



Do more
together

Annual Sustainability Report

Delivering meaningful
impact together





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Introduction

Land acknowledgement

With deep respect, we acknowledge that BDO offices across the part of Turtle Island, now called Canada, are located on the traditional, treaty, and, in some cases, unceded territories of First Nations, Inuit, and Métis peoples. We honour their enduring care for the land, waters, and all living things. This acknowledgement reflects our commitment to truth, understanding, and reconciliation as we continue to learn from and work in partnership with Indigenous communities. BDO Canada LLP (BDO) was established on Treaty One Territory, the traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), Oji-Cree, and Dakota peoples, and is the national homeland of Red River Métis.



Artwork by [Design de Plume](#)



A letter from our CEO

As we continue to shape the future direction of our firm, we aim to embed sustainability considerations into our governance, risk management, and strategic planning processes as we navigate an increasingly complex world. Our approach is grounded in long-term value creation. Sustainability and innovation, guided by strong ethical leadership, informs how we make decisions, where we direct investment, and how we engage with clients and communities.

By staying focused on what matters most to our clients, our people, and our communities, we are reinforcing the foundations that will support BDO's growth and impact over the long term. Our sustainability-related priorities, including governance practices, risk oversight, and internal data management, remain central to this direction. Over the past year, we continued to refine our internal approach to climate-related planning by improving the collection and management of greenhouse gas (GHG) emissions data used for internal reporting. As described later in the report, we have established a long-term objective to work toward net-zero greenhouse gas emissions by 2050 across our value chain. This aspiration is informed by our Science Based Targets initiative—validated targets and is subject to assumptions, evolving methodologies, data availability, changes in business structure such as divestitures or acquisitions, and the development of future interim milestones.

We also continued to advance inclusion, accessibility, and governance initiatives across the firm, with a clear focus on

consistent measurement and accountability. In parallel, we accelerated responsible innovation by introducing BDO's Responsible AI Policy and AI Code of Conduct, establishing clear principles to guide how the growth of AI is developed and used across the firm. Through mandatory training and ongoing skill-building, we are equipping our people to use AI appropriately to enhance quality and scalability of service to our clients and communities while maintaining human oversight and confidentiality.

Looking ahead, we recognize that today's challenges, from climate uncertainty and social inequity to accelerating technological change, demand bold and adaptive leadership. Transformation is no longer optional; it is essential to sustain relevance and impact. We are investing in our people, so they are prepared to lead this change, building a firm of professionals who can apply AI thoughtfully and responsibly to transform innovative ideas into solutions that deliver meaningful value for clients and communities. Our commitment is to act responsibly and continue evolving as the world around us changes.

We thank our partners and collaborators as we work to implement BDO's sustainability initiatives focused on governance, risk management, and operational planning to strengthen long-term business resilience and continuity.

Bruno Suppa, Chief Executive Officer





A message from our Director, Sustainability

Over the past year, BDO's sustainability program has continued to evolve with greater clarity and purpose. Together, we have strengthened governance, improved data discipline, and advanced the priorities explored in this report. This work reflects the dedication of our people and our shared commitment to building a resilient, responsible firm prepared for a rapidly changing world.

BDO's emissions reduction targets have been validated by the Science Based Targets initiative (SBTi). This means SBTi has assessed our targets against its criteria and determined that they align with recognized climate target-setting methods. We aim to reduce absolute Scope 1 and Scope 2 emissions by 50% by 2030 and 90% by 2050, from a 2023 base year. In 2025, we took steps to strengthen environmental management and oversight, including piloting waste reduction initiatives, enhancing internal data collection, and deepening our climate change risk analysis to better inform enterprise risk management and strategic decision-making.

Alongside our environmental efforts, we continue to maintain momentum across our social and governance priorities. We advanced initiatives related to Truth and Reconciliation (T&R) and diversity, equity, inclusion, and accessibility (DEIA), with a focus on consistent measurement, accountability, and leadership engagement. Guided by a National Advisory Council whose focus areas include learning and awareness, mentorship and sponsorship, and representation and inclusion, we continued

to create opportunities for meaningful dialogue, development, and connection across the firm. In 2025, participation in our group mentoring sessions increased significantly, fostering community, open and honest conversations, and safe spaces where colleagues could learn from one another and build stronger relationships across perspectives. Psychological safety remained a key enabler, reinforcing our efforts to create an environment where people feel respected, supported, and empowered to contribute fully. These efforts are central to building a workplace where every individual feels valued, respected, and equipped to thrive.

As regulatory requirements, technological change, and workforce expectations accelerate, we see an opportunity to further embed sustainability into governance, accountability, and innovation. Responding to the challenges of our time requires steady, practical action supported by transparency and continuous improvement.

Looking ahead, we will continue refining our approach and internal capabilities, while remaining clear about the assumptions and limitations that shape our work. Sustainability is an ongoing journey, and our commitment is to move forward with intention and integrity, supporting our clients, our people, and the communities we serve.

Glory Keong, Director, Sustainability





About us

Our vision

**To bend
the arc of
possibility
for our people,
our clients,
and our firm.**

Our vision includes exciting new approaches to learning and career development, strategies for quality and growth, and an emphasis on innovation and data across every line of business.

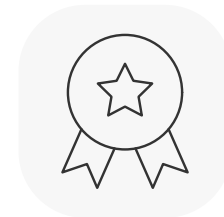
Our mission



**Develop
people**



**Discover
insights**



**Deliver quality
and value**



Build trust

Our mission helps us understand how we want to conduct ourselves on a day-to-day basis.

Our values

**We seek progress
over preservation.**

**We're passionate about
our people and clients.**

**We believe diversity, data,
and a clear focus on quality
strengthen our firm.**

**We're curious,
collaborative,
and kind.**

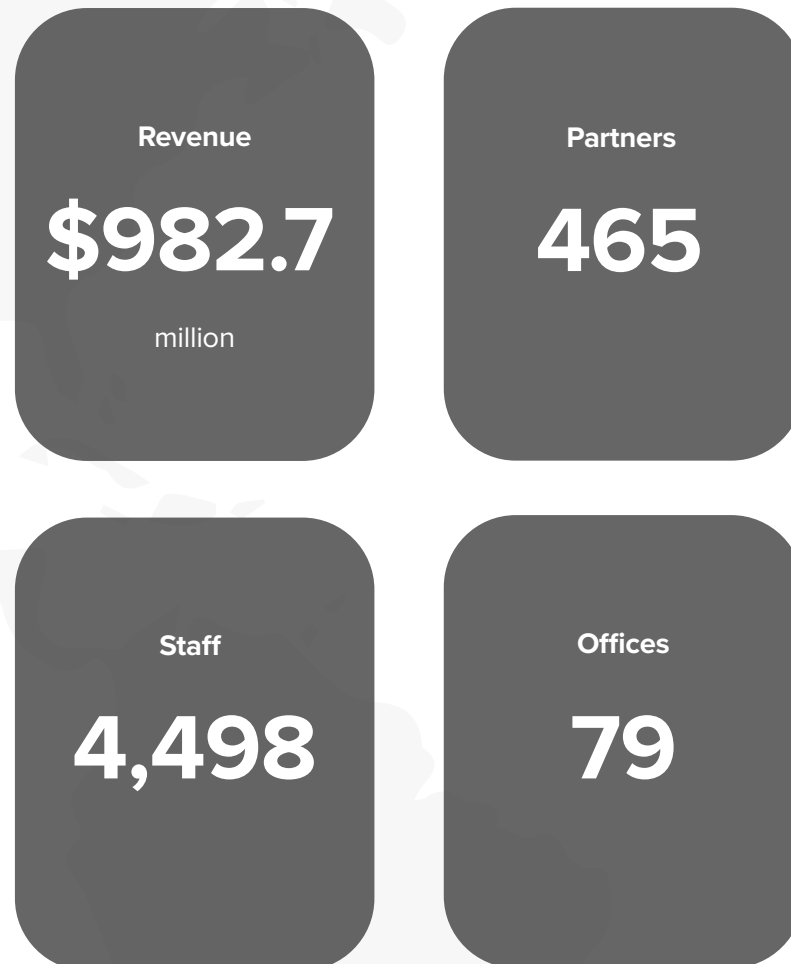
These values define the way we work. They represent our commitment to excellence in everything we do—to ourselves, each other, and our clients.



Figures

BDO Canada figures

(current as of December 31, 2025)



BDO Global figures

(current as of September 30, 2025)



All currency in the report is in Canadian dollars unless otherwise indicated.



Our core services

Audit & Assurance

- Accounting Advisory
- Capital Markets & Public Company Services
- Third Party Assurance

Business Services & Outsourcing

- CFO & Controllershship Services
- Cloud Accounting
- Finance & Operations
- Financial Reporting & Tax Filings
- Payroll
- People Advisory

Management Consulting

- Change Management
- Digital Strategy & Transformation
- Public Sector Strategy & Transformation
- Strategy, Value Creation & Analytics

BDO Digital

- Application Development & Modernization
- Business Applications
- Cloud Services
- Cybersecurity
- Data Platforms
- Digital Strategy & Transformation
- Managed Services
- Modern Workplace
- Strategic Alliances

Tax

- China Practice
- Customs & International Trade
- Credits & Incentives
- Domestic Tax
- Expatriate Tax
- Indirect Tax
- International Tax
- Private Wealth
- Transaction Tax
- Transfer Pricing
- U.S. Tax

Sustainability Services

BDO Law

- Business Law
- Immigration
- Tax Controversy & Dispute Resolution
- Wills, Estates & Trusts

Financial Advisory Services

- Business Restructuring & Turnaround Services
- Deal Advisory
- Forensic Disputes & Investigations
- Risk Advisory Services
- Strategy, Value Creation & Analytics
- Valuations & Modelling

Personal Debt Solutions



Our people

“

Our Talent Development ecosystem is **intentionally designed to prepare our people for the skills and capabilities required now and into the future** by combining self-insight, practical application, and real-world experience. Our integrated programs build the human, business, and technical capabilities needed to evolve with our clients, our markets, and the profession.



Kerri Plexman,
Managing Partner,
Talent & Culture
(as of Dec 31, 2025)

“

Our latest employee engagement survey reaffirmed that **engagement at BDO remains strong, reflecting the commitment and connection our people feel to the firm.** At the same time, the feedback provided valuable perspective on where we can continue to improve as we grow and evolve. In particular, it highlighted opportunities to strengthen clarity, communication, and the consistency of the employee experience across the firm. These insights are shaping how we think about the experience and where we focus our efforts, both at the firm and service line levels. Above all, the survey reinforced **the importance of listening closely to our people and responding thoughtfully to what we hear.** When people see their feedback reflected in our actions, it builds trust and helps create an inclusive workplace where individuals feel valued and supported.



Margot Lackenbauer,
Chief Human Resources Officer

“

Our culture is built with intention, respectful, and cognizant of the need to continually evolve. It is grounded in trust, care, and high expectations — where **people are encouraged to bring their full selves and perspectives to work** and are supported to grow, lead, and contribute meaningfully. We know that **excellence and inclusion reinforce one another and together strengthen how we serve our people, our clients, and our communities.** Our DEIA pillars play a critical role in shaping this culture. They are not standalone initiatives, but communities that inform how we listen, learn, and lead. Through our Women, Pride, Indigenous, Persons with Disabilities, and Racialized Communities pillars, we create intentional opportunities for lived experience to inform decisions, policies, and behaviours across the firm. These pillars help ensure a breadth of perspectives is reflected in our culture and allow us to remain responsive to the evolving needs of our people, as well as the clients and communities we serve.



Sinéad Scanlon, CPA, CA,
Diversity, Equity, Inclusion
& Accessibility Leader



Building future-ready leaders and talent

Our people strategy is centered on building self-awareness, leadership capability, and future-ready skills across all career stages. Through assessments, feedback, coaching, development planning, and curated learning experiences, we support individuals in understanding their strengths, identifying growth opportunities, and taking ownership of their development.

We proactively invest in the leadership pipeline by identifying future leaders early and providing meaningful stretch opportunities to build critical thinking, judgment, and influence. We also strengthen manager effectiveness through practical training in coaching, mentoring, communication, and performance leadership, while building business development capability through programs focused on client relationships and service excellence.

Across these efforts, technological literacy and AI fluency are embedded into learning experiences to help our people use emerging tools responsibly and effectively in support of productivity, quality, and innovation.

We proactively invest in the leadership pipeline by identifying future leaders early and providing meaningful stretch opportunities to build critical thinking, judgment, and influence.

Key focus areas:

- Self-awareness and targeted development
- Partner pipeline and succession management
- Manager capability
- Talent development
- Business development capability
- Technological literacy and AI fluency

Together, these integrated learning experiences ensure our workforce is equipped with the critical thinking, people, and technical skills needed to lead with confidence, navigate change, build meaningful relationships, and contribute to sustainable success for the firm and our clients.



Delivering meaningful impact together

Since 2018, BDO has been advancing its sustainability journey, with a focus on building the foundations of a governance model that helps guide our sustainability priorities, accountability, and decision-making across the firm. This year, we remain committed to delivering meaningful impact together. As our program has increasingly matured, we have continued to embed sustainability in our approach to strategy and reporting.

Our reporting continues to be guided by the World Economic Forum International Business Council's framework, Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation, while also integrating the applicable recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to enhance our understanding of climate-related risks and opportunities. Our reporting references selected United Nations Sustainable Development Goals (UNSDGs), that is in-line with our sustainability-related activities, focusing on the areas where we can have the greatest impact and create long-term value for our people, clients, communities, and the environment.



