



BDO USA, P.C.



Sustainability Report

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ABOUT THIS REPORT

BDO's 2025 Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) 2021 Universal Standards and the Sustainability Accounting Standards Board (SASB) 2018 standard for the Professional & Commercial Services industry. In addition, this report has been prepared in conformance with the Final Report of Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD, 2017) (the "TCFD framework").¹ Published in June 2026, this report reflects financial, people, and emissions data from our calendar year 2025 (January 1, 2025 – December 31, 2025). In addition to the narrative discussion of disclosures found throughout the report, SASB and GRI disclosures can be found in the Indices section at the end of this report.

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

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

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

1. This Report is also being published to meet the requirements of Section 38533 of the California Health and Safety Code ("HSC § 38533"), known as the "Climate-Related Financial Risk Act" or "California SB 261" (California State Legislature, 2023). BDO is a "covered entity" under HSC § 38533. The TCFD framework is one of the approved frameworks under HSC § 38533. In addition to being directly referenced by California Air Resources Board (CARB) checklist, Climate Related Financial Risk Disclosures: Checklist, California Air Resources Board, Posted September 2, 2025, updated November 17, 2025, BDO has selected the TCFD framework because it is globally recognized and provides a clear reporting structure that is aligned with the HSC § 38533 required disclosure pillars: Governance, Strategy, Risk Management, and Metrics & Targets.



Introduction

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BDO has long been a purpose-driven organization, and stewardship has always been central to our success — shaping how we care for our people and culture, uphold client trust, and support the communities where we live and work. That responsibility has shaped how we grow: by investing in what matters most to our stakeholders and building a firm defined by the well-being and development of our people, as well as sustainable long-term performance.

Our 2025 Sustainability Report reflects how we are continuing to put stewardship into action. Over the past year, we have continued to evolve our operational and cultural programs and inspire an ownership mindset, all of which help us deliver meaningful impact. We continue to be focused on progress that is practical, measurable, and aligned to our values.

Stewardship is also about continuity — honoring the vision and dedication that has made BDO a resilient organization, while preparing the firm to grow together into the future. As we plan for a leadership transition, we're doing so with intention. Together, we are aligned on the priorities that matter: focusing on client centricity, supporting our professionals, and advancing responsible practices that strengthen BDO for the long term.

Our sustainability journey, like our firm, is built through accountability and collaboration. It takes shared ownership across teams, consistent listening to stakeholders, and the discipline to keep improving as expectations, standards, and regulations continue to evolve. We are committed to transparency about where we are, what we are learning, and where we are focused next. We're proud of the efforts reflected in this report, and even more energized by the opportunity ahead.



WAYNE BERSON
CEO
BDO USA



MATTHEW BECKER
CEO-ELECT
BDO USA



- ▶ Elected **Matt Becker as next CEO of BDO USA**, effective July 1, 2026
- ▶ Completed largest strategic expansion to date, **adding more than 1,300 professionals from HORNE LLP** to better meet client needs including expanded state and local government services



- ▶ Mobilized over **23,000 volunteer hours**
- ▶ Donated **\$3.5M to nonprofit organizations** and communities
- ▶ Offered **177 inclusion events**
- ▶ Achieved **84% in our Employee Engagement** Index



- ▶ Validated our greenhouse gas (GHG) **emission reduction targets** by the Science Based Targets initiative (SBTi)
- ▶ Procured **renewable energy certificates (RECs)** to match our firm's electricity consumption for calendar year 2025
- ▶ Completed our first climate scenario analysis, sharpening our insights around **climate risks and opportunities** throughout our operations
- ▶ Continued the integration of sustainability levers into performance improvement solutions that **help drive efficiency and cost reductions** for our clients

Who We Are

About BDO

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CLIMB

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TOGETHER
WE THRIVE



WHO WE ARE / **About BDO**

At BDO, our success is measured by what we achieve together. We are proud to be an ESOP company, delivering exceptional and sustainable outcomes and value for our people, clients, and communities.

OUR CORE PURPOSE AND VALUES

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



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



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



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



EXCEPTIONAL EVERY DAY IN EVERY WAY
Model excellence. Have integrity. Be a true professional. Everyone is a client.



EMPOWERMENT THROUGH KNOWLEDGE
Be curious. Listen intently. Be direct. Share what you know.

BDO BY THE NUMBERS

Headquarters	Chicago	Offices	85+
Year Founded	1910	Principals	900+
2025 Revenue	\$3B+	Professionals	14,000+

Services

- ▶ Advisory
- ▶ Audit & Assurance
- ▶ BDO Digital
- ▶ Tax

Industries

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

Statistics as of December 31, 2025.
Number of offices include BDO RISE offices.
Number of principals and professionals includes BDO USA and BDO RISE full-time, part-time, temporary, and contract professionals.



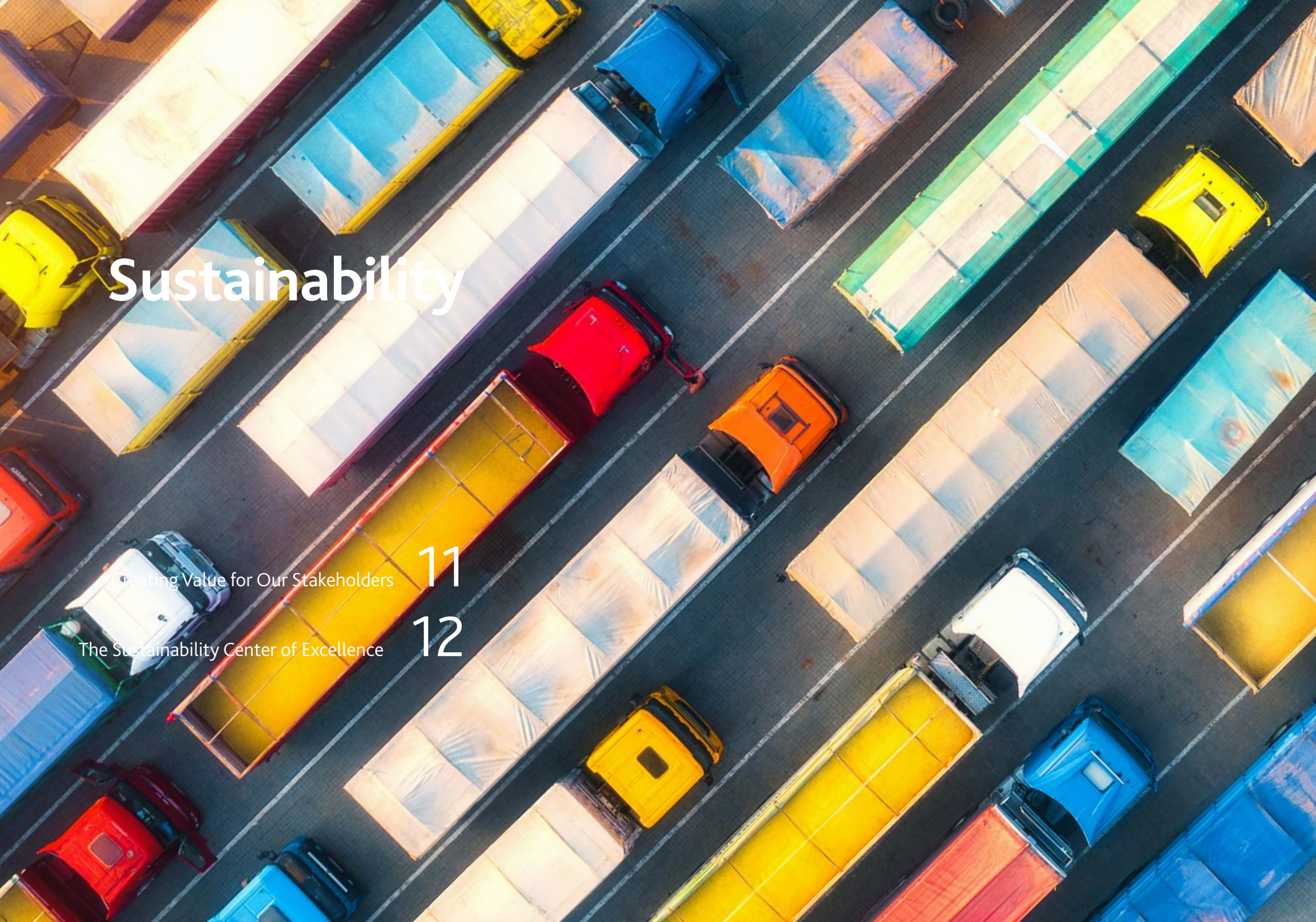
WHO WE ARE / **CLIMB**

CLIMB

For over a decade, our strategic plan, CLIMB, has been our roadmap — helping to drive the firm’s success as a sustainable and responsible business.

One of the great strengths of our strategic plan is that it’s dynamic to meet evolving opportunities and challenges. Each iteration builds upon the firm’s strengths and what has been learned by thinking differently, more creatively, and more collaboratively — focusing on what’s essential not only to help BDO but also to enable our people, clients, and communities to thrive well into the future.





Sustainability

Creating Value for Our Stakeholders

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The Sustainability Center of Excellence

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Sustainability energizes the enterprise of the future by aligning strategy, operations, and innovation to unlock value and strengthen resilience in a rapidly changing world.

CREATING VALUE FOR OUR STAKEHOLDERS

Our approach to sustainability is rooted in our longstanding belief that responsible business is good business. We identify the issues that are most important to our stakeholders and build strategies and programs that drive short- and long-term value — whether that's reducing costs and boosting efficiency, identifying enterprise risks, or redesigning services and solutions to help meet the evolving needs of our clients.

We seek to understand our stakeholders' perspectives through ongoing engagement, taking into account their feedback and incorporating it into our strategies, augmenting a grounded foundation of responsible business practices. Our [materiality assessment](#) brings to light the areas of highest importance to our stakeholders and informs our enterprise sustainability strategy. Integration of sustainability into our decision-making processes enables both operating cost savings and progress towards our goals, creating value for our stakeholders.



THE SUSTAINABILITY CENTER OF EXCELLENCE

Our Sustainability Center of Excellence (CoE) is a centralized resource hub of sustainability professionals focused in two areas. The first is the execution of BDO's own sustainability strategy, programs, and reporting. The second is providing technical support to our professional services teams assisting clients to help improve performance, manage enterprise risk, and address ongoing sustainability reporting and compliance obligations in the jurisdictions where they operate. As the global, commercial, and regulatory landscape continues to evolve, this unique structure allows us to remain agile and impactful in addressing the complex challenges and opportunities we encounter — both for ourselves and our clients.

The CoE anticipates and responds to evolving stakeholder feedback, including client supplier code compliance requests. We make continuous improvements to our sustainability strategy and programs to maintain alignment with the expectations of our clients and other stakeholders. The CoE is charged with developing and driving cross-functional implementation of the firm's key sustainability initiatives — including our decarbonization strategy and addressing climate-related risks and opportunities — while monitoring and reporting our progress. In addition, the CoE team works toward compliance with third-party rating agency reporting; sustainability frameworks and standards; regulatory compliance at the state, national, and global levels; as well as reporting in alignment with BDO Global sustainability policy.

As we continue to integrate sustainability into our own organization, we believe we have an opportunity — a responsibility — to help our clients do the same. CoE professionals work hand-in-hand with our client services teams across the firm to identify new services and solutions, and provide subject-matter expertise and engagement support across a wide array of sustainability topics. The CoE stays at the forefront of ever-expanding regulatory developments, offering technical guidance, conducting benchmarking and market research, and delivering tailored support to the firm and our clients. In addition, the CoE helps advance sustainability across the global marketplace by collaborating with the more than 160 member firms in BDO's international network — sharing insights, exchanging best practices, aligning on strategy, and collaboratively developing and delivering global sustainability services and solutions.



As energy demand surges and critical resources become increasingly volatile and constrained, sustainability shifts from aspiration to advantage — strengthening the foundation for protecting value and long-term enterprise growth.

