD) entered into force. This directive strengthens the rules concerning non-financial (ESG) reporting and ensures transparency on the ESG efforts of companies.

Companies subject to the CSRD will have to report according to European Sustainability Reporting Standards (ESRS).

BDO Belgium will have to apply these new rules as from our next sustainability report about financial year 2025.

In the meantime, we have decided to still report on planet-, people- and governance core metrics from the WEF/IBC framework, but to no longer report on all prosperity metrics as this is no separate topic in CSRD / ESRS and are preparing ourselves to publish a CSRD aligned report in the coming year.



WEF/IBC FRAMEWORK

PLANET CORE METRICS AND DISCLOSURES

Theme	Subtheme: Core metrics and disclosures	Disclosed on page	Explanation
Climate change	Greenhouse gas (GHG) emissions For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	26 - 28	
Climate change	TCFD implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	24 - 31	
Nature loss	Land use and ecological sensitivity Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	/	Our offices are not in or close to protected areas or key biodiversity areas (KBA), except for the office of La Hulpe. The office of BDO La Hulpe is adjacent to the Domaine Régional Solvay, one of the gateways to the Sonian Forest and equals an acreage of 1,630 m ² , within a multi-office building of 15,600 m ² .
Freshwater availability	Water consumption and withdrawal in water-stressed areas Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	/	BDO Belgium has no operations for which this material.



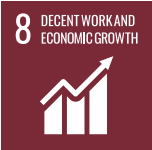
WEF/IBC FRAMEWORK

PEOPLE CORE METRICS AND DISCLOSURES

Theme	Subtheme: Core metrics and disclosures	Disclosed on page	Explanation
Dignity and equality	Diversity and inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	50	
Dignity and equality	Pay equality (%) Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	/	Benchmarking results showed that the salary package of BDO Belgium is in line with industry standards. Profound pay equality investigation has not yet been performed and discussions on how to calculate this (which factors to take into account, which corrections to be made etc.) are still ongoing. High-level analysis however showed that on average women and men are paid equally.
Dignity and equality	Wage level (%) 1. Ratios of standard entry level wage by gender compared to local minimum wage. 2. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	/	Benchmarking results showed that the salary package of BDO Belgium is in line with industry standards and that the standard entry level wage is higher than the local minimal wage. We did however not calculate the ratios. We must also comply with the regulations laid down in the collective bargaining agreement (legally binding).
Dignity and equality	Risk for incidents of child, forced or compulsory labour An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	/	BDO Belgium has no operations or activities for which such risks could emerge (only operating in Belgium). In our procurement policy we verify if our suppliers respect and take action on people and planet metrics.
Health and wellbeing	Health and safety (%) 1. The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. 2. An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services.	41	As mentioned on page 41, we offer broad support for preventive health care, challenges with health aspects and curative health care during illness and upon return to work after illness. Our offer consists of: • Professional coaches (stress & burnout, internal mobility and career coaching...) • Ergonomics or stress consultation • External service for prevention: we actively refer employees who show a risk of dropping out due to mental exhaustion • Internal trust persons • During fiscal year 2023, we had 1 case of a work accident and 1 case of a commuting accident - neither of those with high-consequence injuries. • Hospitalisation insurance • Ambulatory insurance - Various wellbeing solutions such as sleep coaching, physical health scans, ... based on the feedback of our colleagues and the domains for which they feel a need for additional support
Skills for the future	Training provided (#, \$) 1. Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). 2. Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	36	

SUSTAINABLE DEVELOPMENT GOALS

UN Sustainable Development Goals (SDGs) provide a unified language and goals, globally recognised, that business can align to. The SDGs were officially endorsed by 193 countries and 12,000+ companies have since signed up to the UN Global Compact, a movement aimed to mobilise companies and stakeholders towards achieving the goals.

 1 NO POVERTY	End poverty in all its forms everywhere.	 2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	 3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote wellbeing for all at all ages.
 4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	 5 GENDER EQUALITY	Achieve gender equality and empower all women and girls.	 6 CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.
 7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.	 8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
 10 REDUCED INEQUALITIES	Reduce inequality within and among countries. Make cities and human settlements inclusive, safe, resilient and sustainable.	 11 SUSTAINABLE CITIES AND COMMUNITIES	Ensure sustainable consumption and production patterns.	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Take urgent action to combat climate change and its impacts.
 13 CLIMATE ACTION	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	 14 LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	 15 LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	 17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalise the global partnership for sustainable development.		

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CO₂E TOPICS EXPLANATION

Scope	GHG Category	Description
1	Stationary combustion	Company-owned or long-term leased vehicles
	Mobile combustion	Air conditioners (refill of refrigerants due to leakage)
	Fugitive emissions	Refrigerant leakages from airco installations
2	Purchased electricity	Green and grey purchased electricity
3	Purchased goods and services	Emissions related to the production of purchased paper, food and beverages consumed by BDO. E.g. tea, soda, envelopes, office paper... and fuel from independents
	Capital goods	Includes IT and solar panels
	Fuel and energy-related activities not included in scope 1 and 2	Includes the upstream emissions from purchased fuels and electricity (extraction, production, and transportation)
	Employee commuting	Transportation of employees between their homes and their worksites during the reporting year (in vehicles not owned or operated by the reporting company)
	Business travel	Transportation of employees for business-related activities during the reporting year (in vehicles not owned or operated by the reporting company)
	Waste generated in operations	Disposal and treatment of waste generated in the reporting company's operations in the reporting year: paper, plastic, residual waste

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HR METRICS EXPLANATION

Employee category	Description
management	equity partner, partner, BSS* 8
mid management	junior manager, manager, senior manager, BSS 5, BSS 6, BSS 7
senior consultant	senior 1 consultant, BSS 4
consultant	junior consultant, BSS 2, BSS 3, DC**

Age group (based on generations)	Description
baby boomer	people born between 1946 and 1964
generation X	people born between 1965 and 1980
millenial (Generation Y)	people born between 1981 and 1996
generation Z	people born as from 1997

* BSS = Business Supporting Services
 ** DC = Delivery Center