2018

- Appointment of BDO's first Chief Inclusion and Diversity Officer
- Development of sustainability service offerings

2019

- Develop a strategic approach to Truth & Reconciliation

2020

- Establishment of BDO's DEIA pillar teams
- Develop a strategic approach to Truth & Reconciliation

2021

- Appointment of Sustainability Program Leader
- Laying the groundwork for materiality assessment
- Establishment of BDO Sustainability roadmap and greenhouse gas inventory team

2022

- BDO materiality assessment
- Preparation for sustainability reporting
- Development of our multi-year accessibility roadmap
- Formal commitment to develop science-based emissions reduction targets towards net-zero by 2050

2023

- Establishing baseline GHG year
- Publishing of multi-year accessibility plan
- Publishing of our inaugural Sustainability report

2024

- Evolved Chief Inclusion and Diversity Officer title to National DEI Leader
- Registration of SBTi reduction commitment
- Materiality re-assessment

2025

- Expanded our DEIA program to include Accessibility, reflected in the National DEIA Leader title
- Near-term and net-zero targets validated by SBTi
- Achieved ISO 27001 certification
- Launched supplier engagement initiative
- Launched waste diversion pilot program
- Begin our climate risk analysis (one-year horizon)



2025 progress and on-going initiatives:

Sustainability pillars	Description	Success measures	2025 progress updates
Environmental action	Embed environmental action and leading sustainability practices into our firm operations with a focus on reducing our carbon footprint.	Work towards SBTi-validated near-term and net-zero GHG emissions targets across Scope 1, 2 and 3 by 2050, from a 2023 base year, subject to stated assumptions and data limitations.	- BDO’s near-term and net-zero targets validated by SBTi on April 21, 2025, covering Scope 1, Scope 2 and Scope 3 emissions, including Scope 3 (Categories 1, 2, 3, 5, 6, 7 and 13), providing a science-aligned foundation for long-term climate planning. - We continued to build the foundation for future climate-related planning by launching a supplier engagement effort to better understand sustainability practices and emissions data across our supply chain. - We piloted waste-reduction initiatives in selected offices, focused on improving internal practices and diverted nearly 25 tons of waste from the landfill. - We further developed our climate change risk analysis to support enterprise risk management and strategic decision-making.
Social commitment	Create an inclusive and equitable work environment that supports the health and well-being of our people and communities through strong social commitments.	Maintain 50% gender parity and 30% representation from combined diversity pillars in senior leadership roles.	- Our annual Drive Away Hunger campaign raised \$254,225 in 2025 to address food insecurity across the country, adding to the over \$3.5 million we’ve raised since the inception of the program. - We held our second annual SkillUP Summit, a coast-to-coast virtual learning experience that saw 3,258 learners across eight sessions. - We updated the Employee & Family Assistance Program (EFAP) and virtual care provider platform that offers integrated care to our people and their families. - We continued to make meaningful progress across all five DEIA pillars: Indigenous Peoples, People with Disabilities, Pride at BDO, Racialized Groups, and our Women’s pillar.
Governance structure	Ensure our firm governance structure is robust and incorporates leading practices that build trust.	- Maintain a culture of strong ethical behaviour. - Continue to integrate effective risk management into our firm’s governance strategy.	- We continued to enable proactive management of emerging and evolving risks, including artificial intelligence (AI) and cybersecurity. Read more about our Responsible AI policy. - BDO achieved ISO 27001 certification, the global benchmark for information security best practices, positioning the firm as a trusted partner. - We enhanced our internal AI enablement and governance framework.



Materiality assessment overview

In 2024, we completed our second materiality assessment to identify and prioritize environmental, social, and governance topics.

The assessment was informed by engagement with internal and external parties and considered emerging risks, opportunities, and regulatory and industry developments. It reflects a broad, stakeholder-informed view of sustainability topics relevant to BDO and its collaborators. The results of this assessment continue to guide our sustainability strategy and reporting.





Our sustainability service offerings

BDO offers sustainability-related advisory services that support clients' assessment, planning, reporting, and risk management processes. These services include, but are not limited to, sustainability strategy and reporting, supply chain management, climate risk and resilience, carbon accounting, sustainability assurance, accessibility consulting, and Indigenous markets advisory.

These offerings support clients in developing processes related to their own **sustainability strategy, reporting, risk assessment, and assurance.**

See [Appendix A: BDO Canada–Sustainability Services overview](#) for additional details.



Environmental



Overview

At BDO Canada LLP (BDO), environmental considerations is a key material component of our sustainability strategy and risk management approach. As climate-related risks, regulatory requirements, and stakeholder expectations continue to evolve, we remain committed to strengthening our environmental performance, transparency, and governance.



In 2025, we continued to build on our progress, building on prior years’ work and our commitment to our science-based target commitments, including the development and submission of emissions reduction targets for Science Based Targets initiative (SBTi) validation.

Our environmental principles

As part of a professional network, our environmental program is guided by a global net-zero policy. It is a framework intended to support a consistent approach to measuring greenhouse gas (GHG) emissions, identifying priorities for emissions reduction, and assessing climate-related risks and opportunities. BDO aligns its GHG carbon accounting with the GHG Protocol, supports target setting in line with SBTi criteria, and guides climate-related reporting in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Together, these principles help promote consistency, transparency and accountability in our environmental reporting.

Net-zero program	Carbon footprint calculation	Carbon reduction target setting	Climate risk reporting
✓	✓	✓	(in progress)
Development of a net-zero program plan in alignment with GHGP, SBTi, and TCFD. Maintain auditable documentation.	Measurement of carbon footprint annually, covering Scope 1, 2, and 3 GHG emissions.	Submit a formal commitment to SBTi. Submit net-zero targets to SBTi for validation. Provide evidence of SBTi-validated near-term and long-term targets.	Climate risk analysis aligned with the TCFD.



[Introduction >](#)[Environmental >](#)[Social >](#)[Governance >](#)[Appendices >](#)

Climate report

Climate change presents both risks and opportunities for professional services firms, with potential implications for strategy, operations, and long-term resilience. As a member firm of the BDO professional services global network, BDO Canada has committed to aligning its sustainability reporting with TCFD's recommendations.

Building on the phased integration of TCFD elements initiated in prior years, 2025 marked a period of progress in embedding climate-related considerations into governance, strategy, and enterprise risk management processes.

We outline our progress across the four TCFD pillars below:



[Governance >](#)



[Strategy >](#)



[Risk management >](#)



[Metrics and targets >](#)



Governance

Oversight of climate-related matters is embedded within BDO's existing governance framework. The Board and our Executive Leadership Team (ELT) receive regular updates on environmental, social, and governance (ESG) matters, including climate-related developments, as part of their broader oversight of enterprise risks and strategic priorities.

In 2025, we placed continued emphasis on strengthening leadership awareness and understanding of climate-related risks and opportunities. Climate considerations are being increasingly incorporated into governance discussions alongside other regulatory, operational, and strategic risks, supporting informed oversight and decision-making.

In 2025, we placed continued emphasis on strengthening leadership awareness and understanding of climate-related risks and opportunities.



Strategy

BDO Canada's climate strategy is informed by our commitment to reduce near-term greenhouse gas emissions by 50% by 2030 and achieve net-zero emissions by 2050. Our ongoing work to understand and address climate-related impacts across firm operations helps inform the identification of risks and opportunities that may influence our long-term strategy.

In 2025, we continued advancing our assessment of climate-related risks and opportunities, including both physical risks associated with the impacts of climate change and transition risks arising from evolving regulation, market expectations, and the transition to a low-carbon economy. This work enhances our understanding of how climate considerations may affect our business over the short, medium, and long term and supports future TCFD-aligned disclosures.

BDO Canada's climate strategy is informed by our commitment to reduce near-term greenhouse gas emissions by 50% by 2030 and achieve net-zero emissions by 2050.



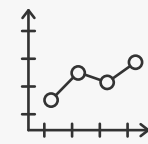


Risk management

Our approach to governance is supported by enterprise risk management processes that help identify, assess, and manage emerging risks to the firm. In 2025, we further integrated climate-change related considerations into our existing enterprise risk management framework to support a more structured approach to risk identification and oversight.

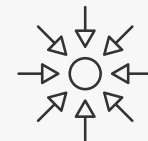
This work is built on our previous consideration of physical risks, including the potential effects of weather and climate-related events on operations, assets, business continuity, insurance costs, and our people. This year, we also expanded our risk assessment to include transition risks associated with the shift to a lower-carbon economy. These may include changes in regulatory requirements, operating and compliance costs, stakeholder expectations, and market dynamics. Our analysis considered the potential business impacts of both physical and transition-related risks over a one-year time horizon. Both physical and transition risks are evaluated, considering likelihood and impact, as a basis for determining how they should be managed.

Assessment elements considered



Likelihood

The possibility that a climate-related event will occur in locations where BDO operates.



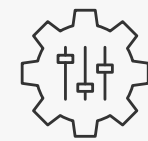
Impact

The extent to which a climate-related event might affect BDO.



Inherent risk

The risk that an adverse event could occur and negatively affect the achievement of BDO's objectives, assuming no controls are in place.



Control effectiveness

The extent to which controls and mitigation strategies reduce the likelihood and impact of a risk.

Net risk results

One-year time horizon



Figure 1. The figure shows BDO Canada's climate-related risk assessment for one-year time horizon. Risks are rated on a five-level scale from severe to low. Physical climate risk is assessed as modest, while transition risk is assessed as low. The scale includes severe, high, moderate, modest, and low risk levels.

We continue to integrate climate change-related risks alongside other enterprise risk considerations. This allows us to have a more holistic and structured view of potential impacts on the firm. We will also further consider qualitative scenario analysis in our enterprise risk management processes. This work will help us assess how physical and transition risks could affect the firm under a range of plausible future conditions and support our alignment with TCFD recommendations and evolving Canadian regulatory expectations.



Metrics and targets

We measure and monitor our greenhouse gas emissions in accordance with the World Economic Forum (WEF): Measuring Stakeholder Capitalism Towards Common Metrics and Consistent Reporting of Sustainable Value Creation (Planet pillar):

- GHG Protocol - A Corporate Accounting and Reporting Standard (2015 revised edition)
- GHG Protocol: Scope 2 Guidance (Amendment to GHG Protocol) (2015)
- GHG Protocol Corporate Value Chain (Scope 3) Accounting (2011)
- GHG Protocol Technical Guidance for Calculating Scope 3 Emissions (Version 1.0)

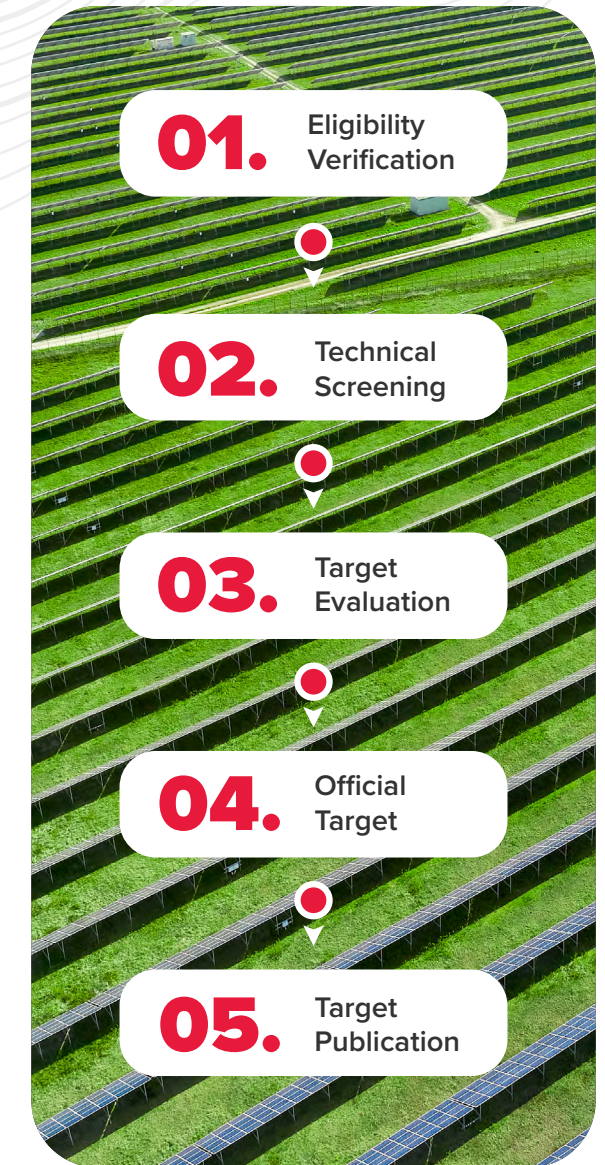


Science Based Targets initiative

In 2024, BDO formally registered a commitment to submit emissions reduction targets to the SBTi.

In 2025, we advanced this commitment by **establishing and submitting near-term and net-zero emissions reduction targets.**

SBTi subsequently assessed the targets against the SBTi Net-Zero Standard criteria and guidance, and approved and validated them in May 2025. The validated targets are aligned with a 1.5°C pathway and provide a framework to support BDO's emissions reduction efforts.





Our carbon footprint

BDO is committed to measuring, managing, and reducing its greenhouse gas (GHG) emissions as a **core component of its climate strategy, in alignment with the GHG Protocol.**

Our GHG inventory provides the foundation for tracking progress against our science-based targets and informs actions to reduce emissions across our operations and value chain.

Our reporting period aligns with our financial year and covers Jan. 1 to Dec. 31, 2025. BDO applies the operational control approach, under which we account for GHG emissions from operations over which we have control. Operational control refers to operations where BDO has the authority to introduce and implement operating policies at the worksite. This approach is consistent with the accounting and reporting practices widely used by organizations disclosing emissions from their facilities. Under this boundary, BDO operationally controls 83 locations across Canada, including four of our downstream leased assets.

In 2025, we continued to enhance data quality through retrospective internal reviews and ongoing refinements to data collection processes, while continuing to use estimates and extrapolation where direct data was unavailable.

Further details regarding our 2025 greenhouse gas calculations and assumptions are outlined in [Appendix B](#).

- Scope 1 emissions** are direct emissions from sources we control such as natural gas.
- Scope 2 emissions** are indirect emissions from the energy we purchase such as electricity and steam (location-based, same amount as market-based).
- Scope 3 emissions** are all other indirect emissions that occur in our value chain, such as purchased goods and services, capital goods, fuel and energy-related activities, and waste generated in operations.