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



Sustainability Center of Excellence



Governance and
Operations



Technical Guidance
and Support



BDO Corporate Strategy
and Programs



Research, Benchmarking,
and Technology
Enablement



Client Supplier
Code Compliance



Market Insight and
Thought Leadership



Integrated Services and
Solutions Development



Education and
Training



Regulatory Compliance
and Reporting

SUSTAINABILITY / The Sustainability Center of Excellence

Services and Solutions for the Marketplace

BDO helps our clients solve complex challenges by developing bespoke, industry-relevant solutions that consider sustainability factors to help achieve desired outcomes. We collaborate with our technical professionals in assurance, tax, and advisory services to help clients:

- ▶ Develop integrated sustainability strategies that support enterprise goals and market demands, prioritizing issues that matter most to an organization and its stakeholders
- ▶ Implement energy and resource cost savings strategies to improve operating performance
- ▶ Maximize new sustainability revenue generation opportunities across products, services, and operations
- ▶ Meet customer supplier code contracting compliance requirements
- ▶ Navigate regulatory compliance across local, state, federal, and international jurisdictions, including sustainability data and reporting requirements
- ▶ Build resiliency into value chains by identifying and responding to risks and opportunities for operational efficiency and business continuity
- ▶ Support clean energy projects by helping to secure and monetize tax credits, assess opportunities for federal and state incentives, conduct valuation, and provide insurance advice

Sustainability Case Studies

Learn how we help our clients operate more sustainably and transparently by exploring the following case studies:

[Achieving CBAM Compliance for an Aluminum Products Producer](#)

[Fulfilling a Major Customer's Sustainability Requirements to Keep a Key Contract](#)

[Providing Sustainability Assurance to a Global Education Support Company](#)

[Complying with California Climate Disclosure Laws](#)

Sustainability Services and Solutions



Sustainability Strategy & Programs



Tax Credits, Incentives & Monetization



Energy & Resource Efficiency Solutions



Responsible Supply Chain



Energy Project Finance



ESG Data Automation & Analytics



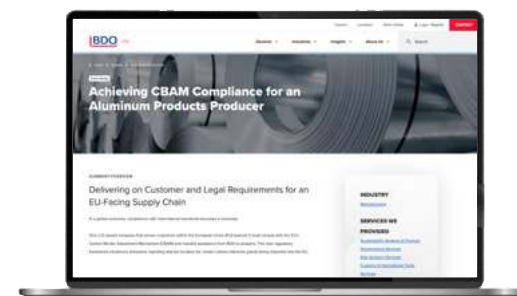
Sustainability Assurance, Reporting Readiness & Compliance



Community & Economic Development



Climate Risk & Resilience



People

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PEOPLE

Delivering on our promise to our people means putting firmwide programs, initiatives, and benefits into place that enable every BDO professional to thrive.

Our purpose also extends to the actions of all our professionals. It is a continuous effort, which comes to life through individual moments that our people experience. Moments where we learn from each other, connect over shared interests, celebrate successes, and work together to pay the spirit of thriving forward to our clients and communities.

These moments — big and small — drive connection, and the importance of connection cannot be overstated. In early 2025, we introduced our refreshed CLIMB strategy and named Connection as one of our four focus areas, given its important role in the employee experience and in supporting overall well-being. There isn't a one-size-fits-all solution to forging meaningful connections, so each individual, team, and practice is empowered to cultivate connection in ways that support their personal and professional growth.

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

[View our 2025 people data](#) ►

“

I believe that true connection stems from genuine care and empathy, and that when we show authentic concern for each other's well-being, it fosters trust and belonging across our teams and our firm. Everyone at BDO has the opportunity to contribute and create caring connections with their colleagues in simple ways that lead to big impact.”

CATHY MOY
Chief People Officer



To recruit and retain talented professionals, we must meet them where they are in their professional journey.

Whether it's helping to grow through new challenges, matching mentors and mentees, offering training to learn a new skill, or creating the space for them to propose innovative ideas, we are focused on providing programs and resources that make each individual feel like they are able to thrive at BDO.

RECRUITMENT

When our people are able to work toward and ultimately achieve their individual definition of success, they are best positioned to build stronger teams, provide exceptional client service, and contribute to fulfilling our core purpose. From college students to senior leaders, we are focused on creating an exceptional candidate experience. We aim to develop authentic early connections with prospective colleagues as they gauge whether our firm is a good fit for their professional ambitions.

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

View our 2025 new hire data ►

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

We also know that professionals value regular and meaningful communication, so whether they are just learning about BDO, submitting their application, or keeping up with us via the talent community, we seek to provide timely information about the firm and how we help our people thrive through consistent touchpoints.

Inspiring the Next Generation of Accounting Professionals

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

BDO's annual Pathway to Success program is designed to guide students in making informed decisions about their major and career paths. The program offers opportunities for both career education, in-person connection, and relationship building. Participants have the option to engage in two different components: live virtual sessions and a mentorship program.

Through live virtual sessions featuring BDO recruiters and professionals across a variety of levels, students are offered an in-depth overview of the professional services industry and possible career paths at BDO. Session topics include an overview of public accounting, exploring business lines, navigating the internship recruiting process, getting to know BDO, and taking ownership of career growth.

Additionally, the mentorship program aims to pair individuals with BDO professionals who have similar interests, backgrounds, colleges, or organizational involvement. In 2025, the program matched more than 160 pairs who met over a six-month period to discuss topics such as career exploration, networking, and discussions on majors and class selections. When seeking feedback from participants, 97% said they found the mentorship rewarding and would recommend the program to a friend or colleague, while 90% said the program helped them navigate decisions about their internship or career.

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

One way we inspire people to join BDO is by helping them picture themselves here. **Our Day in the Life video series** features professionals at all levels who offer an inside look at what a day in their role looks like at our firm.

View our Day in the Life video series:

[Interns](#) ►

[Experienced Professionals](#) ►



RETENTION

We invest in the future of all our people by providing them with comprehensive benefits, training, support, and advancement opportunities designed to help them thrive at each stage of their career.

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

Additionally, we know that our people drive the success of our firm and we value the ideas and innovative thinking that they bring to the table. To make sure our people are heard, we create channels for open and honest discussion and feedback including peer mentoring circles, advisory councils, and employee surveys.

View our 2025 turnover data ►

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

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

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

After the success of the ETAC, the advisory council structure was adopted by practice areas throughout the firm, emphasizing that a variety of perspectives and ideas can help create a stronger culture, community, and business.



Pulse

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

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



WHAT OUR PEOPLE HAD TO SAY

94% feel they are provided equitable opportunities to advance their careers at BDO

90% feel like they belong at BDO

88% have a high degree of trust in firm leadership

87% witness BDO's core value of People First demonstrated by their colleagues

84% Engagement Index

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

ADVANCEMENT

At BDO, we believe everyone can be a leader. We're focused on supporting our people through all stages of their leadership trajectory by providing a clear understanding of what it takes to grow their career as well as access to resources to help them excel in their roles, achieve their professional goals, and make a positive impact at the firm.

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

Outside of the formal performance management process, we offer a variety of opportunities for our people to come together at the national, local, and practice area levels to engage in mentorship, discuss career advancement, and share lessons learned. These programs provide a forum for speaking candidly about career advancement while also strengthening connections with colleagues.

GROW

BDO's performance management philosophy centers around fostering a culture of regular one-on-one conversations about development, career progression, and performance. The review process includes a self-evaluation, career advisor review, GROW (Goals, Results, Opportunities & Well-Being) meetings, and candid and constructive feedback to support high performance. Goals are dynamic and can be updated throughout the year as needs or roles evolve.

For additional value and insight, stakeholders beyond the immediate career advisor are asked to provide input regarding an individual's performance and development. GROW meetings occur at least once a year and are guided by the firm's competency model. They provide career advisors the opportunity to discuss the advisee's goals, competency development, and overall performance contributions to the practice, department, and/or firm. They provide advisees with a standard framework for career development and clarity around career progression and feedback. The purpose of these discussions is to provide each individual with a path forward to further develop their career.

Core Competency Model

Core competencies are vital to the firm's collective success, serving as the blueprint for essential knowledge and behaviors across roles at all levels. They provide clear expectations that guide goal setting and support professional growth. This year, we introduced a refreshed set of core competencies designed to bring more clarity to individual roles, align with the firm's goals, and adapt to BDO's evolving work environment. The competencies align to both client-facing and non-client facing professionals and outline a clear, actionable framework so that we can build on our growth and accomplishments — both at the individual level and across the firm.

Exceptional and Engaged Leaders Program

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

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

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



EMPOWERMENT THROUGH KNOWLEDGE

Learning and Development

By investing in the development of our people, we help BDO continue to be a best-in-class organization where individuals are able to build fulfilling, long-term careers.

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

Our learning opportunities include a wide variety of training topics delivered via live face-to-face sessions, webcasts, and self-study courses.

Through our Learning Management System, BDO University (BDOU), our professionals also have access to a catalog of online self-directed and live virtual learning courses. Key skill areas emphasized in our learning and development curriculum are aligned with our core competencies and the needs of our professionals to fulfill their industry-focused and service line roles.

As artificial intelligence (AI) becomes more embedded in how we work, we've developed a robust training program that is grounded in BDO's culture of innovation, encouraging our professionals to embrace change and share knowledge. Our AI training covers fundamental concepts and practical applications, allowing our people to learn the functionality of specific tools and best practices, as well as trends and ethical considerations.

The curriculum is designed to build confidence, strengthen problem-solving skills, and foster innovation.

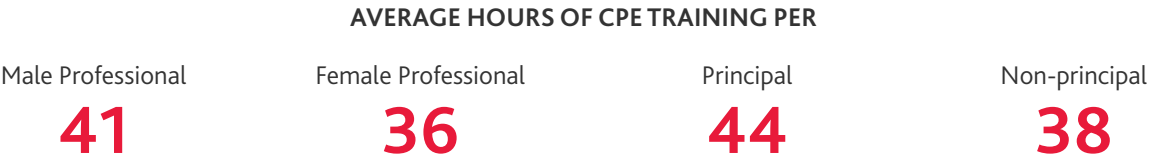
In accordance with AICPA and PCAOB guidelines, BDO requires that all client service professionals complete 120 hours of Continuing Professional Education (CPE) over a three-year rolling period and a minimum of 20 credit hours annually.

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

2025 BY THE NUMBERS



In addition to CPE training hours, BDO professionals completed an estimated 145,000+ internal training hours. Total and average training hours are inclusive of BDO USA and BDO RISE professionals.



Global Experiences

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

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



For someone to truly thrive at BDO, we believe they must first feel like they belong. By working together to build a community that fosters connection, rewards curiosity, and inspires growth, we aim to be a place where everyone is empowered to be their authentic self.

Our inclusion strategy and programs are built around this mindset. Whether through national learning opportunities, locally focused events and celebrations, or mentoring programs, we seek to create forums year-round that promote candid conversations and inspire lasting relationships.

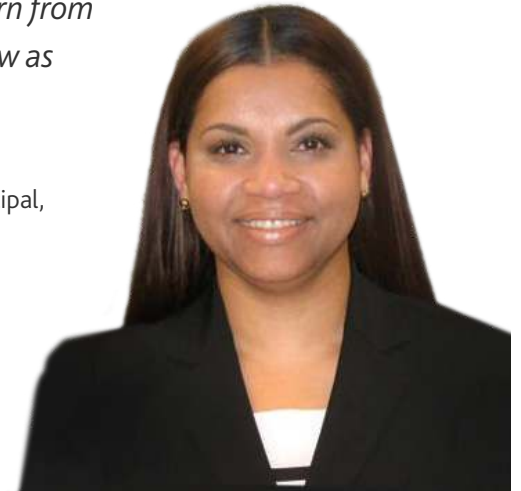
While everyone's journey is unique — made up of different moments, conversations, and milestones — we strive to make both personal and professional growth and fulfillment a universal experience.

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Intentional connection is one of the most powerful tools we have to build an inclusive culture. I believe one moment or conversation can be a spark — one that ignites our people to show genuine curiosity, care, and empathy toward one another. Our approach to inclusion means not just supporting connection but actively creating opportunities for our people to come together in meaningful ways. When we do this, we build stronger bonds, learn from each other, and grow as an organization.

BERNIE PIETERS

People and Culture Principal,
Chief Inclusion Officer



INCLUSION GROUPS

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

Inclusion Groups Impact

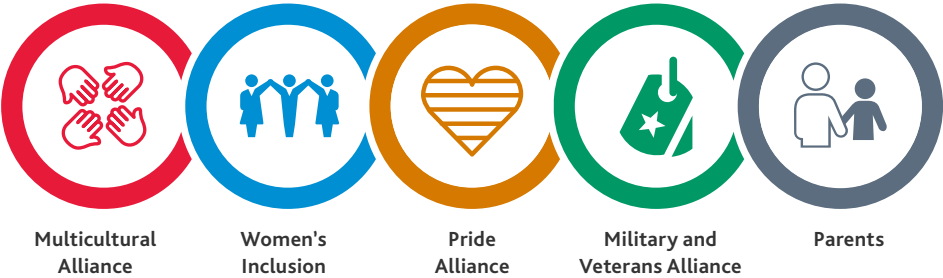
In 2025, our local inclusion leaders hosted **177 events**. Here's what attendees said:

- 96%** believe inclusion events help them to strengthen relationships with their colleagues across business lines
- 91%** understand how they can contribute to the firm's culture of inclusion
- 92%** support candid conversations about inclusion in the workplace
- 81%** believe participating in these events helps to support their career advancement

Peer Mentoring Circles

Our Peer Mentoring Circles allow BDO professionals with similar interests and experiences to connect with, learn from, and support each other. Each circle is peer-led and aligned with one of our inclusion groups, with members determining the appropriate meeting cadence, agenda, and goals for the group. Discussion topics range from career goal brainstorming, aligning professional and personal goals, and exchanging valuable business and life lessons.