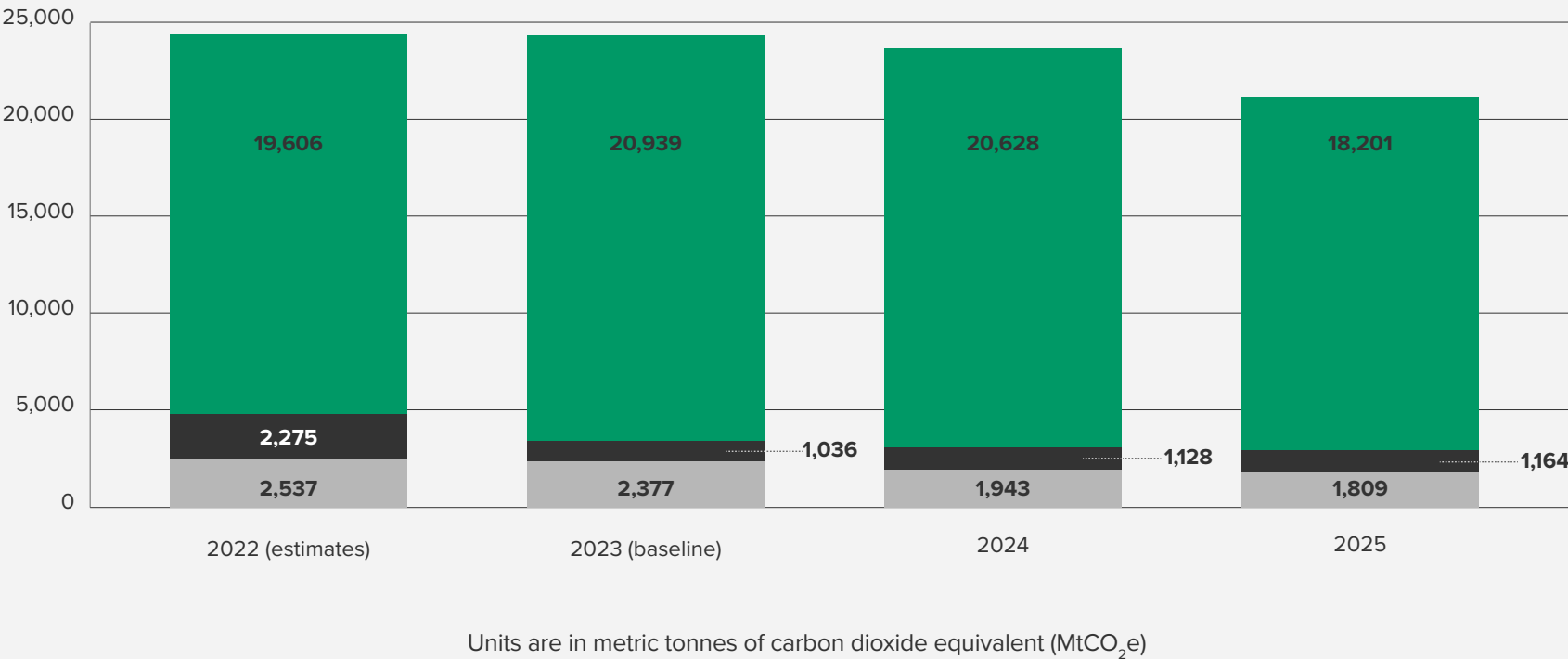


Figure 2. This figure illustrates BDO’s annual carbon emissions across Scope 1, Scope 2 (location-based, same amount as market-based), and Scope 3 categories from 2022 to 2025. In 2022, our estimated carbon emissions were 2,537 tonnes for Scope 1, 2,275 tonnes for Scope 2 (location-based, same amount as market-based), and 19,606 tonnes for Scope 3, resulting in a total of 24,418 metric tonnes of carbon dioxide equivalent (tCO₂e). In 2023, which serves as the baseline year, Scope 1 emissions were 2,377 tonnes, Scope 2 emissions were 1,036 tonnes (location-based, same amount as market-based), and Scope 3 emissions totaled 20,939 tonnes, bringing the annual total to 24,353 tCO₂e. In 2024, emissions were 1,943 tonnes for Scope 1, 1,128 tonnes for Scope 2 (location-based, same amount as market-based), and 20,628 tonnes for Scope 3, with a total of 23,699 tCO₂e. In 2025, emissions were 1,809 tonnes for Scope 1, 1,164 tonnes for Scope 2 (location-based, same amount as market-based), and 18,201 tonnes for Scope 3, with a total of 21,175 tCO₂e.



Decarbonization initiatives

Scope 3 emissions and supplier engagement

Scope 3 emissions represent the majority of BDO's greenhouse gas footprint. In 2025, we advanced our understanding of these emissions by analyzing key Scope 3 categories and identifying suppliers associated with the most significant emissions sources.

This analytical work supports future supplier engagement efforts and informs the development of targeted actions to address emissions across our value chain. Supplier engagement initiatives are expected to continue during subsequent reporting periods.

Sustainability solutions for business growth and risk management

BDO applies sustainability and climate frameworks internally, including the GHG Protocol and relevant TCFD reporting principles, which are also among the frameworks we help our clients navigate. Our sustainability journey strengthens our ability to deliver practical, credible, and regulator-ready solutions, while insights from our client work continue to inform our internal approach.

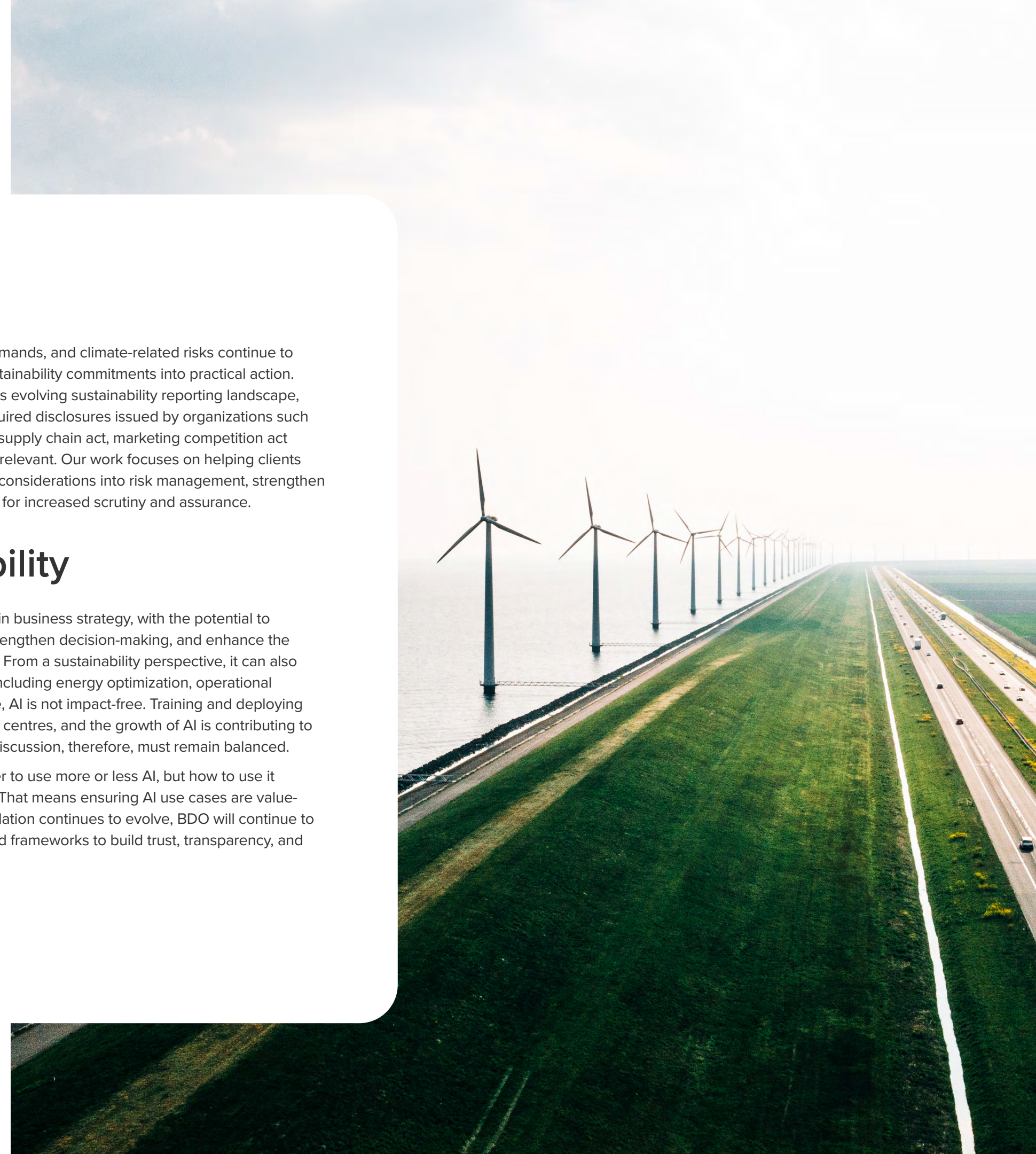
The governance structures, climate risk integration, emissions measurement, and decarbonization planning outlined in this report reflect the capabilities we offer to clients in navigating similar sustainability and regulatory challenges.

As regulatory expectations, stakeholder demands, and climate-related risks continue to evolve, we help organizations translate sustainability commitments into practical action. We support businesses navigating Canada's evolving sustainability reporting landscape, including climate-related voluntary and required disclosures issued by organizations such as the Canadian Securities Administrators, supply chain act, marketing competition act (Bill C-59), and OSFI Guideline B-15, where relevant. Our work focuses on helping clients build robust governance, integrate climate considerations into risk management, strengthen data and reporting processes, and prepare for increased scrutiny and assurance.

AI and sustainability

AI is playing an increasingly important role in business strategy, with the potential to improve productivity, speed up analysis, strengthen decision-making, and enhance the quality and efficiency of data management. From a sustainability perspective, it can also support practical sustainability outcomes, including energy optimization, operational efficiency, and innovation. At the same time, AI is not impact-free. Training and deploying AI systems rely on electricity-intensive data centres, and the growth of AI is contributing to rising power demand. The environmental discussion, therefore, must remain balanced.

For BDO, the question is not simply whether to use more or less AI, but how to use it responsibly through effective governance. That means ensuring AI use cases are value-adding, proportionate, and secure. As regulation continues to evolve, BDO will continue to develop and enhance policies, controls, and frameworks to build trust, transparency, and accountability in the deployment of AI.





Waste diversion initiatives

Waste diversion pilot: Turning corporate waste into community value

In 2025, BDO launched its first waste diversion pilot in partnership with Green Standards, a Toronto-based organization that supports office decommissioning through donation, resale, recycling, and impact reporting. The initiative was developed to address the growing environmental impacts associated with office relocations and renovations, where furniture, fixtures, and equipment too often end up in landfills. Instead of discarding these assets, Green Standards employs charitable donations, resale, and recycling to extend their lifespan while generating measurable social and environmental benefits.

Through this collaboration, BDO arranged materials from the piloted sites to be managed through documented donation and recycling pathways. The results demonstrate the value of this partnership and will inform BDO's assessment of whether and how to expand the program to other Canadian offices as future decommissioning opportunities arise.

Environmental benefit

The pilot achieved 100% landfill diversion, redirecting 24.87 tons of materials and avoiding 20.89 tonnes of CO₂e emissions through responsible donation and recycling.

In practical terms, this impact is comparable to cutting approximately 2,355 gallons of gasoline use, or nurturing 348 tree seedlings over ten years, or powering three homes for an entire year.



2,355
gallons

or



348
trees

or



3
houses

These estimates were calculated using the U.S. Environmental Protection Agency's Waste Reduction Model.

Community impact

In addition to the environmental benefits, the pilot redirected value back into communities across Alberta and Ontario. In total, the program generated \$24,777 worth of in-kind charitable donations, supporting six community organizations working in areas such as transitional housing programs, food security, education, and newcomer support. These organizations received essential furnishings to help strengthen their programs, operations, and service delivery, demonstrating how workplace transitions can create meaningful opportunities for community impact.



Beneficiary spotlights

“

We're putting the office furniture to great use in our administrative spaces. The metal racks are headed to an offsite food bank we oversee, where they're desperately needed to **help us keep up with the growing demand for food storage and distribution**. And the folding chairs will be a huge improvement, replacing many of the worn and stained ones we currently have. We are loving our new stuff, and the items have really been a windfall for us!

Amy Slack,
Operations Manager,
Cambridge Food Bank



“

We appreciate your donation! The ReStore collects donated furniture and sells it **for the cause of safe, decent, affordable housing in our community**.

Beth Shepard,
Community Corporate ReStore Donations,
Habitat for Humanity (Guelph Wellington)



As a non-profit providing critical services to individuals experiencing homelessness, Hope Mission will use donated furnishings to expand meeting and storage spaces for outreach and stabilization services.

“

This furniture will be used to **provide meeting and storage space for our homeless programs** which we are expanding. Thank you.

Tim Goodwin,
Program Supervisor,
Hope Mission (Calgary)



Overall, the pilot demonstrated that selected workplace decommissioning activities, when managed through donation and recycling pathways, can divert materials from landfill and generate community benefits. As BDO assesses how circular economy practices may be further integrated into its operations, we will evaluate opportunities to expand the waste diversion pilot, deepen charitable partnerships, and improve documented decommissioning outcomes.



Social



A record of recognition

In 2025, BDO Canada LLP's (BDO) workplace culture and people practices were recognized through several external employer awards.

These honours reflect our continued focus on creating an environment where **our people can grow, contribute, and feel supported across their careers**, while strengthening the programs and practices that shape a positive employee experience.



Canada's Top 100 Employers:

An annual editorial competition published in The Globe and Mail that highlights employers with exceptional HR programs and forward-thinking workplace policies.



Canada's Top Employers for Young People:

An editorial competition recognizing employers across Canada that lead their industries in offering exceptional workplaces and programs for young people starting their careers.



Greater Toronto's Top 100 Employers:

BDO was recognized in this annual editorial competition, distributed online in a special magazine by The Globe and Mail, for the fourth consecutive year. It recognizes top employers in the city that offer exceptional workplaces.



Canada's Future Workforce Top Employers:

More than 24,000 university and college students across Canada evaluated and ranked the employers they would most like to work for.



Atlantic Canada's Best Places to Work:

For the third consecutive year, BDO won this award from Atlantic Business Magazine, recognizing employers in the Atlantic provinces that exemplify HR excellence.



Brandon Hall Group HCM Excellence Awards:

Among the most prestigious global honours in learning and talent development, these awards celebrate organizations that demonstrate measurable results through innovation, strong program design, and business impact. We received three Gold Awards and one Silver Award, marking the first external recognition for our Learning and Development programs.



Diversity, Equity, Inclusion, & Accessibility (DEIA) nominations and awards:



Best Diversity, Equity, and Inclusion in the Workplace in Canada:

BDO was nominated for recognition as a 5-Star DE&I Employer by the Canadian HR Reporter, acknowledging the firm's structured approach to DEIA, including executive sponsorship, governance through our National DEIA Advisory Council, and a pillar-based strategy supporting inclusive talent practices across the organization.



Workplace Benefits Award:

BDO was nominated in Benefits Canada's Absence Management Program category which recognizes organizations that have developed best practices in their approach to absence management.



DEI Rising Star Award:

We were recognized as a DEI Rising Star by The Prosperity Project in our first year of participation in the organization's Annual Report Card, acknowledging progress in advancing gender equity and inclusive leadership practices.





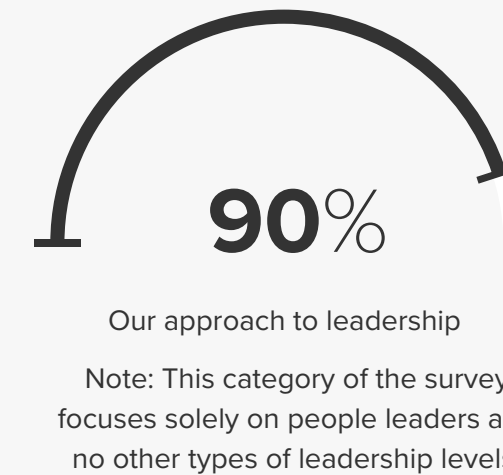
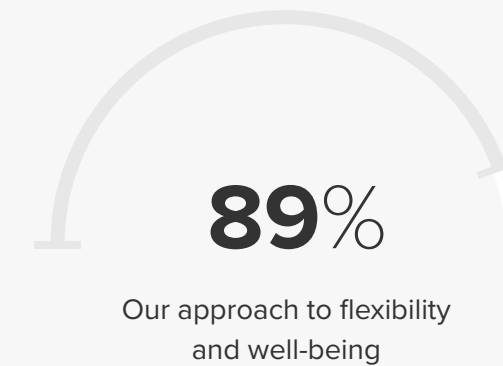
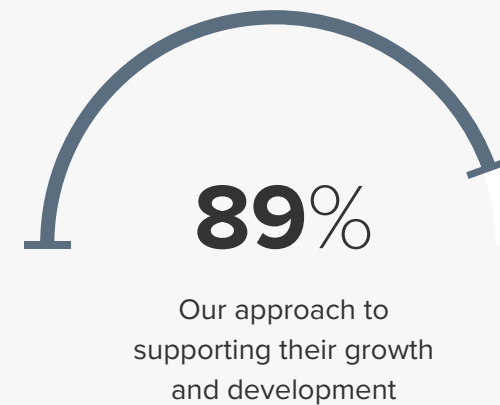
Highlights for our 2025 employee engagement survey

Overall employee engagement score:

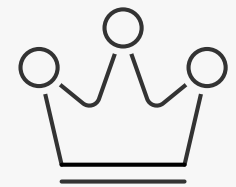


Maintaining a consistently strong overall employee engagement score at the same level as the previous year, demonstrates a positive trend of sustained engagement within our workforce.

What our people say engages them about working and growing their careers at BDO Canada:



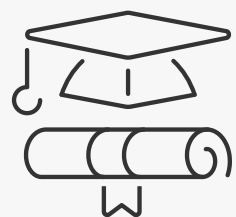
Maintaining highly engaged teams is a crucial part of achieving our vision. Based on the survey results, we've identified the following firm-wide priorities to further enhance the experience of our people and partners:



Strengthening BDO as an employer of choice



Building a stronger culture of recognition



Enhancing compensation education

[Introduction >](#)[Environmental >](#)[Social >](#)[Governance >](#)[Appendices >](#)

A firm belief in every voice

At BDO, DEIA is embedded in everything we do, from how we build our teams to how we show up for our clients and communities. We believe that fostering a truly inclusive workplace isn't just the right thing to do; it is a source of strength, creativity, and resilience that makes us a better firm.

Our approach to DEIA goes beyond representation. We are focused on creating the conditions where every person, regardless of background, identity, or lived experience, can contribute fully and advance without barriers. Inclusion, to us, means that difference is not simply tolerated, but genuinely valued.

This year, we continued to deepen our understanding of where we are and where we need to grow. By investing in more robust data, broadening our listening efforts, and holding ourselves accountable to measurable progress, we are building a firm that reflects the richness of the world we operate in.

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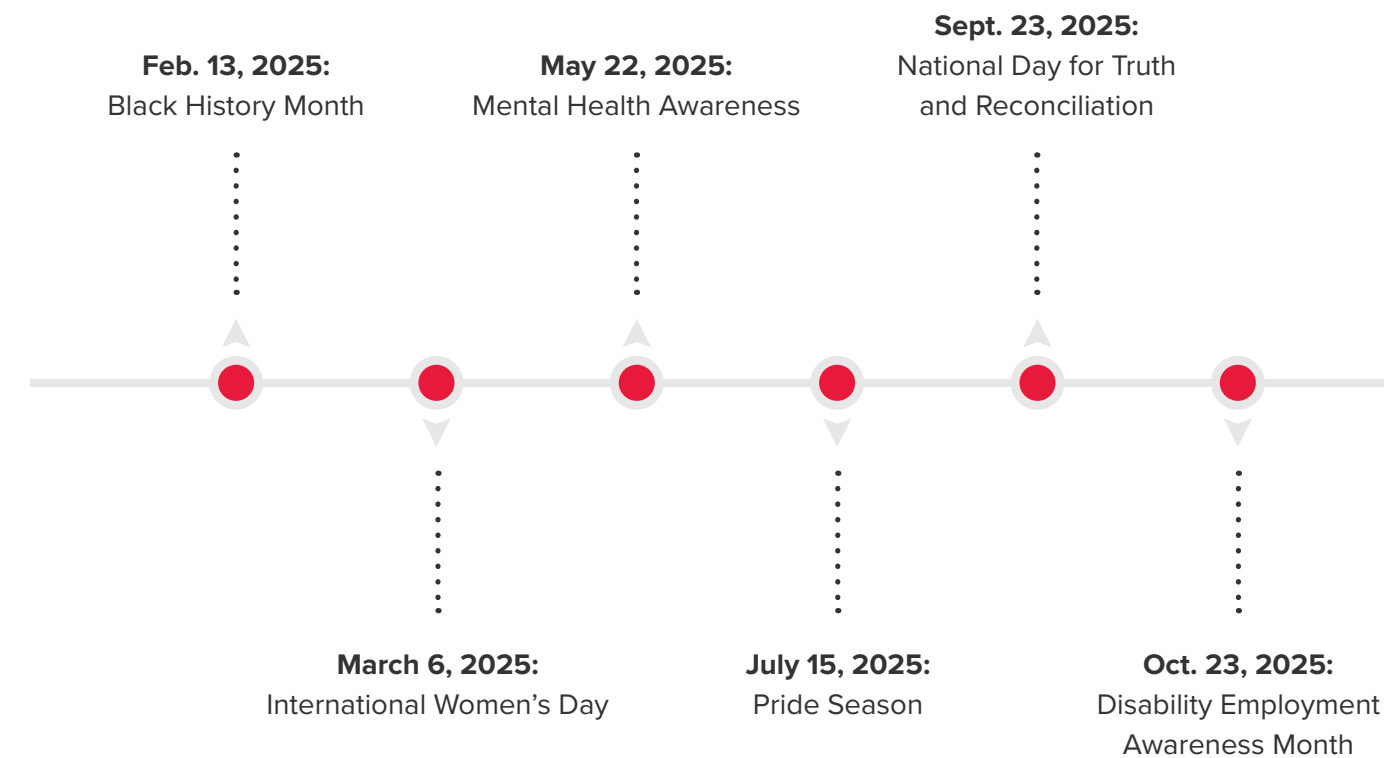
National DEIA Advisory Council

Our National DEIA Advisory Council plays a central role in advancing our DEIA priorities, providing the direction, resources, and accountability needed to drive meaningful, lasting change. Each of our DEIA pillars (which are mentioned below) is led by a sponsor from our Senior Leadership Team who champions the pillar's goals, builds senior-level support, and removes barriers to progress.

- Indigenous Peoples
- Persons with Disabilities
- Pride at BDO
- Racialized Groups
- Women

DEIA celebrations

Throughout the year, our DEIA celebrations serve as touchpoints for learning, reflection, and community. From panel discussions to storytelling events, each moment is intentionally crafted to foster connection, broaden perspectives, and remind us of the richness that comes from embracing who we are and where we come from. These gatherings are more than events. They are an expression of our culture and a commitment to ensuring every person at BDO feels seen and valued.



“

What makes our culture strong is not just representation but belonging. **We are deliberate about fostering environments where individuals feel respected,** safe to speak up, and confident that their perspectives are valued.



Sinéad Scanlon,
Partner, National
DEIA Leader



Diversity by the numbers

Our diversity data by gender and age across our client facing and non-client facing employees and partners for 2025.*

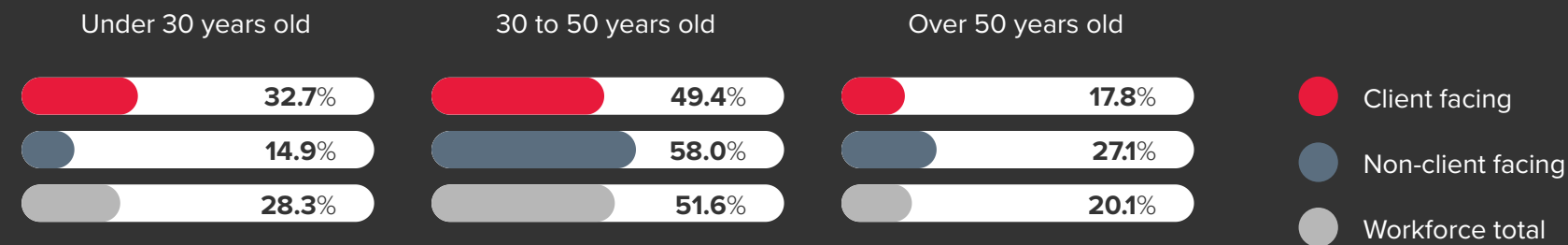


Figure 3. Approximately 33% of our client-facing employees are under 30 years old, 49% are between 30 and 50 years old, and 18% are over 50 years old. Among non-client-facing employees, approximately 15% are under 30, 58% are between 30 and 50, and 27% are over 50. Across the total workforce, approximately 28% are under 30, 52% are between 30 and 50, and 20% are over 50.

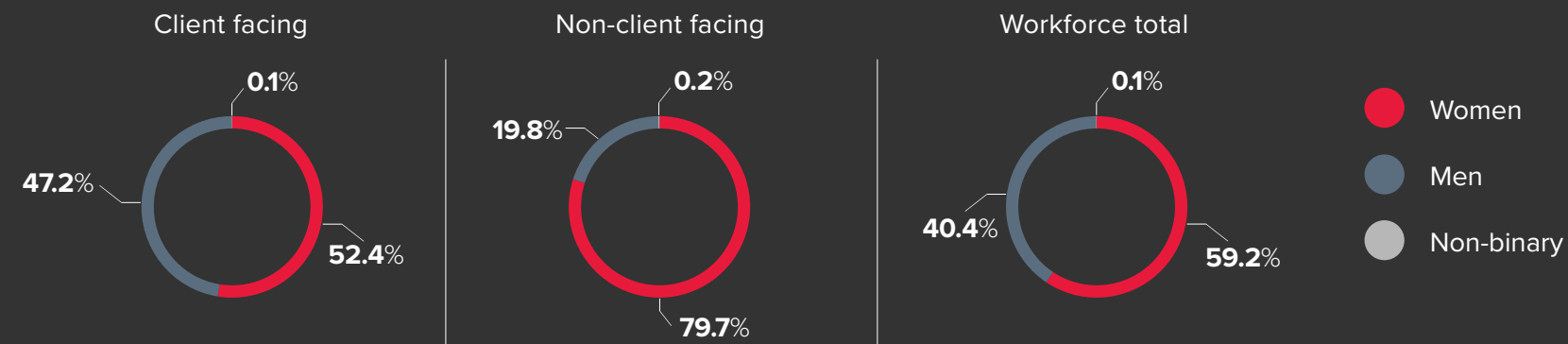


Figure 4. Approximately 52% of client-facing employees identify as female, 47% identify as male and 0.1% identify as non-binary. Among non-client-facing employees, approximately 80% identify as female, 20% as male and 0.1% as non-binary. Across the total workforce, approximately 59% identify as female, 40% as male and 0.2% as non-binary.

Our diversity data by gender and age across our key governance categories for 2025.*

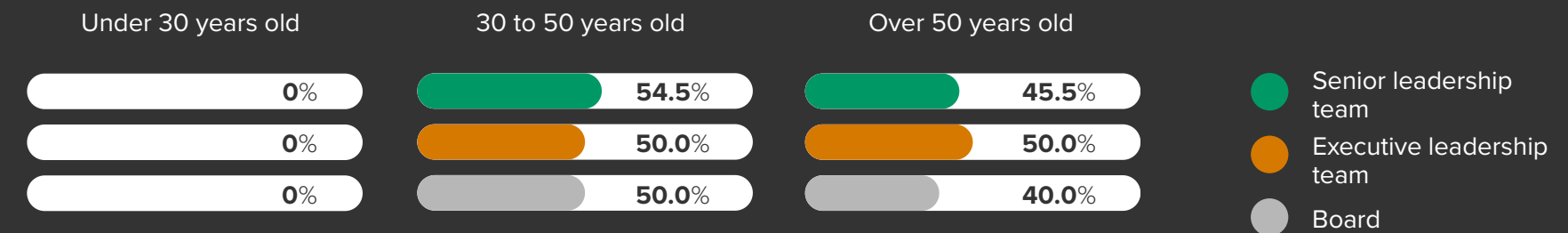


Figure 5. Our firm has no Board, Executive Leadership Team (ELT), or Senior Leadership Team (SLT) members under 30 years of age. Members aged 30 to 50 make up approximately 50% of our Board, 50% of our ELT, and 55% of our SLT. Members over 50 years old make up 40% of our Board, 50% of our ELT, and 46% of our SLT.