Meet Our Inclusion Groups



Professional Organizations Foster Growth and Development

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

In 2025, **over 60 BDO professionals** attended the national NABA, ALPFA, and Ascend conferences where they had the opportunity to build on their leadership skills and professional growth through attending engaging presentations and connecting with peers. Some of our professionals also took on the role of presenter, speaking on topics such as conquering impostor syndrome, thriving in corporate America, time management and productivity, and future-ready skills for mid-career professionals.

PEOPLE / Inclusion

Pay Equity

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

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

Disability Inclusion

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

To make BDO.com as accessible as possible, our marketing team stays abreast of changing requirements and technology that can contribute positively to both specific needs and the overall user experience. BDO aims to comply with all applicable standards, including the World Wide Web Consortium's Web Content Accessibility Guidelines 2.2 up to Level AA (WCAG 2.2 AA). As disclosed in our [Accessibility Statement](#), BDO is partially conformant with WCAG 2.2 level AA.

Due to changing WCAG 2.2 guidelines and related evaluation updates, over the past year we made improvements to our website including adding meaningful heading text, removing empty heading tags, and applying appropriate spacing, helping users navigate content more effectively with assistive technologies.

Our marketing team also prioritizes accessible design across both print and digital media. This includes applying appropriate color contrast to onscreen visuals and adding closed captioning to video content and podcasts, as well as designing templates and establishing text size, spacing, and color guidelines with ADA compliance in mind. Recently, BDO email templates were refreshed to further support accessibility by converting all text to live text and making adjustments to help with legibility in both light and dark modes.

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

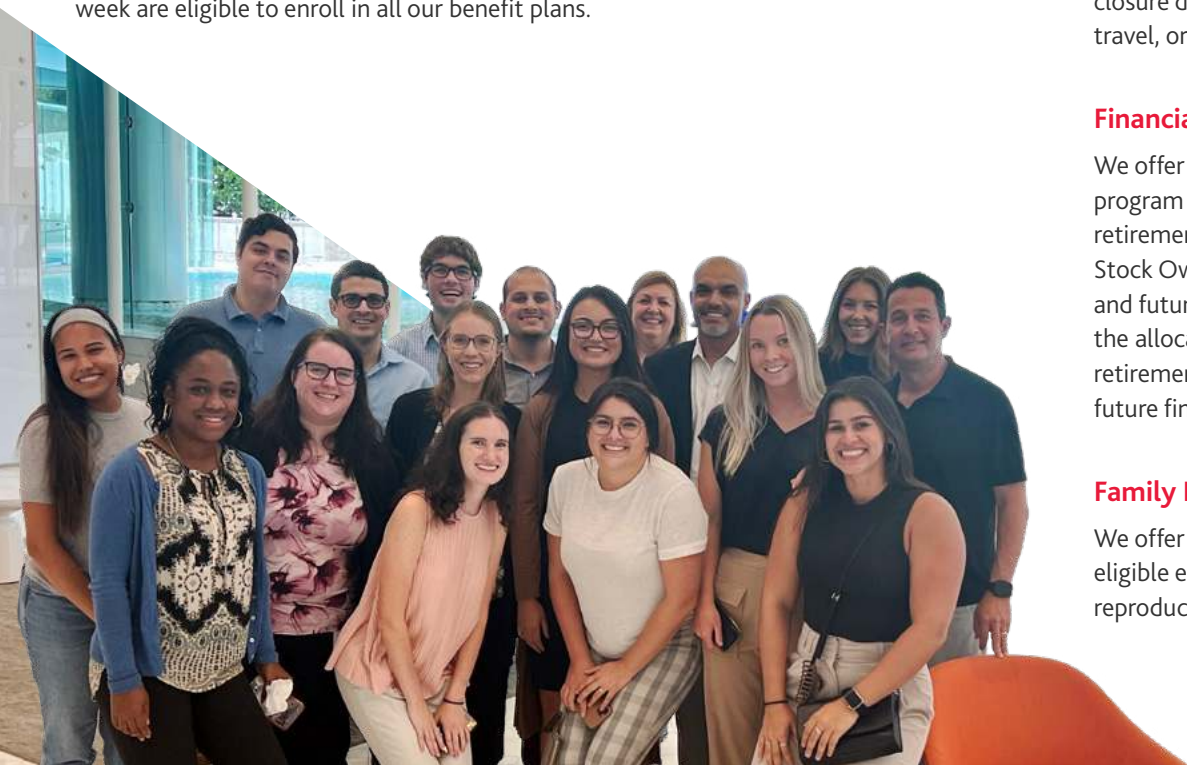


Our comprehensive rewards system is designed to align with our core purpose, offering resources that enable our people and their families to thrive.

Through our **Total Rewards program**, we provide a range of support, tools, programs, and benefits that offer choice and flexibility, allowing our people to select options that best meet their unique needs.

Beyond traditional benefit offerings of medical, dental, and vision care, we support our professionals in all aspects of their lives including wellness, family support programs, and financial well-being.

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



OUR BENEFITS

Wellness

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

Time Off

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

Financial Planning

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

Family Planning

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

PEOPLE / **Benefits and Well-Being**

Parental and Childcare Support

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

Parental Leave

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

FLEXIBILITY

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

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

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

2025 PARENTAL LEAVE PARTICIPANTS BY THE NUMBERS



A photograph of three women, volunteers for BDO Counts, standing in a park-like setting. They are wearing red t-shirts with the BDO Counts logo and the tagline "Helping People Thrive". The woman on the left is wearing sunglasses and gloves, holding a pair of long-handled shears. The woman in the middle is smiling. The woman on the right is wearing a blue baseball cap with "COUNT" on it and is holding a large black plastic trash bag. In the background, other volunteers in red shirts are working on a garden bed. The scene is outdoors with trees and a paved path.

Communities

Our Cause Areas 29

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COMMUNITIES

Through our social impact program, **BDO Counts**, everyone has the opportunity to drive positive change. BDO Counts is employee-driven and features a blend of nationwide programs, as well as local service initiatives.

Our network of BDO Counts coordinators serves as community engagement champions, helping to scale our programs by planning volunteer events and other charitable opportunities. Since its launch nearly two decades ago, the program has empowered our people to donate thousands of volunteer hours, raise substantial funds for community initiatives, and serve the organizations that matter most to them.

“Our people are the driving force behind BDO Counts, bringing their passion and dedication to make a transformative impact on their communities. From volunteerism to fundraising to supporting nonprofits through board service, everyone at BDO is encouraged to make a difference.

CHAD GABRIEL
Senior Director of
Social Impact

2025 BY THE NUMBERS

- 23,000+ Volunteer hours
- 3,188 BDO volunteers
- 267 BDO Counts volunteer events and fundraisers
- 5,466 Week of Service and Season of Giving volunteer hours
- 650+ Nonprofit boards served on by BDO professionals
- \$3.5M Contributed to **890** charitable or community organizations

Volunteer hours include BDO RISE



In 2025, our social impact efforts were recognized by Points of Light as part of their annual Civic 50, honoring the top community-minded companies in the United States.



Our social impact strategy is focused on four cause areas, chosen by our people. The cause areas enable us to focus our time, talents, and resources to give more intentionally to increase our impact.



CHILDREN & YOUTH

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



EDUCATION & LITERACY

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



HUMAN RIGHTS

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



ENVIRONMENT

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

2025 marked our first year of collaborating with our cause partner, **Big Brothers Big Sisters of America** (BBBSA), to strengthen our impact within our Children & Youth cause area. Our relationship directly supports BBBSA's Big Futures program, the nation's largest workplace mentoring program, which offers hands-on mentoring opportunities and career planning to students.

In collaboration with BBBSA, our professionals participated in six Big for a Day events, meeting with local students to provide coaching and advice that will help guide them on their journey toward their future careers. Feedback from these mentoring events revealed that students valued career advice, networking opportunities, and insights into professional service career paths.

We also integrated the cause partnership into our leadership development program, building out dedicated time during training conferences for our leaders to participate in group mentoring and other initiatives to support the needs of local BBBSA chapters.

2025 BBBSA IMPACT BY THE NUMBERS

1,000+

BDO volunteers participated

15

BBBSA events across the country

365

Youth and families impacted



COMMUNITIES / **Helping Our Communities Thrive**

Volunteerism

In 2025, our people came together regularly across the country to volunteer and make a meaningful difference in our communities. Over **1,000 professionals participated in our annual Week of Service**, which takes place each summer and provides a dedicated week for our people to volunteer simultaneously across the country. Later in the year, we introduced a new initiative, **Season of Giving**, that expanded the opportunities professionals have to give back. Within Season of Giving, which ran mid-October to mid-December, participating offices organized local volunteer events and the firm celebrated Giving Tuesday by increasing the match amount for our Matching Gifts program.

Charitable Giving

We support nonprofits creating a positive impact across our four cause areas. In 2025, we were proud to advance our Education & Literacy cause area with a contribution of \$50,000 to the AICPA Foundation's scholarship program, which provides support to accounting students at various stages of their education. We also supported communities in need with the launch of fundraising campaigns in the wake of the Palisades wildfires and the Central Texas floods. Through the generosity of our people, BDO successfully raised over \$42,000 for nonprofit organizations providing critical relief services to those affected.

MAKING AN IMPACT

1,000+ professionals participated in BDO's annual **Week of Service** in 2025

\$50,000 was contributed to the **AICPA Foundation's** scholarship program in 2025

\$42,000+ was raised for **nonprofits supporting relief** after the Palisades wildfires and Central Texas floods



COMMUNITIES / Empowering Our People to Support Their Passions

Matching Gifts and Dollars for Doers

Through our Matching Gifts program, our people can apply for dollar-for-dollar matches of their personal contributions to the nonprofit organizations they are passionate about. Additionally, those who donate their time through volunteering can earn Dollars for Doers credits, which can be converted into a donation by BDO to any eligible nonprofit organization.



Through these programs, over

\$600,000

in charitable donations were made by the firm and our professionals in 2025.

Board Service Trainings

Another way BDO empowers our people to become champions for change in their communities is through our nonprofit board service training program. Two hybrid trainings were held throughout 2025, bringing together over 1,000 professionals to support their board service journeys. The trainings focused on board member responsibilities, how to excel in the role, and how to get involved with a nonprofit board that aligns with individual passions.

BDO Counts Awards

Each year, we honor professionals and offices that have gone above and beyond in their dedication to making a positive impact. The [BDO Counts Awards](#) celebrate volunteer efforts that align with the firm's four cause areas. These awards highlight a deep commitment to service and the transformative power of community engagement. Award recipients are selected through a nomination process, with certain categories voted on by professionals across the firm. Winners received a charitable contribution to the nonprofit organization of their choice, furthering their impact.



Environment

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At BDO, we view sustainability as an investment in the strength of our culture and the resilience of our business.

We are committed to acting as a steward of the environment and to the continued integration of sustainability into our business practices. We are holding ourselves accountable and have set goals to help us advance and measure progress against these commitments.

Each of us has a role to play in protecting, preserving, and renewing our planet's resources, so the way we live today does not compromise our planet tomorrow. That is why we have made environmental action a priority, taking steps, such as conducting a climate scenario analysis, to more fully understand how our business activities impact the environment — and how best to minimize that impact.



The first priority for our environmental program is tracking and addressing our greenhouse gas (GHG) emissions. We've set ambitious goals and science-based targets, while continuing to advance our understanding of climate impact and our path to decarbonization.

NET ZERO AND SCIENCE-BASED TARGETS

In 2021, we committed to achieving net-zero GHG emissions. Since then, we have been working to understand our emissions footprint and determine a path for decarbonization. In 2023, we committed to the Science Based Targets initiative (SBTi) and joined the United Nations' climate-focused campaign Race to Zero. During 2025, our near-term, long-term, and net-zero targets were validated by SBTi. Having reached this milestone, and through our continued efforts, we remain committed to delivering and communicating progress toward our targets.

As a step forward on our journey, we procured renewable energy certificates (RECs) to match our electricity consumption, meeting our goal to source 100% renewable energy for calendar year 2025. RECs represent the environmental attributes of electricity generated from renewable sources. We retired one REC for every megawatt hour of electricity consumed, consistent with the GHG Protocol Scope 2 market-based accounting for electricity.

Near-Term Targets

- ▶ BDO USA, P.C. commits to **reduce absolute Scope 1 and 2 GHG emissions 42% by 2030** from a 2023 base year.
- ▶ BDO USA, P.C. also commits that **70.6%** of its suppliers by emissions, covering purchased goods and services, capital goods, and business travel, will have science-based targets by 2029.

Net-Zero and Long-Term Targets

- ▶ BDO USA, P.C. **commits to reach net-zero greenhouse gas emissions** across the value chain by 2050.
- ▶ BDO USA, P.C. **commits to reduce absolute Scope 1 and 2 GHG emissions 90% by 2050** from a 2023 base year. BDO USA, P.C. also commits to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, and business travel 90% within the same timeframe.



2025 GHG EMISSIONS

Rebaselining Requirement

Following our 2025 acquisition of HORNE LLP and in accordance with the GHG Protocol, we recalculated our CY23 base year emissions data to align with our current organizational boundary. We also updated CY24 emissions data to preserve comparability, which incorporated routine updates identified through the prior year's GHG inventory process, including data accuracy improvements, methodological refinements, and minor structural changes, which individually and in aggregate did not exceed our 5% significance threshold for rebaselining.

Learn more about our methodology ▶



Year-Over-Year Highlights

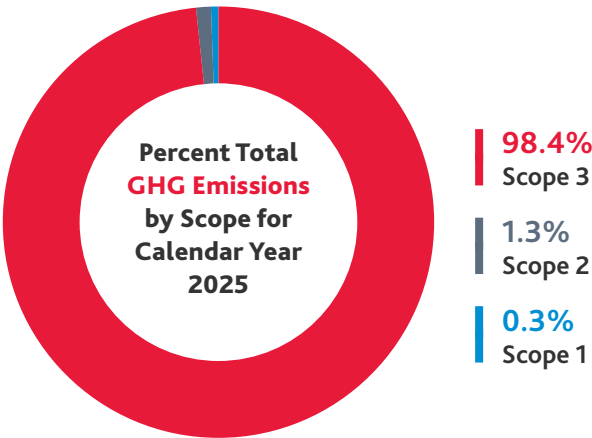
In 2025, BDO USA's GHG emissions footprint was 60,863 MTCO₂e, representing a decrease of 17,343 MTCO₂e, or 22% from CY24 as restated. The decrease was primarily due to reductions in our Scope 3 emissions, which represents 98% of our footprint.

Scope 3 emissions totaled 59,915 MTCO₂e, 15% lower than 2024. This was largely due to a reduction in both business travel and related expenses, as we reduced non-essential travel and held fewer large in-person firm meetings than in prior years.

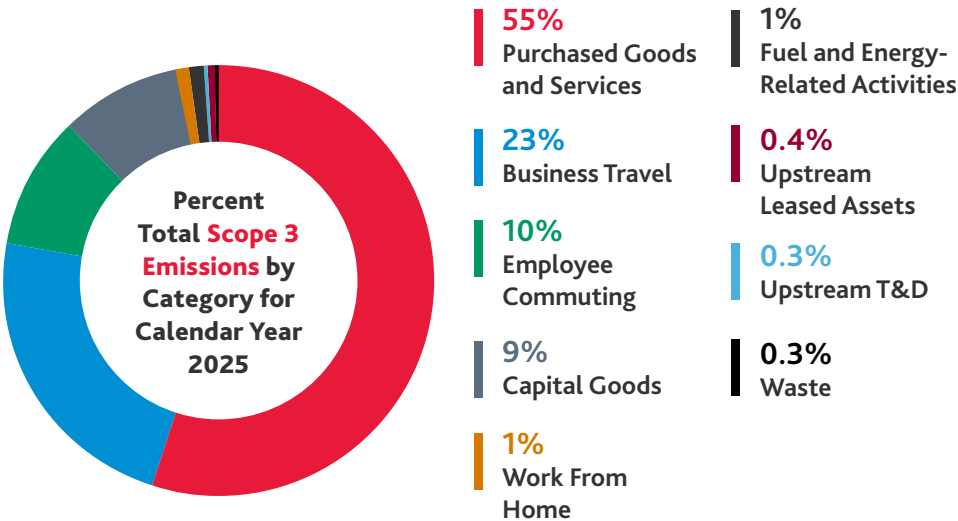
Scope 2 emissions decreased by 6,684 MTCO₂e or 97% from CY24, which was driven by the procurement of RECs equivalent to our electricity consumption. Purchased electricity accounted for 94% of our Scope 2 energy usage, or 57,229 Gigajoules.

In 2025, our emissions intensity was 4.2 MTCO₂e per headcount employee, compared to 5.8 MTCO₂e in 2024. This figure includes total direct and indirect emissions and total headcount of employees at December 31, 2025.

As we continue to incorporate environmental criteria into our operations, emissions may vary with business activity as our approach evolves over time.



Scope 3 emissions, which represent emissions in our value chain that are not directly under our control, make up the majority of our total GHG emissions inventory – **98.4% during calendar year 2025.**



[View our full 2025 emissions footprint ►](#)



ENVIRONMENT / Climate Risk and Resilience

Reducing climate impact and addressing climate risks are both vital for building resilience in our business, and for protecting our environment. This year, we deepened our understanding about climate risks and opportunities at BDO to help us develop a strategy to manage and address them over the short, medium, and long term.

Climate Risk Assessment

To further develop our strategy to address climate-related risks and opportunities, BDO USA conducted a climate scenario analysis to assess physical and transitional climate-related risks relevant to BDO USA and BDO RISE. This assessment enabled us to anticipate how different climate-related risks may affect our operations, business continuity, and workforce when evaluated across different climate scenarios and time horizons.

Physical Risks

The physical climate-related risk portion of the assessment focused on exposure and impact to physical climate hazards across BDO USA sites in the U.S. and BDO RISE's sites in India, which is consistent with our calculation of our GHG emissions. Materiality of physical risks was determined using a model-based analysis to assess BDO USA and BDO RISE's exposure to a wide range of physical risks.

The physical risks outlined in this report were identified to have a relatively higher likelihood of occurring and moderate impacts on BDO USA and BDO RISE. The scenarios for physical risks are defined by the Intergovernmental Panel on Climate Change (IPCC) with the low and high carbon scenario aligned to SSP1-2.6 and SSP5-8.5, respectively. Climate projections were conducted over three time horizons (short-term: 2025-2040, medium-term: 2041-2060, and long-term: 2081-2100), with high and low climate



ENVIRONMENT / Climate Risk and Resilience

change scenarios. We determined the medium-term horizon to be the most relevant, as it is the first time horizon where most hazards are expected to increase significantly, according to our model-based analysis.

We identified the following key climate-related physical risks:

- ▶ Heat stress and temperature change at all sites in the U.S. and BDO RISE sites in India
- ▶ Heavy precipitation and pluvial flooding for a large portion of sites in the U.S. and BDO RISE sites in India
- ▶ Increased tornado exposure at a number of sites in the U.S.

To manage these physical risks, the firm has taken various steps, including regularly assessing the risk of natural disasters and other extreme climate-related events, integrating certain climate risk considerations into our overall enterprise risk management, and enhancing our emergency preparedness processes.

Transition Risks and Opportunities

The analysis of transition climate-related risks and opportunities focused on evaluating market, regulatory, reputational, and technology risks and opportunities, and determining which are most material to BDO USA and BDO RISE. Materiality of transition risks was determined by assessing likelihood — scored based on desk-based research and impact. Two transition risk scenarios were assessed: a high-carbon and a low-carbon scenario. These scenarios were developed using data and insights from multiple authoritative sources, including the International Energy Agency (IEA) and the Network for Greening the Financial System (NGFS).

To determine relevance, professional judgment was applied to tailor these scenarios and we used qualitative scoring to assess our transition climate-related risks, based on likelihood and impact. The transition risks outlined in this report were identified to have a relatively higher likelihood of occurring and have a moderate impact on BDO USA and BDO RISE.

Three time-horizons were considered for the transition risk analysis (short-term: 2025-2030, medium-term: 2031-2040, and long-term: 2041-2050), the short-term and medium-term horizons being most relevant to the key risks and opportunities identified as follows:

- ▶ Risk of failing to meet evolving client expectations and align internal sustainability programs with those expectations
- ▶ Opportunity for increased demand for sustainability services as organizations move toward a low-carbon economy
- ▶ Risk of increased operating costs related to energy, travel, and insurance prices, among other factors
- ▶ Opportunity for increased energy efficiency and operational resilience through strategic building selection, innovative technologies, and operational measures

Our strategy to address these risks and opportunities is two pronged. First, to address evolving client expectations and regulatory requirements, BDO USA established the Sustainability CoE, which partners with business operations and client service teams to implement and manage sustainability initiatives, provide technical guidance, and deliver tailored support across a wide range of topics. The CoE also collaborates with the BDO global network to share best practices and develop sustainability solutions that meet marketplace needs. Second, BDO USA manages increased operating costs and energy-related risks and opportunities through its Responsible Office Program, which incorporates environmental criteria into office site selection and prioritizes energy-efficient buildings to reduce emissions and enhance operational resilience.

Drawing on our initial climate scenario analysis, BDO USA will continue to incorporate these climate-related risk and opportunity considerations into our strategic planning, operations, and business continuity efforts. By doing so, BDO USA will enhance our ability to adapt to climate-related risks and to strengthen resilience over the long term.

For more details on the impacts and business response to our physical and transition climate-related risks and opportunities, refer to the [Annex: TCFD Climate Risks and Opportunities](#).



OPERATIONAL RISK

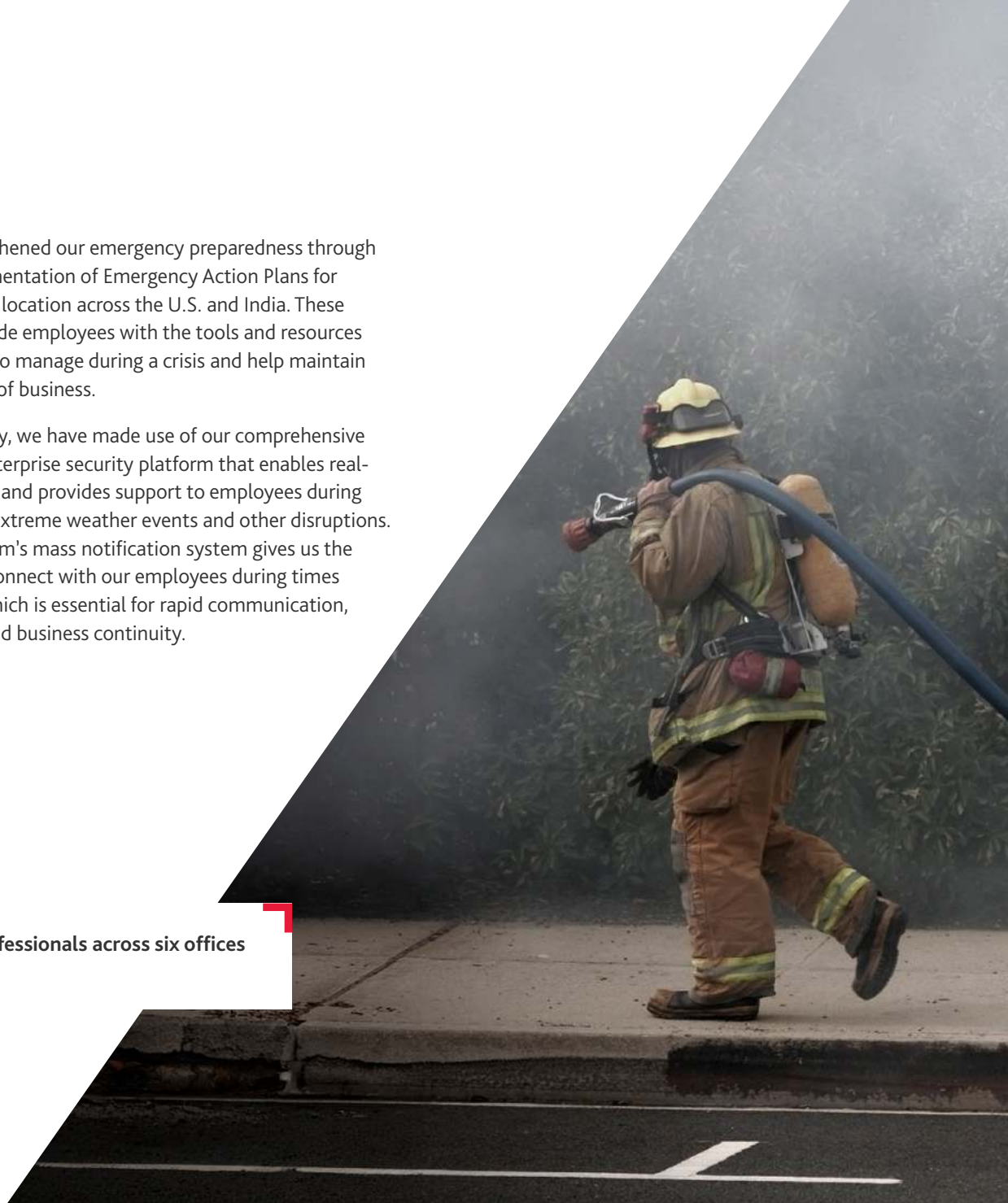
Managing climate-related risk involves a coordinated effort across our business, bringing together teams, strategies, and technologies to strengthen our resilience. The Operational Risk Team oversees the Operational Risk Program for BDO USA and BDO RISE, regularly assessing risks associated with natural disasters and other extreme climate-related events and associated risks for each office location in the U.S. and India, and providing periodic updates to the Executive Team and Board.