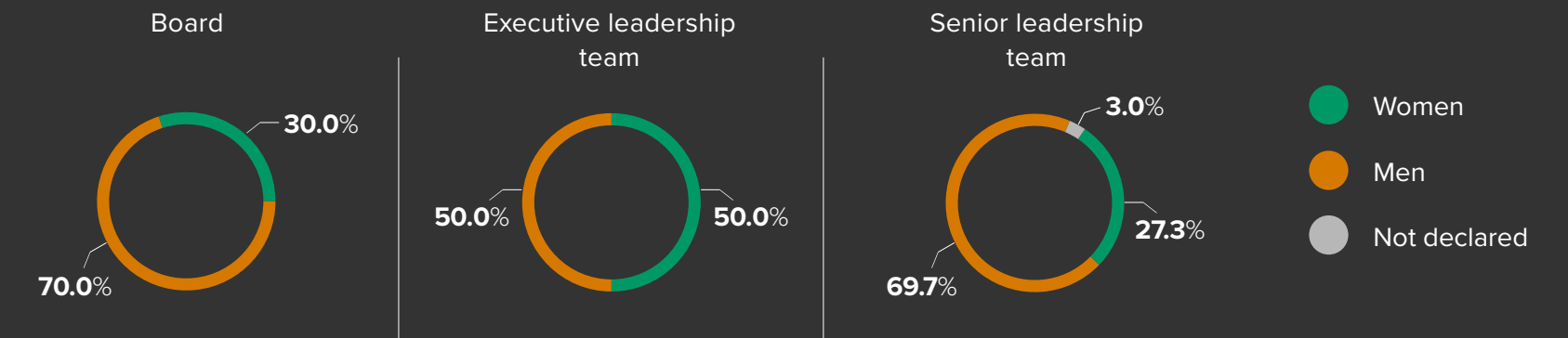


Figure 6. Our Board consists of 30% employees that identify as female and 70% employees that identify as male. Our ELT consists of 50% employees that identify as female and 50% employees that identify as male. Meanwhile, our SLT consists of approximately 27% employees that identify as female and 70% that identify as male.

* Percentages may not total 100% due to a proportion of individuals whose age and/or gender information was not declared.

Check [Appendix C](#) for a detailed breakdown of our workforce by age and gender, as well as data related to hires, attrition and promotions.



Embedding DEIA into talent acquisition

Throughout 2025, our talent acquisition and campus teams collaborated with a variety of schools across Canada to support student associations aligned with our DEIA pillars. These collaborations enable us to engage with diverse student communities, strengthen relationships with emerging talent, and support initiatives that reflect our commitment to inclusion, belonging, and representation.

Host school/Organization	Event/Sponsorship name	Date
Queen’s University	Q+ Conference	January 2025
Laurier	Asian Students in Business x Black Students of Lazaridis x LazSoc Breaking Barriers Workshop	February 2025
University of Waterloo	Navigating Your Career – Women in Mathematics	March 2025
Toronto Metropolitan University	Black Business Students Association – Women of Colour in the Industry	March 2025
Toronto Metropolitan University	Women in Information Technology Management – EmpowHER	March 2025
Toronto Metropolitan University	Luminous Conference	March 2025
Indspire	Soaring – Indigenous Youth Gathering	April 2025
Toronto Metropolitan University	Black Business Students’ Association – 30 Under 30	April 2025
BDO Canada	Women in Advisory	July 2025
Concordia University	John Molson Women in Leadership Annual Sponsorship	September 2025
Start Proud	Out on Bay Street	September 2025
Toronto Metropolitan University	Women in Information Technology Management Annual Sponsorship	September 2025
Toronto Metropolitan University	Women in Consulting Night	October 2025
Concordia University	John Molson Women in Leadership - Ignite Networking Conference	November 2025



Indigenous Peoples Pillar

We launched BDO's Truth and Reconciliation Framework during the September firm-wide webcast. **The framework is anchored in three core areas:**



1. Community:

BDO is committed to showing up with integrity in our relationships with Indigenous Peoples. We value Indigenous voices, embrace allyship, and support both organizational and personal reconciliation journeys. Guided by the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission's Calls to Action, we aim to foster learning for all staff, support Indigenous self-determination, and prioritize inclusive procurement and engagement practices.



2. People and culture:

Within our firm, we are creating a workplace where Indigenous peoples are respected, supported, and meaningfully included by opening recruitment pathways, expanding mentorship and career development opportunities, and strengthening retention strategies. We are also deepening cultural humility across the firm to ensure reconciliation is part of how we work every day.



3. Indigenous partnerships and economic development:

We are committed to building respectful, values-based relationships with Indigenous communities and aligning our services with their priorities, including the National Indigenous Economic Strategy. By upholding free, prior, and informed consent, we ensure our interactions are collaborative and community-led, with the goal of supporting capacity building, sustainable growth, and shared prosperity.

Artwork by [Design de Plume](#)



Indigenous Bursaries

BDO is proud to partner with Indspire to support the success of Indigenous youth and students. BDO is proud to partner with Indspire to support the success of Indigenous youth and students. In 2025, BDO sponsored and attended [Indspire's Soaring 2025: Indigenous Youth Empowerment Gathering](#) and the Indspire Awards. Through our partnership with Indspire's Building Brighter Futures program, we funded bursaries for 10 Indigenous students, helping to reduce financial barriers and support their educational journeys.



“

BDO's Indigenous Student Bursary brings a mix of emotions: **pride in seeing my hard work recognized** and gratitude knowing there are people who want to see me succeed. **This bursary reminds me that I'm not alone on this journey—** others are cheering me on.



Matthew Mayowski,
BDO Indigenous Student
Bursary Recipient

“

BDO's support empowers Indigenous high school students across the country to **explore new possibilities for their futures**, connect with role models, and gain the inspiration and confidence to continue their education. It represents a **meaningful investment in the strength and potential** of Indigenous learners and communities across the country. It enables Indspire to continue expanding access to education, empowering First Nations, Inuit, and Métis students to **thrive and lead in a rapidly changing world**.



Kate Espina,
Vice President,
Development, Indspire



Indigenous awareness

To recognize the National Day for Truth and Reconciliation, we commissioned custom orange shirts in collaboration with Indigenous partners. The design was created by Mikaila Stevens, a Mi'kmaq artist based in London, Ont., and the shirts were printed by Nish Tees, an Indigenous-owned and operated business.

The Indigenous Book Club collaborated with the BDO Reads book club in September to read *52 Ways to Reconcile: How to Walk with Indigenous Peoples on the Path to Healing* by David A. Robertson.



Persons with Disabilities Pillar

In 2023, we launched our Accessibility Plan, a milestone that reflects our deep commitment to accessibility and inclusion. As we work toward becoming a fully accessible firm by 2040, we continue to identify barriers and take meaningful steps to address them through our Accessibility Implementation Plan. Key highlights of our progress over the past year include:

- More than 3,000 employees participated in the ‘Neuroinclusion Includes You: Unlock Strengths and Build an Inclusive Workplace’ session as part of the 2025 SkillUP Summit.
- BDO was recognized as a Purple Star Employer by Western University for its commitment to inclusive hiring and equitable opportunities for persons with disabilities.
- Mandatory annual accessibility training was launched for all employees nationwide.
- Event registration forms now include the option to request accommodations, supported by a new internal process that introduced a tracking system for accommodation requests and regular HR-led check-ins with employees.
- Recruitment and onboarding practices were updated to encourage early disclosure of accommodation needs and ensure support from day one.
- Online learning standards were revised to include considerations for neurodivergent learners, based on employee feedback.
- Weekly accessibility reviews of the external website were implemented to maintain inclusive design as new content is added.
- A transition to web-based content from PDFs is underway to enable easier navigation and improved accessibility.
- Firm-wide communications, templates, and reports, including the Annual Sustainability Report, were reviewed for screen reader compatibility and alternative formats.
- Client feedback on the accessibility of programs and services is now monitored and analyzed to identify trends and guide improvements.
- Accessibility considerations have been embedded into all real estate decisions.

Our Accessibility Team drives accessibility improvements from within, while also working with clients across Canada to advance inclusion more broadly.

As we work toward becoming a fully accessible firm by 2040, we continue to identify barriers and take meaningful steps to address them through our Accessibility Implementation Plan.





Pride at BDO Pillar



Our alliance with Pride at Work Canada, a leading organization championing 2SLGBTQIA+ inclusion in Canadian workplaces, remains a cornerstone of our DEIA efforts. Pride at Work Canada supports employers across the country in creating environments where all employees are celebrated, regardless of gender identity, gender expression, or sexual orientation. This partnership reflects our ongoing dedication to meaningful, measurable progress on diversity, equity, and inclusion, not just within our walls, but across the broader communities we serve.

In practice, this collaboration continues to shape how we attract and retain talent. As of 2025, our job postings are now automatically listed on the Pride at Work job board, giving prospective candidates a clear signal that BDO is an employer committed to DEIA and to building a culture where everyone belongs.



Pride in action

- Two panels and networking events were hosted at our Montreal office in partnership with QueerTech, a national not-for-profit advancing 2SLGBTQIA+ talent, entrepreneurship, and inclusive technology across Canada's tech ecosystem.
- A lunch and learn with Planned Parenthood in St. John's, N.L. brought together team members to hear directly from a community educator about the experiences of queer individuals, the challenges they face, and practical ways to show up as an ally.
- Group mentoring sessions were offered to support 2SLGBTQIA+ employees across three topics:
 - Career advancement for 2SLGBTQIA+ employees
 - Coming out at work: Personal journeys & decision-making
 - 2SLGBTQIA+ mentorship & sponsorship





Racialized Groups Pillar

The Racialized Groups Pillar focused on **advancing mentorship, learning, community building, and campus engagement** throughout 2025 through the following initiatives:

- To strengthen mentorship and tailored learning opportunities for racialized employees, the pillar participated in Canadian Centre for Diversity and Inclusion (CCDI) Community of Practice events to support continuous learning and knowledge sharing.
- To increase awareness and foster a stronger sense of community for racialized groups at BDO, the pillar expanded its presence at campus and community events, including supporting the Black Founders Network at its 2025 Leadership Retreat.
- To support the growth and formalization of the DEIA Champions Network, the pillar collaborated with other National DEIA Council members to help establish the network and enhance local office initiatives.





Women's Pillar

This year, we formally launched **Women in Search of Excellence (WISE)**, a new community at BDO dedicated to empowering women and allies across all levels of our firm. Bringing together regional efforts under a unified brand and strategy, WISE was established to grow firm-wide engagement, elevate the visibility of our Women's Pillar, and create a consistent, connected experience for women across the organization. The launch event in October was an inspiring milestone, bringing together colleagues from across the country to celebrate connection, mentorship, and leadership.



The **WISE Awards**, our national recognition program celebrating the leadership and contributions of women across our firm, continued to be a cornerstone of this work. Aligned with the broader WISE brand launch, this year's program featured expanded nomination outreach and a scaled national webcast format, further strengthening a culture of recognition and allyship.

Our **group mentoring program** continued to support learning, connection, and career development across the firm in 2025. Of the 87 sessions delivered, 44 were dedicated to our women's group. These sessions created space for women to share experiences, build relationships, and support one another's growth.

Women in Search of Excellence (WISE)

43

launch event
attendees

2⁺

hours of structured
networking

1,000

LinkedIn impressions

WISE Awards

1,300

webcast attendees

380

nominations

15%

increase in nominations
year-over-year



Promoting a healthier workplace

Health and well-being are foundational to how we support our people and sustain a strong, caring culture. Our ongoing goal is to strengthen our existing offerings while exploring new opportunities that align with our objectives and provide our people with accessible, inclusive supports. We recognize that well-being is shaped by both individual needs and the environment people work in, including workload, flexibility, and the support available when challenges arise. The initiatives outlined below highlight how we are listening to our people and using what we learn to improve programs, reduce barriers to access, and reinforce a culture where everyone can feel safe, supported, and be able to do their best work.

In collaboration with the DEIA team, we conducted a firm-wide health and well-being check-in survey, which had more than 1,100 respondents and offered a variety of valuable and actionable insights. Some of the highlights include:

My manager seems to care about me as a person:

92%

agree or strongly agree

My relationships with colleagues contribute positively to my well-being:

94%

agree or strongly agree

I am supported by my team when I face challenges or setbacks:

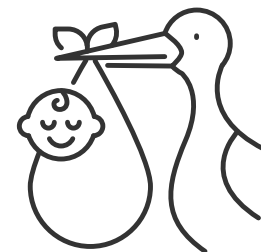
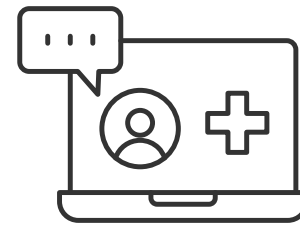
91%

agree or strongly agree

We introduced our Psychological Safety Commitment statement, reflecting our core values and reinforcing our belief in a thriving, innovative, and inclusive workplace. Through proactive efforts and clear policies, we aim to bridge communication gaps, address hierarchical disparities, and create a supportive, inclusive environment of trust where every voice is valued and respected. To support this commitment, we incorporated discussions on psychological safety at our service line conferences this year.