We strive to support the safety of our people, operations, and clients at all times, including during times of disruption. Through our Operational Risk Program, we regularly assess the risk of natural disasters and other extreme climate-related events for each of our more than 85 office locations in the U.S. and India. While BDO USA's process for identifying, assessing, and managing climate-related risk has been integrated into our overall enterprise risk management program, we anticipate that we will enhance our approach to addressing transition risks over time as expectations, data, and methodologies continue to evolve.

We strengthened our emergency preparedness through the implementation of Emergency Action Plans for each office location across the U.S. and India. These plans provide employees with the tools and resources necessary to manage during a crisis and help maintain continuity of business.

Additionally, we have made use of our comprehensive risk and enterprise security platform that enables real-time alerts and provides support to employees during the year's extreme weather events and other disruptions. The platform's mass notification system gives us the ability to connect with our employees during times of crisis, which is essential for rapid communication, support, and business continuity.

In 2025, BDO's Operational Risk Program contacted nearly 600 professionals across six offices affected by wildfires in Southern California.



To help meet our targets and address our climate risks and opportunities, we have implemented three key programs:



**Responsible
Sourcing**



**Responsible
Offices**



**Responsible
Travel**

These initiatives provide guidance to help us make informed choices, empower our core business operations teams, and integrate sustainability into our everyday business practices.

RESPONSIBLE SOURCING

Collaboration with suppliers who demonstrate comparable commitments is key to BDO's efforts to promote human rights protections within our supply chain and advance toward a net-zero emissions future. The Responsible Sourcing Program is instrumental in progressing toward these objectives.

Since the goods and services we purchase make up approximately 64% of our emissions footprint, managing and reducing our supply chain emissions is a major component of our ability to meet our emission reduction targets.

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

In 2025, we:

- ▶ Enhanced our supplier qualification process by incorporating environmental and human rights questions into our standard Request for Proposal (RFP) and our Sustainability Questionnaire. This enables an earlier line of sight into suppliers' practices and their emissions reduction targets. [Learn more about these requirements on BDO's Supplier Portal.](#)
- ▶ Leveraged technology by assessing our current processes and utilizing software and AI capabilities to automate and streamline data collection and analysis.
- ▶ Conducted supplier outreach as we periodically engaged with specific suppliers to gather deeper insights into their current emissions calculation activities and reduction goals. This will continue to inform the feasibility and effort necessary to both achieve our Scope 3 supplier engagement goals and begin our transition away from spend-based emissions calculations and toward activity-based methods — a key step for improving our Scope 3 emissions measurement.

As a part of onboarding, suppliers are expected to align with BDO's Supplier Code of Conduct, which clearly articulates our expectations of suppliers and aligns with the standards against which we hold ourselves. In addition, as BDO continues to grow through strategic expansions, we will continue to work to formalize processes and procedures to incorporate expansions into the Responsible Sourcing Program.

Learn more about BDO's responsible sourcing practices ▶

Electronics Reuse and Recycling

To reduce our electronic waste, we work with suppliers to resell, reuse, or recycle electronic assets when they are taken out of service. During 2025, we diverted 44,982 pounds of e-waste from landfill across multiple asset types. This resulted in 17.84 MTCO₂e of avoided GHG emissions and 260.17 MMBtu of energy savings — equivalent to the annual energy use of 83 households. Over 94% of electronic assets diverted from landfill were recycled. These efforts demonstrate how our responsible sourcing and supplier engagement practices reduce supply chain emissions.



RESPONSIBLE OFFICES

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

Through BDO's Responsible Office Program, we have incorporated environmental criteria into our office site selection process, enabling a better understanding of each building's energy practices, environmental certifications, use of on-site renewables, and potential impact on our emissions. Forty-nine percent of the buildings we occupied in 2025 have achieved LEED, WELL or ENERGY STAR environmental certifications. Additionally, we began to incorporate sustainability riders into our lease agreement negotiations to include environmental requirements in all new and renewed leases. This critical step helps enable meaningful collaboration with building managers on capital improvements and helps us obtain more accurate energy, waste, and water data for our leased spaces from building management.

In 2025, we formalized construction standards which outline minimum requirements for design, energy efficiency, material selection, and furniture selection. These actions create healthier, more productive spaces for BDO professionals while supporting our sustainability goals.

We continue to refine our employee engagement strategy for our local offices, which is designed to educate and empower employees on responsible office practices. The strategy helps raise awareness of the firm's commitment to sustainability and encourages active participation in reducing energy usage, proper waste and recycling practices, and purchasing decisions in our local offices.

Following the addition of HORNE LLP through an expansion near the end of 2025, BDO added new office locations to our real estate footprint consisting of both traditional offices similar to BDO, and temporary project offices tailored to specific engagement requirements. Since temporary project offices are short-term in nature, they require greater flexibility in lease duration and space configurations, and present certain limitations in our ability to address our environmental impact.

As we move forward, we are committed to thoughtfully integrating the pillars of our Responsible Office Program into these new locations, aligning our business objectives and the unique needs of each site. We will continue to assess and refine our practices to support both sustainability and our operations in these new spaces.



ENVIRONMENT / Strategy and Programs

Office Waste Reduction

During 2025, waste from BDO offices totaled approximately 337 metric tons, with 284 metric tons likely destined for landfill, and 53 metric tons for recycling. Emissions from office waste represented 0.3% of our total Scope 3 emissions.

As tenants, we do not control the waste programs available in the buildings we occupy, which can limit treatment and disposal options in our offices. Nonetheless, we are committed to reducing waste by engaging building management to support participation in landfill diversion programs where available and influencing sorting practices.

Furniture Circularity

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

In 2025, this work resulted in:

50 tons of office furniture being redeployed

of which

22 tons were donated to nonprofit and community organizations in need

In addition, through collaboration with our decommissioning partner, we developed an enhanced data collection methodology, which was implemented across all projects in 2025 and will provide us with deeper insights into our waste management outcomes.



Water Management

In 2025, we estimate that we used approximately 45 megaliters of water across our office locations, up 29% from 2024.

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

Responsible Choices and Thoughtful Design

The new BDO Pittsburgh office, located in the heart of the city's revitalized Lower Hill District, opened in October 2025. This new space in the LEED Gold-certified FNB Tower integrates sustainability, innovation, and community connection. Floor-to-ceiling windows and high ceilings provide ample natural light, while material selections, like recycled acoustic panels, reflect our commitment to sustainable construction standards.

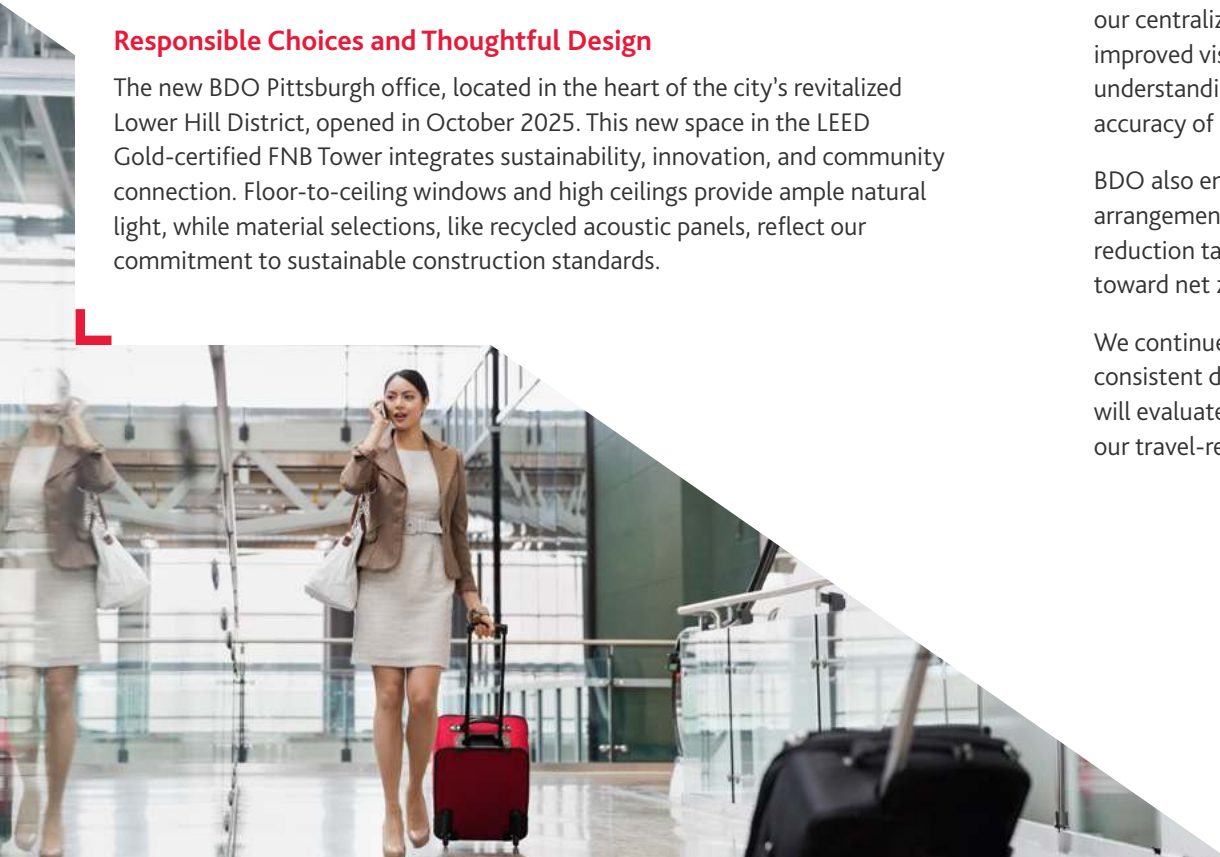
RESPONSIBLE TRAVEL

Business travel plays an important role in our professionals' ability to provide exceptional client service, attend meetings and trainings, and participate in industry events. Personal interaction with clients and one another is central to the way we do business. We are continuously exploring opportunities to help us travel smarter and reduce our travel-related emissions. BDO's travel management team worked with the firm's new external travel agency and booking system to provide updated sorting and filtering options, giving professionals the ability to select lower emission flights and more sustainable hotel options.

Additionally, BDO's travel policy requires employees to book all business travel using our centralized booking process and a corporate credit card. This policy helps provide improved visibility into travel-related activity and expenses, enabling a greater understanding of opportunities to shift to lower carbon travel and improving the accuracy of emissions data.

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

We continue to work with our travel and hospitality suppliers to obtain better, more consistent data related to our travel and meeting activities. As our strategy evolves, we will evaluate opportunities to implement responsible practices to help us further reduce our travel-related emissions while maintaining the high level of service our clients expect.



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BDO



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

Our leaders earn trust by living our values and showcasing our purpose in action, demonstrating each day how we empower our people, serve our clients, and support our communities. BDO USA's governance structure provides oversight of the firm's enterprise risk management functions, including the firm's climate-related risks and opportunities. As we continue to develop internal processes to address climate-related risks and opportunities, we will continue to regularly assess the integration of climate-related issues into our overall business strategy and plans.

BOARD OF DIRECTORS

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

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

Elected Board members can serve two terms within a nine-year period. The CEO is nominated by the Board and ratified by the firm's principals every four years. The chairperson is elected by the Board annually.

Executive Team

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

ESOP Trustee

A Trustee Committee, comprising internal individuals, serves as the ESOP trustee, and together with a third-party fiduciary consultant, represent the interests of ESOP participants and beneficiaries. The Trustee Committee includes three business line leaders, the chief people officer, and the chief operating officer, all of whom are CPAs.

The ESOP, through the Trustee Committee, is a shareholder in the firm and like the firm's other shareholders is not involved in the firm's day-to-day operations.

Sustainability Leadership Team

The firm's sustainability efforts are led by our Managing Principal of Sustainability, who chairs the [Sustainability Leadership Team](#), oversees the Sustainability Center of Excellence, and reports to a member of the BDO Executive Team. The Sustainability Leadership Team, consisting of senior leaders from across the firm, oversees the firm's sustainability strategies and periodically updates the Executive Team, Board, principals, and firm employees on the progress of BDO's sustainability initiatives. These updates enable firm leadership to provide oversight and guidance on sustainability matters as appropriate, including climate-related risks and opportunities.

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

COMPLIANCE & ETHICS

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

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

RESPONSIBLE BUSINESS CONDUCT

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

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

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



We believe that choosing integrity is not only essential; it is also the foundation of our culture and success.

BLAKE WILSON

Chief Compliance
& Ethics Officer



MANDATORY COMPLIANCE TRAINING

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

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



100% of our workforce completed business ethics training in 2025.

ANONYMOUS ETHICS & COMPLIANCE HOTLINE

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

HUMAN RIGHTS

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

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

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

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

PRIVACY AND SECURITY

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

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

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

RESPONSIBLE AI

AI is enabling business growth, efficiency, and innovation, and is being used by BDO responsibly, ethically, and securely to balance security with progress. Our AI team works to maintain the integrity and trustworthiness of AI and helps the firm's use of the technology comply with ethical standards and regulatory requirements.

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

“AI can unlock meaningful value, but trust is what makes it sustainable. That's why we build privacy, security, transparency, accountability, and human oversight into how we develop and use AI.”

MIKE GERHARD
Chief Data & AI Officer



BDO's Responsible AI Principles include:



Bias-Managed Development and Deployment: We look to engage diverse perspectives in the design and operation of AI systems.



Transparent and Explainable: We aim to provide transparency into the design, development, function, and application of AI systems, as well as how decisions are made by AI systems.



Accountability and Human Oversight: We endeavor to establish accountability for the proper functioning of the AI systems developed or operated by BDO, and designate responsibility for the actions, decisions, outcomes, and compliance of such AI systems.



Data Rights and Integrity are Respected: We respect data privacy, security, confidentiality, and intellectual property ownership considerations in the development and deployment of AI systems.



Documented and Monitored: We document design decisions, development protocols, and alignment with BDO's Responsible AI Principles for AI systems as well as establish standards for monitoring, evaluation, and improvement.



Safe and Reliable: We aim to use AI systems that are consistent, reliable, and function appropriately.



Secure and Robust: We seek to integrate comprehensive security measures into the development and deployment processes for AI systems to fortify such systems against potential threats or vulnerabilities and to help protect information.

PROFESSIONAL INTEGRITY

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

Independence

Maintaining our independence is important because it supports the credibility and reliability of financial reporting, which strengthens confidence in the capital markets.

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

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



Emissions and People Data

Emissions Data 52

People Data 54



OUR EMISSIONS AND PEOPLE DATA / Emissions Data

EMISSIONS FOOTPRINT

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

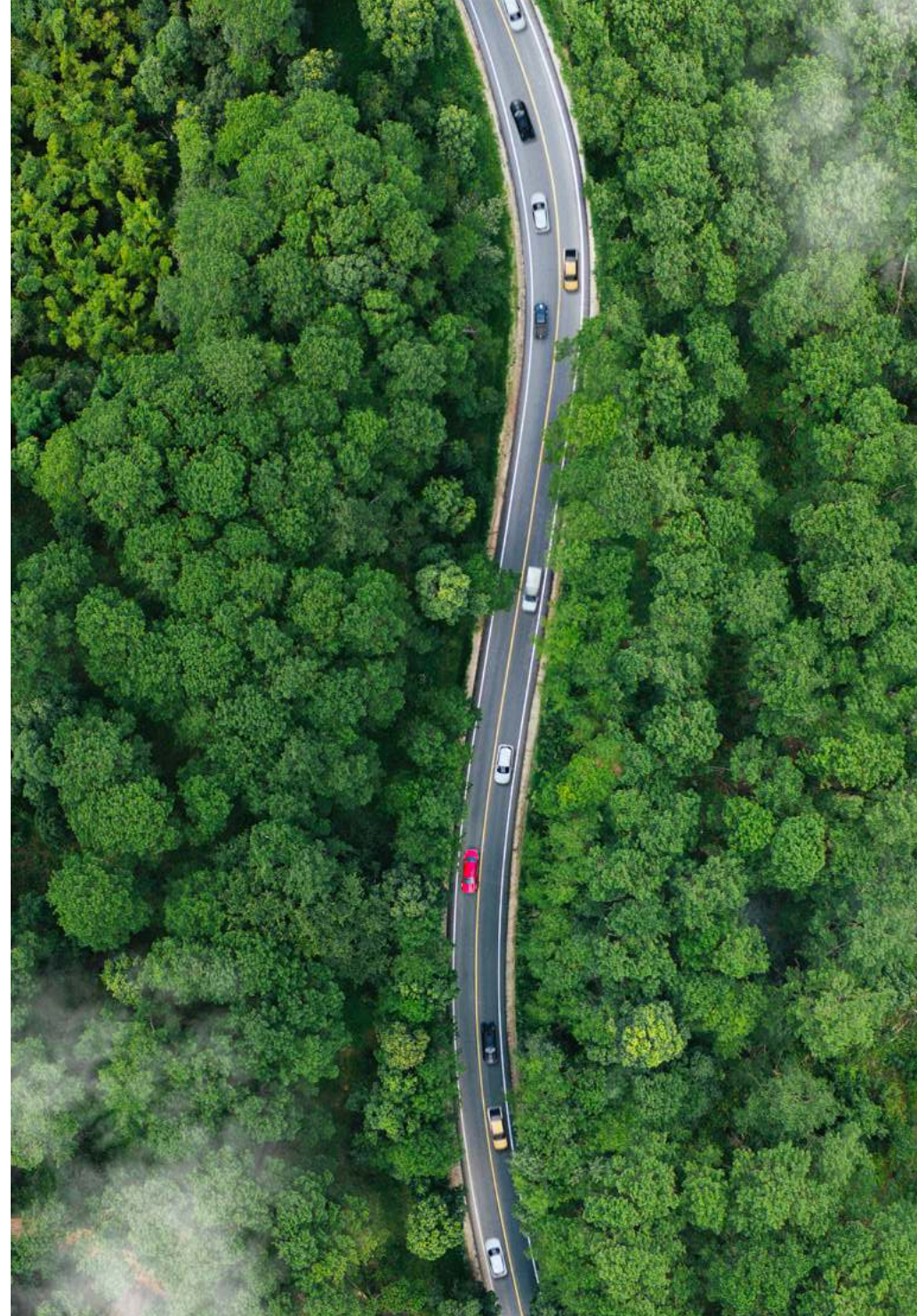
METHODOLOGY

We calculated our GHG emissions in accordance with the Greenhouse Gas Protocol, a joint initiative of the World Resources Institute and the World Business Council for Sustainable Development. In accordance with BDO's GHG emissions rebaselining policy, a restatement is required when a change in previously reported information results in a 5% or greater change in base year emissions, as such changes are considered significant enough to influence users' understanding of performance over time. Because this threshold was exceeded in CY25, we recalculated our CY23 and CY24 GHG emissions data.

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

Our inventory used global warming potential rates from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. Our data collection efforts sought activity-level data for the GHGs covered by the United Nations Framework Convention on Climate Change (UNFCCC): carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).

When activity-level data was not available for a source, we estimated emissions using the best available information.



OUR EMISSIONS AND PEOPLE DATA / Emissions Data

Emissions Data (MTCO₂e)

Emissions Category	CY23	CY23 Restatement	CY23 Variance	CY24	CY24 Restatement	CY24 Variance	CY25
Total GHG Emissions (Scopes 1, 2 and 3)¹	90,319	100,340	10,021	72,175	78,206	6,031	60,863
Scope 1							
Natural Gas	1,061	1,158	97	697	772	75	644
Refrigerants	177	177	0	205	205	0	130
Total Scope 1²	1,238	1,335	97	902	977	75	774
Scope 2							
Purchased Electricity – market-based	6,453	6,960	507	6,076	6,693	617	0
District Heating & Cooling	0	163	163	0	164	164	173
Purchased Steam	0	0	0	1	1	0	1
Total Scope 2³	6,453	7,123	670	6,077	6,858	781	174
Scope 3							
Purchased Goods and Services	38,899	42,051	3,152	32,533	34,845	2,312	33,128
Capital Goods	12,740	13,141	401	4,002	4,283	281	5,437
Fuel and Energy-Related Activities (FERA)	789	828	39	686	733	47	655
Upstream Transportation & Distribution	239	360	121	133	214	81	222
Waste	132	149	17	123	145	22	193
Business Travel	26,165	28,333	2,168	21,153	22,873	1,720	13,576
Employee Commuting	2,815	5,874	3,059	5,850	6,279	429	5,731
Work From Home	849	905	56	716	762	46	776
Upstream Leased Assets	0	243	243	0	235	235	196
Total Scope 3⁴	82,627	91,882	9,255	65,196	70,370	5,174	59,915

¹ We calculate our GHG emissions using the operational control consolidation approach, in accordance with the Greenhouse Gas Protocol. CY25, CY24, and CY23 data cover January 1 – December 31 of each respective year. Reported figures are rounded to the nearest whole value; as a result, totals may not sum due to rounding.

² Scope 1 consists of emissions that a company produces and controls directly. BDO's CY25 Scope 1 emissions were generated by on-site combustion of natural gas and recharging of refrigerants used in our leased office spaces.

³ Scope 2 consists of indirect emissions associated with the purchase of energy. BDO's CY25 Scope 2 emissions were generated by purchased electricity and steam. We use a market-based approach to report Scope 2 emissions. Our location-based emissions during CY25 totaled 6,063 MTCO₂e. Purchased electricity in our leased offices totaled 15,896,931 kilowatt-hours (kWh), or 57,229 gigajoules (GJ). Purchased electricity attributed to working from home was 1,607,009 kWh, or 5,785 GJ.

⁴ Scope 3 consists of all indirect emissions not included in Scope 2 that occur in our value chain, including both 'upstream' and 'downstream' emissions. BDO's CY25 Scope 3 emissions were generated by our purchased goods and services, capital goods, FERA, upstream transportation and distribution, waste produced in our buildings, business travel, employee commuting, purchased electricity used by our professionals to work from home, and our upstream leased assets.



OUR EMISSIONS AND PEOPLE DATA / People Data

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

Employees by Headcount - Count

Year	UNITED STATES			INDIA			PHILIPPINES		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
CY24	9,105	4,688	4,417	2,946	1,614	1,332	-	-	-
CY25	10,034	4,910	5,124	3,537	1,961	1,576	165	36	129

Employees by Headcount - Rate

Year	UNITED STATES			INDIA			PHILIPPINES		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
CY24	100%	51%	49%	100%	55%	45%	-	-	-
CY25	100%	49%	51%	100%	55%	45%	100%	22%	78%

CY24 data is as of December 31, 2024.

CY25 data is as of December 31, 2025.

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

BDO USA expanded its presence into the Philippines through the HORNE LLP expansion, effective November 1, 2025.

India-based professionals are BDO RISE employees.



OUR EMISSIONS AND PEOPLE DATA / **People Data**

New Hires - Count

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
UNITED STATES						
CY24	1,314	731	583	527	653	134
CY25	1,695	923	772	898	639	158
INDIA						
CY24	987	546	441	681	306	0
CY25	1,178	683	495	801	376	1
PHILIPPINES						
CY24	-	-	-	-	-	-
CY25	0	0	0	0	0	0

New Hires - Rate

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
UNITED STATES						
CY24	100%	56%	44%	40%	50%	10%
CY25	100%	54%	46%	53%	38%	9%
INDIA						
CY24	100%	55%	45%	69%	31%	0%
CY25	100%	58%	42%	68%	32%	0%
PHILIPPINES						
CY24	-	-	-	-	-	-
CY25	0	0	0	0	0	0

CY24 data reflects cumulative new hires during the period January 1, 2024 through December 31, 2024.
CY25 data reflects cumulative new hires during the period January 1, 2025 through December 31, 2025.

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

BDO USA expanded its presence into the Philippines through the HORNE LLP expansion, effective November 1, 2025.

India-based professionals are BDO RISE employees.



OUR EMISSIONS AND PEOPLE DATA / People Data

Voluntary Turnover - Count

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
UNITED STATES						
CY24	1,411	743	668	559	693	159
CY25	1,176	624	552	434	609	133
INDIA						
CY24	480	241	239	268	212	0
CY25	590	349	241	330	257	3
PHILIPPINES						
CY24	-	-	-	-	-	-
CY25	2	1	1	2	0	0

Voluntary Turnover - Rate

	TOTAL	GENDER		AGE GROUP		
		Men	Women	<30	30-50	>50
UNITED STATES						
CY24	15%	15%	15%	21%	13%	10%
CY25	12%	13%	11%	17%	11%	8%
INDIA						
CY24	19%	17%	20%	18%	19%	0%
CY25	17%	18%	16%	19%	16%	100%
PHILIPPINES						
CY24	-	-	-	-	-	-
CY25	1%	3%	1%	1%	2%	0%

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

	CY24	CY25
Voluntary	16%	13%
Involuntary	5%	5%

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

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

BDO USA expanded its presence into the Philippines through the HORNE LLP expansion, effective November 1, 2025.

India-based professionals are BDO RISE employees.



OUR EMISSIONS AND PEOPLE DATA / People Data

Executive Management Demographic Data

	GENDER		RACE/ETHNICITY								AGE GROUP		
	Men	Women	White	American Indian or Alaska Native	Asian	Hispanic or Latinx	Native Hawaiian or other Pacific Islander	Black or African American	Two or More Races	Declined to Disclose	<30	30-50	>50
CY24	70%	30%	80%	0%	9%	5%	0%	2%	1%	4%	0%	52%	48%
CY25	70%	30%	78%	0%	9%	4%	0%	3%	0%	5%	0%	56%	44%

All Other Professionals Demographic Data

	GENDER		RACE/ETHNICITY								AGE GROUP		
	Men	Women	White	American Indian or Alaska Native	Asian	Hispanic or Latinx	Native Hawaiian or other Pacific Islander	Black or African American	Two or More Races	Declined to Disclose	<30	30-50	>50
CY24	51%	49%	60%	0%	17%	10%	0%	6%	2%	6%	26%	58%	16%
CY25	49%	51%	56%	0%	15%	10%	0%	6%	2%	11%	28%	56%	16%

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

CY24 data is of December 31, 2024.