Enhanced employee benefits for 2025



- **Employee & Family Assistance Program (EFAP) and virtual care provider:** BDO members and their families gain access to a new digitally focused EFAP and virtual care provider and platform. This benefit offers integrated, whole-person care by bringing primary care, mental health support, chronic condition management, and specialty care together in one place. Utilization so far has been positive with approximately 500 sponsored-counseling hours used and 930 virtual primary care consultations completed.
- **Adoption, Surrogacy, and Donor Benefit:** Building on our existing fertility treatment coverage, BDO expanded its family-building benefits in 2025 to include adoption, surrogacy, and donor coverage, recognizing the diverse paths our people may take in family planning. The benefit provides financial assistance up to a lifetime maximum for adoption and surrogacy and donor-related expenses.



Signature employee reimbursement programs

- **Wellness reimbursement:** Employees can claim eligible wellness expenses each year up to a defined maximum, including fitness, wellness, home office equipment, adult/elder care, emergency childcare, prenatal classes, and financial planning.
- **Employee experience reimbursement:** This taxable reimbursement provides employees with the opportunity to engage in meaningful activities that support their overall wellbeing. It is designed to be flexible and personalized, allowing employees to pursue experiences that align with their interests and goals – whether that’s trying something new or deepening an existing passion. These experiences may include travel (e.g., airfare, accommodations, other travel-related items), events (e.g., shows, concerts, sporting events), recreational admissions (e.g., zoos, science centres, museums), dining and experiences, and classes (e.g., cooking, dance, or other skill-building activities).

Hot off the press

- BDO’s Benefit Specialist, Erin Evans, was featured in the magazine article titled How is disability management evolving amid remote work and technological change, highlighting BDO’s approach to disability management and evolving workplace support.
- Brooke Schwarz, Manager, Total Rewards, was featured in the magazine article Breast Cancer Awareness Month: How employers can support employees through treatment and recovery, discussing how breast cancer can affect an individual’s experience at work and the importance of clear, compassionate employer support throughout treatment and recovery.
- For the fourth year in a row, BDO was named a finalist for the Benefits Canada 2025 Workplace Benefits Awards. This annual awards program recognizes employers and plan sponsors that are leading the way with their approaches to supporting the mental, physical, and financial well-being of their employees.



Mental health matters

We recognize that mental health is an essential part of overall well-being, and that access to timely, confidential support can make a meaningful difference. To help our people and their families navigate life’s challenges, we offer a range of mental health resources that provide preventive support, counselling, coaching, and crisis services. These supports are designed to be accessible, practical, and responsive to varying needs across different life stages and circumstances:

- Mental health paramedical practitioner allowance for all employees and their families
- EFAP offers a range of BDO-sponsored, confidential support services to include:
 - Individual counselling
 - Couples counselling
 - Health coaching
 - Life coaching
 - Career coaching
 - Legal consultations, as needed
 - Financial consultations, as needed
 - 24/7 crisis support
 - People leader consultation support
- Virtual healthcare support and platform
- Confidential mental health counselling through our main benefit provider
- Preferred pricing for cognitive behavioural therapy
- A well-being resource portal featuring tools and community resources such as Not Myself Today, Stronger Minds by BEACON, Mind & Body Break videos, HeadsUp Guys, etc.
- Mental health training offered through various benefit providers

Mental Health Week took place from May 5 to 11, followed by a firm-wide webcast on May 22. The 2025 theme focused on unmasking, with an emphasis on understanding and addressing masking that can occur due to stigma. Guest speaker Alexandra Petrisano from the Canadian Mental Health Association also facilitated a workshop aligned with the theme.



Building skills for the future

The Learning and Development (L&D) team at BDO is driven by a forward-thinking strategy that reimagines how we support the ongoing growth of our people, the firm, and our clients. With a focus on fostering a culture of continuous learning, we are committed to providing top-tier development opportunities that empower our talent to thrive. By offering a blend of formal, social, and experiential learning solutions, we bridge the gap between current skills and future needs, ensuring our teams are equipped to drive business performance. Guided by the principle of ‘never stop learning,’ our purpose is to embed continuous learning as a core part of how we work, grow, and serve clients.

New initiatives and programs for 2025

- **Business Growth Academy (BGA) Partner Sales Academy :** This program equips nominated partners with the mindsets, skills, and tools needed as part of building the engine for growth at BDO. It aligns with the shift towards prioritizing a sales culture as part of our broader firm strategy and is aimed at developing high-potential leaders.
- **Ivey Partner Leadership Academy:** A bespoke four-month program co-designed with Ivey Executive Education to strengthen the leadership capabilities of BDO partners in direct alignment with the firm’s strategic priorities. Blending academic rigour with practical application, it combines an immersive week at Ivey with structured reflection, real-time application, and collaboration back at BDO. Participants explore what it means to lead a modern professional services firm through faculty-led sessions, case discussions, simulations, and integration exercises focused on enterprise thinking, client-centric growth, and future-focused leadership mindsets.
- **Power Skills:** A series of courses on soft skills available to all levels and service lines covering the following topics:
 - **Developing Emotional Intelligence:** This session focuses on strengthening emotional intelligence as a core capability for thriving in a volatile, complex, and fast-changing environment. Participants build greater self-awareness and relationship effectiveness, learning practical strategies to navigate everyday interactions with confidence, expand influence, and strengthen collaboration.
 - **Growth Mindset:** This session is designed to build a growth-oriented approach to learning and performance—helping participants reframe challenges as opportunities, learn productively from setbacks, and strengthen resilience in the face of change.
 - **Open to Think with Dan Pontefract:** This interactive, firm-wide workshop is designed to strengthen how we think, not just how we work, by helping participants move from reactive ‘constant doing’ to more deliberate, higher-quality decision-making. This session was to support reflection and application between modules. The program equips learners with practical tools to improve problem solving, make more purposeful choices in day-to-day work, and balance creative, critical, and applied thinking.
- **Generative AI:** We advanced our firm-wide Generative AI curriculum by launching foundational learning paths, providing accessible, self-directed learning for employees at all levels. To reinforce expectations and enable safe adoption, we also introduced a Responsible Use of AI course grounded in BDO’s internal policy, which was assigned firm wide as a mandatory requirement.
- **New Joiner Connect:** A quarterly 60-minute virtual session designed to welcome new hires to BDO, helping them build early connections, understand our strategy and culture, and feel supported from day one. Through leader insights and small-group breakouts, participants begin forming relationships and gain clarity on how they can grow and thrive within the firm.

67,463

learning completions across
digital and live learning

2,742

coaching sessions provided

73%

of the firm engaged in one of our
voluntary learning programs

See [Appendix D](#) for a summary of the hours
dedicated to supporting our people through training.



SkillUP Summit

The SkillUP Summit is a dynamic, coast-to-coast virtual learning experience where every session is carefully curated to tie back to key skills we need to cultivate as a firm, such as AI, leadership and business development.

3,258

attendees

6

keynote speakers

8

sessions

12

hours of learning

Sustainability learning

To mark Earth Month in 2025, we launched Sustainability at BDO: Our collective impact, a new course designed to help our people translate sustainability commitments into day-to-day actions. Building on 2024's ESG training, the course shifts from foundational concepts to practical steps employees can apply both at work and at home. It reinforces that meaningful progress depends on consistent behaviour change over time, and encourages small, repeatable actions that support our efforts to reduce our environmental footprint and advance BDO's sustainability goals.

Hot off the press

We are proud to share that our Learning and Development team earned four 2025 Brandon Hall Group HCM Excellence Awards, recognizing innovation, leadership, and impact in human capital management.

The Brandon Hall Group HCM Excellence Awards are among the most prestigious global honours in learning and talent development, celebrating organizations that demonstrate measurable results through innovation, strong program design, and business impact.

BDO received three Gold Awards and one Silver Award, marking the first external recognition for our Learning and Development programs. The accolades highlight our commitment to building a culture of continuous learning and leadership excellence.

- **Gold** - Best Unique or Innovative Learning and Development Program for Speak with Impact
- **Gold** - Best Coaching and Mentoring Program for Talent Coach Academy
- **Gold** - Best Learning Leader awarded to Dr. Keith Keating, Chief Learning and Development Officer, BDO Canada
- **Silver** - Best Learning Team for The Chrysalis Effect: Five-Year Road to Excellence

“

These awards reflect the incredible progress of our Learning and Development team and the culture we're building at BDO. They recognize not just individual programs, but **our collective effort to make learning a strategic advantage**—empowering our people to lead, grow, and deliver exceptional value for our clients.



Dr. Keith Keating, Ph. D.,
Chief Learning and
Development Officer,
BDO Canada





Investing in our communities

Community impact is an important part of how we live our values and contribute beyond the workplace. In 2025, our people gave back through hands-on volunteerism and sustained support for organizations and causes that matter locally.

Together, we contributed more than **2,500 volunteer hours** and more than **\$3.5 million** to our communities through donations and sponsorships, helping advance initiatives that strengthen social outcomes and build more resilient communities.

Please see [Appendix E](#) for a breakdown of the dollar value of our community investments.





Drive Away Hunger

We are proud to continue our partnership with Farm Credit Canada in our annual Drive Away Hunger campaign. For more than 17 years, we have actively raised awareness about food insecurity across the country while leading fundraising efforts to help drive local impact.

Through this campaign, our firm continues to support local communities by helping to alleviate food insecurity and promoting a shared sense of support.

In 2025, we raised \$254,225, equivalent to 508,450 meals for our fellow Canadians.

Our staff across the country came together in a big way to support the campaign, bringing energy, laughter, and heart to offices nationwide. From braving pies in the face to getting their hands dirty at potato pickings, employees threw themselves into the cause with enthusiasm. Food drives filled collection bins to the brim, friendly soccer tournaments packed the pitch with competitive spirit, and physical challenges pushed teams to dig deep—all in the name of fighting hunger.

“

At a time when food bank use is the highest in Canadian history, **the support raised through Drive Away Hunger goes directly into communities across the country**—fueling our work to deliver food, vital resources, and strengthened capacity to food banks nationwide. The BDO Canada team contributed to this important effort through your culture of compassion and commitment to supporting your neighbours. **It’s clear that BDO serves communities** not only through your professional expertise, but also through the philanthropic spirit demonstrated by initiatives like this.

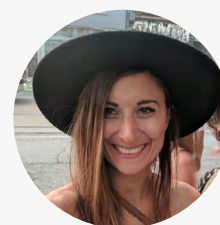


Erin-Filey Wronecki,
Chief Development and Partnerships Officer,
Food Banks Canada



“

Thanks to BDO’s support, Second Harvest will be able to rescue enough surplus food to **provide 29,107 meals to non-profit partners across Canada**, while preventing 98,529 pounds of greenhouse gas emissions and saving over 18 million litres of water. Together, we’re demonstrating how **collaboration can drive meaningful progress in reducing food waste**, tackling hunger and protecting our planet.



Courtney Munden,
Corporate Partnerships,
Second Harvest





BDO Partner Bryndon Kydd demonstrated exceptional commitment to community impact by participating in the BC Bike Race, a week-long event held annually where riders tackle a new course each day.

He completed 275 km of mountain biking across Vancouver Island, raising more than \$3,000 for Food Banks Canada in the process. His impressive efforts garnered national attention, including a feature in [The Globe and Mail](#) as well as the Winter 2025 edition of [CPA Canada's Pivot magazine](#).



“

Mountain biking has become a tool for stress management. When I go for a ride, **the mental reset allows me to return to work refreshed and more productive.** Tackling tough trails has taught me to set aside emotion and focus on the problem—an approach that helps me make better decisions at work.



Bryndon Kydd,
Partner,
BDO Canada





Local action, broader impact

- **BDO Cedars CanSupport Dragon Boat Race:** BDO was the title sponsor for the Cedars CanSupport Dragon Boat Race in Montreal on Sept. 6, marking the event's 20th edition. Two of our 20-paddler teams also participated in the race. Cedars CanSupport delivers programs and services that support cancer patients and their families, with a focus on improving quality of life throughout diagnosis, treatment, and recovery.
- **Movember:** Teams across the firm participated in Movember to raise awareness and funds for men's health initiatives. Participation supported important conversations around mental health and suicide prevention, as well as prostate and testicular cancer, while strengthening a culture of openness and peer support.
- **Coldest Night of the Year:** BDO teams across the country participated in the Coldest Night of the Year, a community walk that raises funds for local charities serving people experiencing hurt, hunger, and homelessness. Through fundraising and team participation, we supported organizations working to deliver essential services and improve outcomes for vulnerable individuals in our communities.

Elite Sponsor of Golf Canada

As a multi-year Elite Sponsor of Golf Canada, we support tournaments that showcase top golfing talent from across Canada and around the world. Beyond the competitive stage, our sponsorship helps support programs like First Tee – Canada, a youth development initiative working to remove barriers to the game by making golf more accessible, inclusive, and enriching for young people. By creating opportunities for youth from diverse backgrounds, including those who may face financial, social, or structural barriers to participation, the program helps foster confidence, belonging, and valuable life skills both on and off the course. Through this sponsorship, we help bring together more than 3,000 domestic and international athletes who, despite their diverse backgrounds and skill levels, share a common passion for the sport.



Advancing through innovation

Our approach to innovation

The Innovation and Change (I&C) team advances BDO's evolution through disciplined innovation across people, processes, and technology, grounded in governance, professional standards, and long-term value creation.

In the context of emerging technologies, including AI, our focus is clear: Technology must enhance quality, reinforce trust, and support our people while preserving professional accountability.

In 2025, our work focused on three priorities:

- **People enablement:** Strengthening AI literacy, reinforcing professional judgment, and supporting ongoing skill development so colleagues can use emerging technologies responsibly.
- **Operational modernization:** Improving workflows to enhance quality and consistency. Efficiency gains are directed toward building advisory capability and workforce development under established governance policies.
- **Responsible innovation:** Continuing to reinforce expectations for appropriate oversight, professional judgment, and review of AI-enabled work, with further governance enhancements progressing into 2026.



Year-over-year innovation progress

Capabilities featured in our 2024 Sustainability Report continued to mature in 2025, with a deliberate shift toward operational rigour and governance refinement.

Key developments included:

- Continued use of AI-enabled productivity and knowledge capabilities within firm-wide acceptable use policy.
- Refinement of internal digital platforms to strengthen reliability, transparency, and quality controls.
- Ongoing reinforcement of responsible AI standards that outputs are reviewed and validated by qualified professionals.

The emphasis in 2025 was strengthening foundational controls, data stewardship, and oversight. Sustainable impact requires discipline as much as creativity.