CY25 data is of December 31, 2025.

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





Indices & Annex

Global Reporting Initiative (GRI) Index 59

Sustainability Accounting Standards Board (SASB) Index 75

Task Force on Climate-Related Financial Disclosures (TCFD) Index 77

Annex: TCFD Climate Risks and Opportunities 78



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

Statement of use BDO USA, P.C. has reported the information cited in this GRI content index for the period January 1, 2025 through December 31, 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

CATEGORY	DISCLOSURE	CY25
General Disclosures	2-1 Organizational details	BDO USA, P.C. BDO Chicago National Office 225 W. Randolph St., Suite 2200 Chicago, IL 60606
	2-2 Entities included in the organization's sustainability reporting	About this Report, pg. 3
	2-3 Reporting period, frequency and contact point	About this Report, pg. 3 Contacts
	2-4 Restatements of information	Rebaselining Requirement, pg. 35 Methodology, pg. 52 Emissions Data, pg. 53
	2-5 External assurance	BDO plans to seek external assurance over our 2026 Scope 1 and 2 GHG emission data in 2027 to meet California climate reporting requirements (SB 253), as applicable.
	2-6 Activities, value chain and other business relationships	About this Report, pg. 3 By the Numbers, pg. 8 BDO Alliance USA is BDO USA's network of more than 800 independent Alliance firms. BDO Alliance USA provides BDO clients additional depth and breadth locally, regionally or within a specific area of focus. To member firms, the Alliance offers the resources and collaborative opportunities of BDO without any loss of autonomy. Responsible Sourcing, pg. 40 Responsible Office, pg. 41 ESOP Trustee, pg. 46



INDICES & ANNEX / **Global Reporting Initiative (GRI) Index**

CATEGORY	DISCLOSURE	CY25
General Disclosures	2-7 Employees	By the Numbers, pg. 8 People Data, pg. 54
	2-8 Workers who are not employees	This information is confidential and is not disclosed publicly.
	2-9 Governance structure and composition	Corporate Governance, pg. 46 People Data, pg. 55
	2-10 Nomination and selection of the highest governance body	Corporate Governance, pg. 46
	2-11 Chair of the highest governance body	Corporate Governance, pg. 46 The Board Chair is a principal in the firm and the current Chair serves as National Managing Principal, Industry Groups and National Industry Leader, Retail & Consumer Products. The firm has internal controls in place designed to prevent conflicts of interest, and if they should occur, are mitigated appropriately.
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, pg. 46
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, pg. 46 Sustainability Center of Excellence, pg. 12 Sustainability Leadership Team, pg. 46
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, pg. 46 Members of BDO's Executive Team review and approve the information contained in this report.



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
General Disclosures	2-15 Conflicts of interest	BDO's Code of Ethics and Responsible Business is supported by our full Code of Ethics and Business Conduct, maintained by our General Counsel, Compliance Office and our Sustainability Center of Excellence. BDO's Code of Ethics and Responsible Business Compliance & Ethics Ethical Business Practices, pg. 47-48
	2-16 Communication of critical concerns	This information is confidential and is not disclosed publicly.
	2-17 Collective knowledge of the highest governance body	Sustainability Center of Excellence, pg. 12 Sustainability Leadership Team, pg. 46
	2-18 Evaluation of the performance of the highest governance body	This information is confidential and is not disclosed publicly.
	2-19 Remuneration policies	Pay Equity, pg. 24
	2-20 Process to determine remuneration	BDO's remuneration policies adhere to those outlined in our Pay Equity Statement and our compensation policies outlined in BDO's Workplace Guide which is approved by the Executive Team. Board of Directors, pg. 46 From time to time, BDO engages with lawyers and consultants to conduct third-party pay equity studies.
	2-21 Annual total compensation ratio	This information is confidential and is not disclosed publicly.
	2-22 Statement on sustainable development strategy	A Message from Our CEO Wayne Berson and CEO-Elect Matt Becker, pg. 5



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
General Disclosures	2-23 Policy commitments	About this Report, pg. 3
		Human Rights, pg. 48
		Compliance & Ethics, pg. 47
		Privacy and Security, pg. 48
		BDO's Code of Ethics and Responsible Business Compliance & Ethics
	2-24 Embedding policy commitments	About this Report, pg. 3
		Human Rights, pg. 48
		Corporate Governance, pg. 45-50
		Compliance & Ethics, pg. 33-36
		Emissions and Targets, pg. 35-36
		Privacy and Security, pg. 48
		Sustainability Center of Excellence, pg. 12
		Sustainability Leadership Team, pg. 46
	2-25 Processes to remediate negative impacts	BDO's Code of Ethics and Responsible Business Compliance & Ethics
		Compliance & Ethics, pg. 35-36
		Emissions & Targets, pg. 35-36
	2-26 Mechanisms for seeking advice and raising concerns	BDO's Code of Ethics and Responsible Business
		Compliance & Ethics, pg. 47



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
General Disclosures	2-27 Compliance with laws and regulations	BDO maintains processes to identify, manage, and address compliance matters in accordance with applicable laws and internal policies. Except as a matter of public record, this information is not disclosed, as it may compromise legal privilege, ongoing proceedings, and/or the privacy of individuals involved.
	2-28 Membership associations	BDO professionals serve in leadership positions and on committees in a number of professional and industry organizations, including the American Institute of Certified Public Accountants and the Center for Audit Quality, among others.
	2-29 Approach to stakeholder engagement	Creating Value for Our Stakeholders, pg. 11 Stakeholder Engagement and Materiality
	2-30 Collective bargaining agreements	There are no collective bargaining agreements in place among our operations.
Material Topics	3-1 Process to determine material topics	BDO collaborated with a third-party consultant to conduct a formal materiality assessment in 2022. Creating Value for Our Stakeholders, pg. 11 Stakeholder Engagement and Materiality
	3-2 List of material topics	Stakeholder Engagement and Materiality
Biodiversity	3-3 Management of material topics	Stakeholder Engagement and Materiality As we continually assess our climate risk, we will be exploring nature loss as an area of material risk in future materiality assessments, and determine what additional action may be necessary to mitigate those risks.



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
Economic Performance	3-3 Management of material topics	Stakeholder Engagement and Materiality 2025 Highlights, pg. 6
	201-1 Direct economic value generated and distributed	2025 Highlights, pg. 6
	201-2 Financial implications and other risks and opportunities due to climate change	Services and Solutions for the Marketplace, pg. 13 Climate Risk and Resilience, pg. 37-39 TCFD Index, pg. 77
	201-3 Defined benefit plan obligations and other retirement plans	Benefits and Well-Being, pg. 25
Indirect Economic Impact	3-3 Management of material topics	Stakeholder Engagement and Materiality 2025 Highlights, pg. 6
	203-1 Infrastructure investments and services supported	2025 Highlights, pg. 6 Communities, pg. 28-32 Services and Solutions for the Marketplace, pg. 13
	203-2 Significant indirect economic impacts	Communities, pg. 28-32 Services and Solutions for the Marketplace, pg. 13
Procurement Practices	3-3 Management of material topics	Responsible Sourcing, pg. 40 Human Rights, pg. 48



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CATEGORY	DISCLOSURE	CY25
Anti-Corruption	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business
	205-1 Operations assessed for risks related to corruption	Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business Compliance & Ethics
	205-2 Communication and training about anti-corruption policies and procedures	Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business
	205-3 Confirmed incidents of corruption and actions taken	Except as a matter of public record, BDO does not disclose this information.
Anti-Competitive Behavior	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business Professional Integrity, pg. 50
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Except as a matter of public record, BDO does not disclose this information.



CATEGORY	DISCLOSURE	CY25
Tax	3-3 Management of material topics	Stakeholder Engagement and Materiality BDO views tax management and approach as a component of the firm's Business Performance, which is ranked as a high priority topic in the firm's materiality assessment.
	207-1 Approach to tax	BDO USA pays taxes in accordance with applicable Federal, state and local laws. BDO's tax strategy is aligned with our business strategy and is reviewed on an ongoing basis. The strategy is overseen by the firm's CFO, Executive Team, and dedicated tax personnel.
	207-2 Tax governance, control, and risk management	The strategy is overseen by the firm's CFO, Executive Team, and dedicated tax personnel.
	207-3 Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement and Materiality BDO views tax management and approach as a component of the firm's Business Performance, which is ranked as a high priority topic in the firm's materiality assessment.
	207-4 Country-by-country reporting	BDO does not currently share publicly all data requested in this disclosure.

INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
Energy	3-3 Management of material topics	Stakeholder Engagement and Materiality Emissions and Targets, pg. 35-36 Emissions Data, pg. 52-53 Responsible Offices, pg. 41-42 Environmental Statement
	302-1 Energy consumption within the organization	Emissions Data, pg. 52-53 To calculate purchased energy, we used utility data obtained through building surveys and estimates in cases where data was not available. We used a conversion rate of 1 kWh = 0.0036 gigajoule (GJ) to calculate purchased electricity in our buildings and electricity used for work from home. BDO leases all of its office space; therefore visibility into total fuel consumption from non-renewable versus renewable sources is based on information provided by building management. BDO continues to engage with building management to obtain more information on these sources and enhance the data gathering processes. BDO does not sell energy and therefore does not disclose this portion of the disclosure as it is not applicable.
	302-3 Energy intensity	In 2025, our energy intensity was 1,099 kWh per headcount employee. This figure includes purchased electricity consumed in all of our offices and total headcount of employees at December 31, 2025.
	302-4 Reduction of energy consumption	Emissions Data, pg. 52-53 Responsible Office, pg. 41-42 Responsible Sourcing, pg. 40 Year-Over-Year Highlights, pg. 36



CATEGORY	DISCLOSURE	CY25
Water and Effluents	3-3 Management of material topics	Stakeholder Engagement and Materiality Water Management, pg. 43
	303-1 Interactions with water as a shared resource	Water Management, pg. 43 Given BDO's operations are not considered to be water intensive, BDO does not currently have water-related goals and targets.
	303-3 Water withdrawal	Water Management, pg. 43 BDO offices are located primarily in areas serviced by municipal water sources and distribution of water to tenant occupied spaces is the responsibility of building management, therefore BDO has limited visibility into the breakdown of water by source.



INDICES & ANNEX / **Global Reporting Initiative (GRI) Index**

CATEGORY	DISCLOSURE	CY25
Emissions	3-3 Management of material topics	Stakeholder Engagement and Materiality Emissions Data, pg. 52-53 Climate Risk and Resilience, pg. 37-39 Environmental Statement
	305-1 Direct (Scope 1) GHG emissions	Stakeholder Engagement and Materiality Emissions Data, pg. 52-53 Climate Risk and Resilience, pg. 37-39 BDO does not track Biogenic CO ² emissions.
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions Data, pg. 52-53 Methodology, pg. 52 About this Report, pg. 3 BDO currently uses the market-based method to calculate our Scope 2 emissions.
	305-3 Other indirect (Scope 3) GHG emissions	Emissions Data, pg. 52-53 Methodology, pg. 52 About this Report, pg. 3 BDO does not track Biogenic CO ² emissions.
	305-4 GHG emissions intensity	Year-Over-Year Highlights, pg. 36
	305-5 Reduction of GHG emissions	Emissions Data, pg. 52-53 Emissions and Targets, pg. 35-36 Methodology, pg. 52



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
Waste	3-3 Management of material topics	Stakeholder Engagement and Materiality Office Waste Reduction, pg. 42 Environmental Statement
	306-1 Waste generation and significant waste-related impacts	Electronic Reuse and Recycling, pg. 41 Office Waste Reduction, pg. 42
	306-2 Management of significant waste-related impacts	Electronic Reuse and Recycling, pg. 41 Office Waste Reduction, pg. 42
	306-3 Waste generated	Office Waste Reduction, pg. 42 BDO leases all of its office space; therefore visibility into waste generated is reliant on information provided by building management via building survey. BDO continues to engage with building management to obtain more information on waste composition and management practices to enhance data gathering processes.
Supplier Environmental Assessment	3-3 Management of material topics	Stakeholder Engagement and Materiality Responsible Sourcing, pg. 40
	308-1 New suppliers that were screened using environmental criteria	Responsible Sourcing, pg. 40
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Sourcing, pg. 40 Emissions Data, pg. 52-53 Emissions and Targets, pg. 35-36



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CATEGORY	DISCLOSURE	CY25
Employment	3-3 Management of material topics	Stakeholder Engagement and Materiality People, pg. 15-26 EEO Policy Statement
	401-1 New employee hires and employee turnover	People Data, pg. 54-57
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	All full-time and part-time employees who work an average of 24 hours a week, are eligible to enroll in benefit plans, for themselves and eligible dependents, including domestic partners. Benefits and Well-Being, pg. 25-26 BDO Career Website
	401-3 Parental leave	Benefits and Well-Being, pg. 26
Training & Education	3-3 Management of material topics	Stakeholder Engagement and Materiality Empowerment Through Knowledge, pg. 20
	404-1 Average hours of training per year per employee	Empowerment Through Knowledge, pg. 20 The term professionals is inclusive of both Principals and non-Principals.
	404-2 Programs for upgrading employee skills and transition assistance programs	Empowerment Through Knowledge, pg. 20 Talent, pg. 16-21
	404-3 Percentage of employees receiving regular performance and career development reviews	GROW, pg. 19



INDICES & ANNEX / Global Reporting Initiative (GRI) Index

CATEGORY	DISCLOSURE	CY25
Diversity & Equal Opportunity	3-3 Management of material topics	Stakeholder Engagement and Materiality EEO Policy Statement
	405-1 Diversity of governance bodies and employees	People Data, pg. 54-57
	405-2 Ratio of basic salary and remuneration of women to men	Pay Equity, pg. 24
Non-Discrimination	3-3 Management of material topics	Stakeholder Engagement and Materiality Compliance & Ethics, pg. 47 BDO's Code of Ethics and Responsible Business
	406-1 Incidents of discrimination and corrective actions taken	Except as a matter of public record, BDO does not disclose this information.
Security Practices	3-3 Management of material topics	Stakeholder Engagement and Materiality Privacy and Security, pg. 48 BDO Privacy Policy BDO Client Privacy Policy
Local Communities	3-3 Management of material topics	Stakeholder Engagement and Materiality
	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement and Materiality Communities, pg. 28-32
	413-2 Operations with significant actual and potential negative impacts on local communities	Stakeholder Engagement and Materiality Communities, pg. 28-32



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CATEGORY	DISCLOSURE	CY25
Supplier Social Assessment	3-3 Management of material topics	Stakeholder Engagement and Materiality Responsible Sourcing, pg. 40 Human Rights, pg. 48
	414-1 New suppliers that were screened using social criteria	BDO does not currently share publicly all data requested in this disclosure.
	414-2 Negative social impacts in the supply chain and actions taken	BDO does not currently share publicly all data requested in this disclosure.
Public Policy	3-3 Management of material topics	Stakeholder Engagement and Materiality
	415-1 Political contributions	BDO does not provide financial or in-kind political contributions. Any political contributions made by partners and/or employees of BDO are strictly personal.
Customer Privacy	3-3 Management of material topics	Stakeholder Engagement and Materiality Privacy and Security, pg. 40 BDO Privacy Policy BDO Client Privacy Policy
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Except as a matter of public record, BDO does not disclose this information.



ADDITIONAL DISCLOSURES

CATEGORY	DISCLOSURE	CY25
Innovation	3-3 Management of material topics	Stakeholder Engagement and Materiality Who We Are, pg. 8-9
Corporate Purpose	3-3 Management of material topics	Stakeholder Engagement and Materiality A Message from Our CEO Wayne Berson and CEO-Elect Matt Becker, pg. 5 Who We Are, pg. 8-9
Stakeholder Engagement	3-3 Management of material topics	Stakeholder Engagement and Materiality



INDICES & ANNEX / Sustainability Accounting Standards Board (SASB) Index

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

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CY2025 DISCLOSURE
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	SASB - SV-PS-230a.1	BDO does not currently share publicly all data requested in this disclosure. Privacy and Security, pg. 48
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	SASB - SV-PS-230a.2	Privacy and Security, pg. 48 BDO Privacy Policy BDO Client Privacy Policy BDO's Code of Ethics and Responsible Business
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	SASB - SV-PS-230a.3	Except as a matter of public record, BDO does not disclose this information.
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SASB - SV-PS-330a.1	People Data, pg. 54-57
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SASB - SV-PS-330a.2	People Data, pg. 54-57
	Employee engagement as a percentage	Quantitative	Percentage (%)	SASB - SV-PS-330a.3	2025 Highlights, pg. 6 Pulse, pg. 18



INDICES & ANNEX / Sustainability Accounting Standards Board (SASB) Index

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	CY2025 DISCLOSURE
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	n/a	SASB - SV-PS-510a.1	Professional Integrity, pg. 50
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting Currency	SASB - SV-PS-510a.2	Except as a matter of public record, BDO does not disclose this information.
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract				People Data, pg. 54-57
	Employee hours worked, percentage billable				This information is confidential and is not disclosed publicly.

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



INDICES & ANNEX / Task Force on Climate-Related Financial Disclosures (TCFD) Index

BDO USA anticipates that future climate risk reporting will evolve to align more closely with the TCFD framework, or its successor. BDO USA is committed to continuous improvement and plans to address gaps in future disclosures as data collection and other internal processes evolve.

TOPIC	GUIDANCE	DISCLOSURE
Governance	A) Describe the board's oversight of climate-related risks and opportunities.	Corporate Governance, pg. 46
	B) Describe management's role in assessing and managing risks and opportunities.	Sustainability Center of Excellence, pg. 12 Corporate Governance, pg. 46
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Risk & Resilience, pg. 37-39 Annex: TCFD Climate Risks and Opportunities, pg. 78-80
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Risk & Resilience, pg. 37-39 Annex: TCFD Climate Risks and Opportunities, pg. 78-80 In future years this analysis will include further development of relevant processes necessary to quantify the financial impacts of climate-related risks and opportunities.
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Risk & Resilience, pg. 37-39
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	Climate Risk & Resilience, pg. 37-39
	b) Describe the organization's processes for managing climate-related risks.	Climate Risk & Resilience, pg. 37-39
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Operational Risk, pg. 39
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Risk & Resilience, pg. 37-39
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	Emissions & Targets, pg. 35-36 Climate Risk & Resilience, pg. 37-39
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Emissions & Targets, pg. 35-36



INDICES & ANNEX / Annex: TCFD Climate Risks and Opportunities

RISK / OPPORTUNITY	TIME HORIZON	IMPACT	RESPONSE
Risk: Physical risk to offices and data centers from climate events	Medium-term	BDO USA and BDO RISE offices may be exposed at various levels to extreme weather events and the related disruptions those events have on our operations, business, and people. The results of this assessment conclude that our most material physical risks include: Heat stress and temperature change: All BDO USA and BDO RISE sites are exposed to a considerable increase in average and high temperature, up to +3.5 °C for several sites. Heavy precipitation and pluvial flooding: Heavy precipitation is a defined hazard for a large proportion of BDO USA sites in the U.S. and BDO RISE sites in India, and its intensity is expected to increase for all locations. Moreover, heavy precipitation can cause further disruption of operations through surface flooding. Tornadoes: A significant number of BDO USA sites in the U.S. are highly exposed to tornadoes, based on historical datasets. Increased temperatures and more frequent heat stress events can impact the productivity, health, and well-being of employees, particularly in locations not equipped for extreme heat. Heavy precipitation and resulting pluvial flooding can disrupt office access, damage property, and interrupt critical business functions, potentially leading to unplanned downtime and unexpected costs for alternative measures. Furthermore, heightened tornado risk in the U.S. increases the potential for sudden, severe property damage and business interruptions, underscoring the need for robust disaster recovery plans, insurance coverage, and employee safety measures.	We strive to support the safety of our people, operations, and clients at all times, including during times of disruption. Through our Operational Risk Program, we regularly assess the risk of natural disasters and other extreme climate-related events for each of our more than 85 office locations in the U.S. and India. We strengthened our emergency preparedness through the implementation of Emergency Action Plans for each office location across the U.S. and India. These plans provide employees with the tools and resources necessary to manage during crisis and help maintain continuity of business. Additionally, we have made use of our comprehensive risk and enterprise security platform that enables real-time alerts and provides support to employees during the year's extreme weather events and other disruptions. The platform's mass notification system gives us the ability to connect with our employees during times of crisis, which is essential for rapid communication and support. Remote working should reduce the effects of an acute disruption, although if the entire region comes under severe stress, this may impact our professionals' ability to work remotely, and potentially cause significant disruptions.
Risk: Meeting client expectations	Short-term, medium-term	BDO USA faces a risk to its ability to be competitive if the firm does not adapt quickly to the growing demand for sustainability services and tools. In addition, evolving client expectations, and failure to align internal sustainability programs with those expectations, could result in the loss of clients, as organizations increasingly seek business advisors who demonstrate a commitment to environmental responsibility and compliance with sustainability standards.	To address evolving client expectations and regulatory requirements, BDO USA established the Sustainability CoE, which partners with business operations and client service teams to implement and manage sustainability initiatives, provide technical guidance, and deliver tailored support across a wide range of topics. The CoE also collaborates with the BDO global network to share best practices and develop sustainability solutions that meet marketplace needs.



RISK / OPPORTUNITY	TIME HORIZON	IMPACT	RESPONSE
Risk: Increased operating costs (energy, travel, insurance, etc.)	Short-term, medium-term	Increased operating costs can result from a range of factors, including abrupt changes in energy prices, a growing demand for energy, evolving carbon pricing mechanisms, travel expenses, capital outlays, and rising insurance premiums. Energy prices in the U.S. remain unpredictable, especially in states moving away from fossil fuels or in areas where data centers are being constructed. Data centers and advanced systems demand significant power, potentially exposing BDO USA and BDO RISE to increased energy and carbon pricing risks. BDO USA suppliers, including those in IT, facilities, and travel services, are increasingly adding carbon costs to their pricing structures. Both regulatory and consumer pressures on Scope 3 emissions accountability are intensifying, affecting supply chains and cascading impacts onto organizations like BDO USA. As a result, rising supplier prices are likely to drive up service delivery costs, while operational complexity may increase if changing suppliers leads to disruptions in workflows and overall service quality.	BDO USA is managing its exposure to increased operating costs in a variety of ways and will continue to evaluate how to manage exposure moving forward. In addressing risks associated with energy use in our offices, BDO USA has established a Responsible Office Program, where we have incorporated environmental criteria into our office site selection process, enabling a better understanding of each building's energy practices, environmental certifications, use of on-site renewables, and potential impact on our emissions.

INDICES & ANNEX / Annex: TCFD Climate Risks and Opportunities

RISK / OPPORTUNITY	TIME HORIZON	IMPACT	RESPONSE
Opportunity: Demand for specific services / tools related to sustainability	Short-term, medium-term	Changing client preferences are shifting demand for certain services in both established and emerging U.S. markets, as organizations move toward a low-carbon economy. U.S. regulations, notably California SB 253 and SB 261, as well as global rules, are increasing requirements for sustainability disclosures by American companies. Expanding environmental reporting obligations covering emissions, biodiversity, water, plastics, and climate risks — as well as new ESG regulations — may create more opportunities to assist clients with reporting compliance. These evolving regulatory landscapes and expanding requirements present significant growth potential for BDO USA. As businesses seek guidance on sustainability disclosures and environmental reporting, BDO USA continues to expand sustainability services and solutions for its clients through advisory, assurance, and tax offerings to help clients meet their compliance requirements and achieve their business goals.	To address evolving client expectations and regulatory requirements, BDO USA established the Sustainability CoE, which partners with business operations and client service teams to implement and manage sustainability initiatives, provide technical guidance, and deliver tailored support across a wide range of topics. The CoE also collaborates with the BDO global network to share best practices and develop sustainability solutions that meet marketplace needs.
Opportunity: Energy efficiency & operational resilience	Short-term, medium-term	BDO USA can lower costs and boost resilience by improving energy efficiency. BDO USA has an opportunity to drive efficiencies in our energy consumption through our building selection and energy efficiency measures in our office suites. Technological progress and wider access to new tools may enable BDO USA to use resources and time more efficiently, offering opportunities to lower its carbon footprint through innovations. These advances also give BDO USA the chance to take advantage of technology-driven solutions and services.	Through BDO USA's Responsible Office Program, we have incorporated environmental criteria into our office site selection process, enabling a better understanding of each building's energy practices, environmental certifications, use of on-site renewables, and potential impact on our emissions. In addition, where possible, BDO USA prioritizes Class A buildings in site selection, as these properties typically incorporate energy-efficient features.



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Our purpose is helping people thrive. We help drive better business performance, better lives and better communities. We are committed to the well-being of our people, our clients and our communities. Our people are the heart of our business. We are a people first. BDO professionals provide assurance, tax and advisory services to clients in more than 160 countries through our global organization.

BDO is the brand name for the BDO network and for each of the BDO member firms. BDO USA, P.C. is a member of BDO International, a limited liability partnership with member firms in the international BDO network of independent member firms affiliated with the BDO network of independent member firms affiliated with the BDO network of independent member firms.

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