Other innovation-related achievements included:

- Continued expansion of firm-wide AI literacy and responsible technology learning initiatives.
- Strengthened collaboration across Innovation and Change, IT, Risk, and service lines to ensure coordinated oversight and reuse of proven approaches.
- Ongoing refinement of governance frameworks to address emerging risks and regulatory expectations.

These efforts reinforce our commitment to scaling capability through accountability and people.



Governance



Overview

For more than 100 years, BDO Canada LLP (BDO) has grounded its success in strong governance and a steadfast commitment to those we serve. As trusted advisors, we hold ourselves to the highest levels of integrity, quality, and ethical conduct.

Our commitment to ethical practices is central to how we operate. We continuously work to ensure our decisions, behaviours, and systems align with legal obligations, regulatory expectations, and our robust internal governance framework. Upholding our professional duties—whether as auditors, consultants, or strategic partners—remains a core responsibility.



“

At BDO, our Board is steadfast in its commitment to governance that reflects the highest standards of integrity, accountability, and transparency. **We are guided by clear principles: Operating ethically, fostering an inclusive and equitable environment, and prioritizing the health and well-being of our people.**

We recognize that our clients place profound trust in us—to **safeguard confidential information, uphold our independence, and deliver sound professional services.** Our people demonstrate principled leadership by giving back to our communities, protecting our environment, and caring for those less fortunate.



David Veld
Board Chair



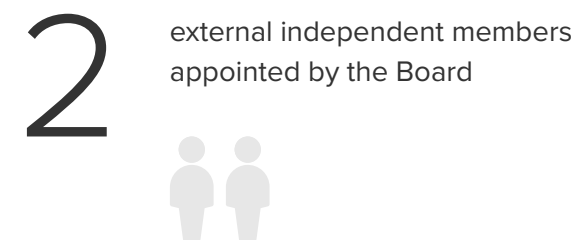
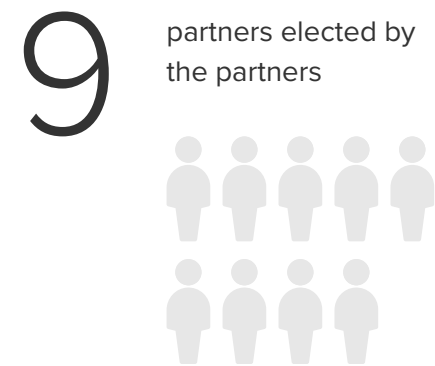
BDO's governance structure

The BDO Canada LLP Partnership Agreement allows for a maximum of 11 Board members, including up to two independent members to support our commitment to enhancing Board effectiveness and good governance.

In accordance with the BDO Canada LLP Partnership Agreement and applicable policies, the Board exercises oversight of the firm's business and has established specialized committees to strengthen governance and support the effective execution of its responsibilities. The firm's Chief Legal Officer acts as Board Secretary and attends all Board and committee meetings as a non-voting member.

The Chief Risk Officer (CRO), Chief Legal Officer (CLO), and Head of Quality and Professional Standards for Assurance have reporting lines to the CEO.

As of Dec. 31, 2025, our Board consisted of 11 members, which included:



Our CEO, **Bruno Suppa**, is accountable to the Board. In his capacity as CEO, he leads an Executive Leadership Team (ELT) consisting of the Chief Operating Officer (COO) and managing partners who lead the firm across Canada.





Our Board

As of Dec. 31, 2025, the Board’s composition was made up of the following service lines and members:

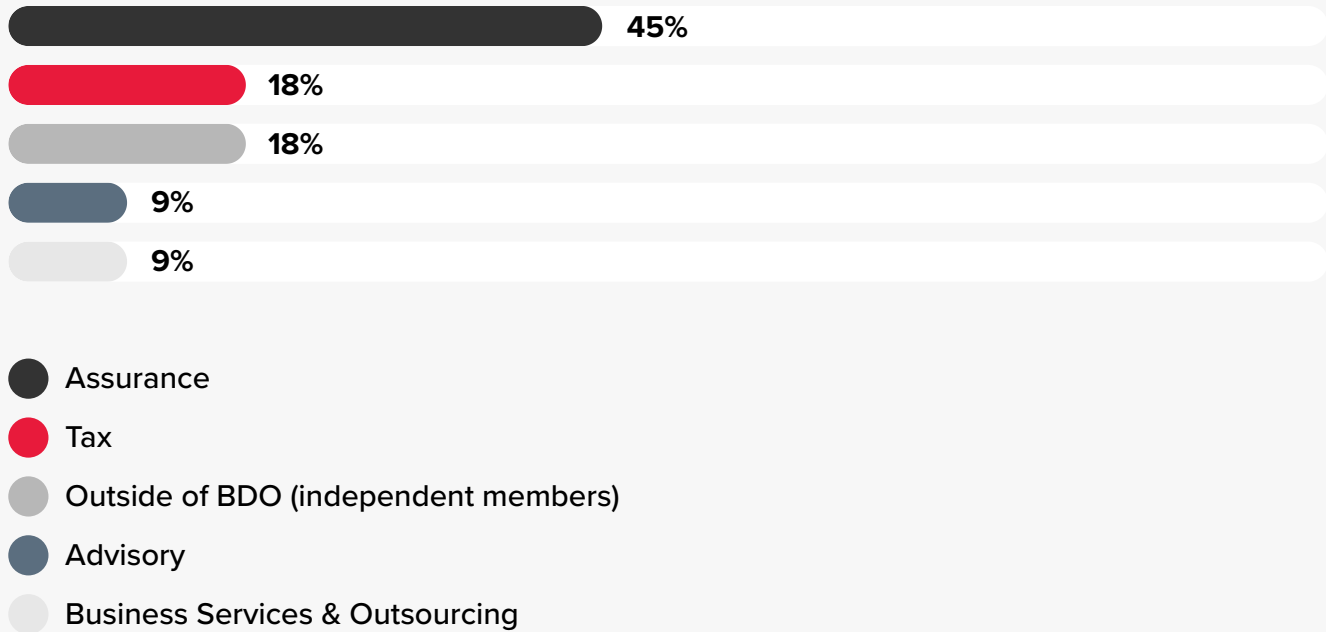


Figure 7. Forty-five percent of the Board is made up of members in the Assurance service line, eighteen percent from Tax, eighteen percent from outside of BDO, nine percent from Advisory and nine percent from Business Services & Outsourcing.

Our Board members*



Jameson Bouffard, Chair, Financial Oversight Committee

Toronto, Ont.

Assurance



Janet Boyle, Chair, Governance & Risk Committee

Toronto, Ont.

Independent Board Member



Ryan Brain

Toronto, Ont.

Independent Board Member



Mina Farinacci

Montreal, Que.

Business Services & Outsourcing



Kelly Hagen

Oakville, Ont.

Advisory



Greg London, Chair, Strategy & Execution Committee

St. John’s, N.L.

Tax



Daryl Maduke, Chair, Talent & Culture Committee

Vancouver, B.C.

Tax



Peter Matutat

Markham, Ont.

Assurance



Dan Nagle

Kitchener-Waterloo, Ont.

Assurance



David Veld, Board Chair

Oakville, Ont.

Assurance



Lorraine Walker

Calgary, Alta.

Assurance

*As of Dec. 31, 2025

For Board responsibilities, please see [Appendix F.](#)



Board skills matrix

Each year, the Board reviews the skills and expertise needed to remain effective in a constantly evolving business landscape. **Appendix G** highlights the competencies and experience the Board aims to maintain or enhance as part of this ongoing assessment.

These capabilities, which encompass both technical and strategic expertise, support the Board's effective oversight of BDO's strategy, risk management and leadership. This table outlines the priority knowledge areas that support the Board in fulfilling its governance responsibilities.

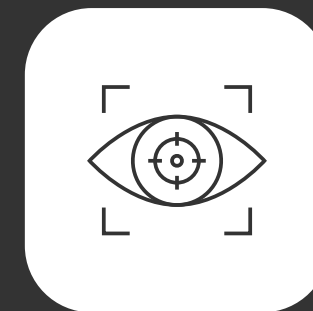
Key competencies and areas of knowledge



Strategy and
business model



Enterprise risk
management (ERM)



Technology, AI, and
digital risk oversight



Professional services,
industry knowledge
and partnership
model insight



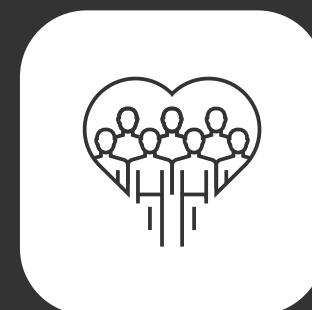
Human capital and
talent management



Financial and
accounting acumen



Board governance and
decision effectiveness



Sustainability, and
inclusive leadership



Regulatory compliance
and legal oversight



Stakeholder
engagement
and reputation
stewardship



Innovation and
strategic change



Board committees

To support the Board in its mandate, it has constituted four sub-committees aimed at addressing critical organizational functions:

- Financial Oversight Committee
- Governance & Risk Committee
- Talent & Culture Committee
- Strategy & Execution Committee

For further information on the purpose and composition of these committees, please refer to [Appendix H](#).

Executive Leadership Team*

— Service line leaders

— Strategic accelerators



Bruno Suppa
Chief Executive Officer



David Simkins
Chief Operating Officer



Jenny Gu
Managing Partner,
Assurance



Robert Lawrence
Managing Partner,
Business Services
& Outsourcing



Rachel Gervais
Managing Partner,
Tax



Jeff Chapman
Managing Partner,
Advisory,
Markets & Industry
Leader



Kerri Plexman
Managing Partner,
Talent & Culture



Sonia Edmonds
Managing Partner,
Innovation & Change

*As of Dec. 31, 2025



Ethical behaviour, and legal and regulatory compliance

Our continued success in the marketplace is rooted in our commitment to quality and the confidence our clients place in us. We work to cultivate a firm-wide culture grounded in integrity and compliance, reinforcing ethical behaviour through ongoing training and adherence to applicable laws, regulations, professional standards, and internal policies.

Every member of BDO is expected to demonstrate the highest standards of honesty, integrity, transparency, and professionalism. **Our people are required to follow all relevant legal, regulatory, and professional obligations** as they carry out their responsibilities.



How we uphold legal and ethical standards

Our **Code of Conduct** sets out the ethical standards expected of our people and outlines how we meet our legal, regulatory, and professional obligations, including:

- We manage compliance with regulatory requirements with integrity and in a process-driven manner.
- We protect the confidential and personal data of our clients from unauthorized access, disclosure, and use.
- We maintain a zero-tolerance policy towards any form of bribery, corruption, or other unethical practices.
- We are committed to upholding our policies and procedures against financial crime, corruption, money laundering, drug trading, and human trafficking.
- We adhere to the sanctions imposed by the Canadian government.
- We are committed to fair business practices and competition in all our services.
- We respect our regulators and are committed to work with them to fulfill our role in the public markets.
- Compliance with our Code of Conduct is a condition of partnership and employment within our firm.

In 2025, we introduced the BDO Canada Responsible Artificial Intelligence (AI) policy and issued corresponding mandatory training to reinforce our ethical standards in the use of this emerging technology. The training focuses on professional judgment, data privacy and confidentiality, bias awareness, intellectual property considerations, and compliance with applicable laws, regulations, and professional standards. This initiative supports our commitment to managing emerging risks responsibly while maintaining trust and delivering high-quality professional services. Our AI Governance Committee, chaired

by our Chief Risk Officer, is responsible for overseeing the development of AI-related policies, monitoring the evolving AI regulatory and ethical standards, and providing strategic guidance on AI adoption, compliance, and risk mitigation.

To ensure our suppliers share our commitment to ethical and appropriate conduct, we have developed a Supplier Code of Conduct. This Supplier Code of Conduct, which will be rolled out in the future, outlines the standards we will expect from our suppliers. It aligns with our core values and reinforces our dedication to our clients and communities.

Independence

Independence of our firm, partners, and employees is critical to our business and is upheld through comprehensive independence policies, systems, and procedures. These policies and processes are based on independence standards including the Code of Ethics of the IESBA, the Canadian CPA Codes of Professional Conduct, and supplemented as applicable by the independence rules and standards issued and administered by the U.S. Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB).

Independence is maintained through the firm's policies and procedures which include:

- a requirement that all BDO personnel be free from prohibited financial interests and relationships;
- maintenance and communication of restricted entity listings to prevent impermissible financial interests;
- a requirement that assurance engagement team members confirm their independence and, where applicable, consult prior to entering into employment negotiations with an assurance client;
- mandatory partner rotation protocols aligned with professional standards requirements designed to safeguard objectivity and maintain independence;
- annual confirmations of independence and independence training required by all firm personnel;

- mandatory conflict of interest procedures designed to support compliance and confirm that only permissible non-assurance services are being provided to assurance clients and their related entities;
- a centralized business relationship process requiring the Risk Management team's approval prior to entering into a business relationship with a third party; and
- a requirement that all independence breaches are promptly reported to the Risk Management team upon identification for appropriate evaluation and reporting to the assurance client.

Compliance

Our ethics and independence-first culture are further maintained through compliance with regulatory rules and internal policies and procedures. These processes include annual confirmations of compliance, robust processes for identifying domestic and international conflicts of interest, expert consultation procedures, regulatory compliance monitoring, and confidentiality procedures.



Risk and opportunity oversight

Our approach to managing and identifying risk

Our Enterprise Risk Management (ERM) program provides a systematic way to identify, assess, and monitor the risks that could influence our ability to achieve our strategic objectives. It also guides how we prioritize significant risks, prepare for emerging issues, and design appropriate mitigation actions.

Grounded in the Committee of Sponsoring Organizations (COSO) framework, the ERM program is led by the Chief Risk Officer and supported by designated Risk Owners and the Executive Leadership Team (ELT), with oversight and direction from the Governance and Risk Committee of the Board.

ERM program objectives

Our objectives for ERM include:

- providing a structured basis for strategic planning and decision-making;
- assisting the firm in achieving its strategic objectives;
- enhancing the firm's governance and corporate management processes;
- encouraging decision-makers to identify sound business opportunities that will benefit the firm without exposing it to unacceptable levels of risk; and
- providing a practical, usable framework for partners and staff to identify and assess risks inherent in the decisions they take.

Risk identification and assessment

We identify risks and opportunities through several channels, including:

- evaluating our strategy in the context of current and emerging market dynamics;
- reviewing legislative and regulatory developments and assessing their implications for the firm and individual service lines;
- monitoring geopolitical shifts and broader market trends that could influence the professional services landscape and our clients;
- engaging with global and national leadership to understand firm-wide and industry-wide trends; and
- consulting with audit and professional services regulators.

After risks or opportunities are identified, we evaluate them based on their likelihood and potential impact and then assess how well our existing controls or processes address them.

Effective risk management is a **central pillar of our governance approach** and is essential to maintaining the firm's long-term resilience and performance.





The following risks and opportunities represent those that have the greatest potential to influence our ability to deliver on our strategic priorities should they occur.*

*As of Dec. 31, 2025

Strategic risks and opportunities

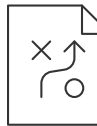
Firm strategy



Innovation



IT strategy

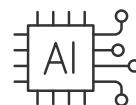


Regulatory risks and opportunities

Changes in the regulatory environment



AI systems



Operational risks and opportunities

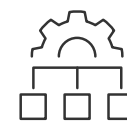
Data confidentiality and security



Cybersecurity



IT infrastructure



Market developments and economic uncertainty



Talent resources



Engagement processes



Operational resilience



Risk monitoring

With an ever-changing risk landscape, we regularly reassess our risk profile to ensure our ERM program remains responsive and relevant. To support this, we conduct a review of our risk identification and assessment processes twice each year. BDO has begun integrating the identification, assessment, and ongoing monitoring of climate-related risks into our annual risk reviews to ensure responsiveness to both transitional and physical climate risks. Please refer to the Environmental section for further details.

Communication of risk to the Board and ELT

Oversight of the ERM program ultimately rests with the Board, supported by the Governance & Risk Committee. The Risk Management team provides ongoing updates to the Governance & Risk Committee and the Executive Leadership Team, enabling them to monitor key risks, evaluate the effectiveness of controls, and provide strategic direction where needed.



Risk policies and procedures

Beyond the ERM framework, **we maintain a suite of risk policies, training programs, and operational procedures** designed to promote high-quality service delivery and ensure compliance with professional standards.

These requirements are detailed in our Risk Management Manual, which is accessible to all personnel. The manual outlines key processes such as:

- Quality assurance reviews
- Conflict of interest assessments
- Independence procedures and monitoring
- Client and engagement acceptance protocols
- Risk rating assessments
- Mandatory firm-wide risk training
- Compliance with sanctions obligations
- Compliance with anti-money laundering regulations





We are committed to acting ethically in everything we do and preventing corruption in all its forms.

International standard on quality management

Regulators in Canada and internationally expect professional services firms to maintain strong, continually improving systems of quality management. In 2020, the Auditing and Assurance Standards Board (AASB) introduced the International Standard on Quality Management 1 (ISQM 1), which was adopted in Canada as CSQM 1. These standards require firms to establish, operate, and regularly evaluate a system of quality management that meets defined objectives and demonstrates operating effectiveness.

BDO continues to align with the requirements of CSQM 1, ensuring that our system of quality management is designed, implemented, and monitored to provide reasonable assurance on operating effectiveness in accordance with the standard so that its objectives are consistently met.

Whistleblower policy

Our whistleblower policy provides a mechanism for individuals at BDO to report concerns that any BDO personnel have engaged in dishonest, unethical, or illegal conduct. The policy explains how concerns can be raised—either through internal reporting channels or anonymously through Mitrastech Ethics Hotline (formerly ClearView Connects), an external reporting service that operates confidential whistleblower systems for organizations across Canada. Access to the platform is available to our people through the firm's intranet.

All members of the firm are expected to understand and follow the requirements of this policy and must complete mandatory training on the whistleblower process and related responsibilities.

Anti-corruption commitment

We are committed to acting ethically in everything we do and preventing corruption in all its forms. The firm's anti-corruption responsibilities are shaped by Canadian laws and regulations, relevant professional standards, and international requirements that apply when our work spans multiple jurisdictions. To help mitigate corruption risks proactively, we have clear restrictions on certain types of expenditures and maintain a defined policy governing gifts and hospitality. In addition, we follow BDO Global's anti-bribery and anti-corruption standards, which set consistent expectations for ethical behaviour across the network.



Data protection

Privacy policy

Safeguarding personal information is integral to how BDO operates and for maintaining trust with our clients. We implement a range of technical and organizational measures to meet our privacy commitments, including:

- collecting, using, and disclosing personal information in alignment with our Privacy Statement, internal policies, and applicable legislation;
- implementing safeguards designed to protect personal data from misuse, unauthorized access or disclosure, and accidental loss, destruction, or alteration;
- maintaining processes to address privacy-related questions, concerns, and lawful requests for information; and
- complying with relevant laws and managing potential incidents through established incident response protocols.

To support the confidentiality of client and employee information, we maintain a comprehensive suite of privacy and security policies and procedures.

Data Security and Protection

We are committed to maintaining the confidentiality, integrity, and availability of the information entrusted to us. Information security is fully integrated into our culture, operations, and service delivery, which contributes to our standing as one of the security leaders within the global BDO network.

As custodians of sensitive client and firm data, we have achieved ISO 27001 certification, the global benchmark for information security best practices, positioning the firm as a trusted partner.

Our IT Security team uses a risk-based, continuous-improvement approach to advance our security capabilities. This includes efforts to:

- design and maintain resilient, secure systems;
- prevent unauthorized access to personally identifiable information (PII) and other confidential data;
- ensure external technology partners meet the same security expectations we uphold;
- respond rapidly and effectively to incidents and emerging cyber threats;
- equip our people to play an active role in preventing security incidents; and
- provide clear security assurances to our clients and their clients.

In addition to our firm-wide information security practices, certain engagements require adherence to specific government security requirements. As part of our participation in the Government of Canada's Contract Security Program, two of our offices successfully re-registered under the program: Winnipeg in 2023 and Ottawa in 2024. Each registration is valid for a three-year term. One Company Security Officer (CSO) and four Alternate CSOs support the protection of sensitive government information and assets, including oversight of secure workplace environments maintained in alignment with federal program requirements.

As custodians of sensitive client and firm data, we have achieved ISO 27001 certification, the global benchmark for information security best practices, positioning the firm as a trusted partner.



Aligning governance with evolving challenges

We continually scan shifts in the business, economic, and regulatory environments to understand how new or evolving risks could affect our firm. **This forward-looking approach strengthens our governance practices** and supports our ability to deliver on the commitments outlined in this report.





Appendices



Appendix A – BDO Canada–Sustainability Services overview

Responsible solutions for business growth and risk management

Organizations across Canada are operating in an environment where stakeholder expectations around responsible business practices continue to grow. Customers, lenders, regulators, employees, and other stakeholders increasingly expect businesses to understand and manage risks related to supply chain practices, emissions, labour standards, and community impact. Without a clear and practical approach, organizations may face higher costs, reputational challenges, and missed opportunities in an increasingly competitive market.

BDO's Sustainability team supports our clients with sustainability strategy, reporting, risk assessment, and related advisory services.

The core focus areas are as follows:

- **Sustainability strategy and reporting:** Supporting transparent reporting aligned with selected frameworks and stakeholder information needs.
- **Supply chain management:** Mapping supply chains, assessing risks, and supporting due diligence, training, and reporting to support supply-chain due diligence, training, and reporting processes.
- **Climate risk and resilience:** Evaluating climate-related financial and operational impacts using selected climate-risk frameworks to support client planning and risk assessment.
- **Carbon accounting:** Measuring greenhouse gas emissions to support reporting, compliance assessment, and reduction planning.
- **Sustainability assurance:** Providing limited or reasonable assurance over specified sustainability information in accordance with applicable assurance standards.

Sustainability is no longer a standalone initiative; it is becoming an increasingly important part of how organizations build resilience, respond to stakeholder expectations, and create long-term value. By taking a clear and practical approach, organizations can strengthen their position across key business priorities, including growth, talent, risk, and capital.

Accessibility consulting

BDO's Accessibility Consulting services support organizations of all sizes and industries in becoming more accessible for persons with disabilities. Accessibility is not only a legal requirement or social responsibility, but an important factor in organizational success and reputation.

Accessibility is an increasingly important consideration for organizations as expectations continue to evolve across the workforce, customer base, and broader stakeholder community. With disability affecting almost every person during their lifetime, accessibility plays a critical role in how organizations design inclusive environments and deliver services effectively.

BDO's Accessibility Consulting team brings decades of combined experience and lived experience of disability, enabling meaningful engagement with employees, customers, and other stakeholders with disabilities. The input of persons with disabilities is essential to an organization's accessibility journey.

BDO helps clients go beyond legislative compliance through services that include accessibility assessments, developing accessibility plans and progress reports, and conducting research on best practices. BDO also supports organizations in organizational change in accessibility related to areas such as governance and culture, employment, physical environments, communications, digital environments, programs and services, and procurement. BDO helps organizations embed accessibility into their strategy, operations, and culture so they can work toward becoming barrier-free for persons with disabilities.

Indigenous markets

The priorities and goals of Indigenous communities, organizations, and businesses vary, and the support required must reflect those unique differences. Some communities require foundational services to support future growth and opportunity, while others benefit from more specialized approaches that strengthen existing operations.

At BDO, we support Indigenous clients through a relationship-based, distinctions-informed approach that centres listening and delivers practical, actionable support aligned with their priorities. Our work focuses on supporting self-determination and Indigenous-led capacity-building so communities and organizations can operate effectively, strengthen systems and processes, and adopt technology where it supports their goals.

Our services are designed to meet Indigenous communities where they are, at every stage of growth. This includes helping navigate available financial assistance, supporting strategic and community vision planning, and improving operational efficiency through strengthened governance, processes, and systems. Our relationship-based approach, grounded in trust, respect, and collaboration, supports Indigenous communities and organizations as they work toward long-term sustainability, economic success, and community-driven outcomes.



Appendix B – Greenhouse gas (GHG) inventory project

Boundary setting

Aligned with the GHG Protocol, BDO uses the operational control approach, under which we accounted for 100% of the GHG emissions from operations over which we have control. Operational control is defined as situations and areas where the organization has the authority to introduce and implement operating policies at the worksites. This approach is consistent with the current accounting and reporting practices of many companies that report on emissions from their facilities.

Our carbon footprint reporting period runs from Jan. 1 to Dec. 31, which aligns with our financial reporting period. For 2025, we continued reporting our GHG emissions to align with the calendar year.

Principles of reporting

We follow best practice reporting principles for the calculations, as laid out by the World Resources Institute (WRI):

- Relevance
- Completeness
- Consistency
- Transparency
- Accuracy

BDO's GHG calculation is aligned with the methodology outlined in the GHG Protocol. The completion of our carbon footprint report for Scope 1, Scope 2, and Scope 3 emissions involved applying reasonable assumptions where direct data was unavailable.

Global warming potential (GWP)

In line with best practices in organizational GHG accounting and WRI, we have included greenhouse gases (per Kyoto Protocol) where applicable and material. GWPs are factors

describing the radiative impact of one unit of a specific greenhouse gas relative to one unit of carbon dioxide. These factors are used in GHG accounting to convert individual greenhouse gas emission totals into a single standardized unit useful for comparison: carbon dioxide equivalent.

BDO's 2025 GHG calculations were completed in accordance with the 100-year time-horizon GWP values from the Intergovernmental Panel on Climate Change's Fifth Assessment Report (2014). While more recent assessment reports are available, BDO continues to use the Fifth Assessment Report to support consistency in year-over-year reporting and plans to revisit the GWP values used as rebaselining needs arise.

Scope 1: Direct GHG emissions

BDO has natural gas Scope 1 emissions. There are no other substantive fuels (directly combusted) emitted by our worksites. We estimated refrigerants and other fugitive emissions to be negligible/immaterial.

Scope 2: Indirect GHG emissions

Our Scope 2 emissions include purchased electricity and steam. We made improvements in the data collection process and continue to employ extrapolation methods in our calculation for worksites with unavailable data.

Since no renewable energy or Renewable Energy Certificates (RECs) were purchased in 2025, there is no difference between our location-based and market-based Scope 2 emissions. Therefore, both reporting methods result in the same emissions values.

Scope 3: Other indirect GHG emissions

We used the spend-based method to estimate emissions associated with categories 1, 2, 3, and 5.

- **Category 1:** Purchased goods and services
- **Category 2:** Capital goods
- **Category 3:** Fuel and energy-related activities
- **Category 5:** Waste generated in operations

To estimate emissions from the spend data, we used emission factors from the environmentally extended input-output (EEIO) method, sourced from the Cornerstone Sustainability Data Initiative – Supply Chain Greenhouse Gas Emission Factors v1.4.0 NAICS-6 Datasets and adjusted them for appropriate foreign exchange and inflation rates (i.e., the consumer price index).

BDO GHG rebaseline approach

As we continue refining our data collection process and improving the quality of our data and estimates, we are aligning with the SBTi's rebaselining policy, which requires organizations to recalculate their base year emissions when significant changes occur, such as:

- Structural changes in the firm.
- Changes in the calculation methodology or improvements in the accuracy of emission factors and activity data that result in improved accuracy and have a significant impact on the base year estimates.
- Discovery of material errors.

In line with this guidance, BDO will recalculate its base-year emissions (rebaseline) when structural, methodological, data-related, or other significant changes result in a cumulative change of 5% or more in total base-year emissions. We continue to monitor operational changes across the firm and maintain a log of emissions-related impacts to determine whether the recalculation process is triggered. Following the December 2024 business announcement involving 21 BDO Canada offices, BDO assessed the emissions-related impact of this operational change and determined that it did not exceed the 5% threshold for recalculating base year emissions.



Appendix C – Our workforce metrics

People – Dignity and equality

Gender and age diversity data for 2025 is outlined below as it relates to our employee and governance categories.

2025
2024

	Female	Male	Female	Male	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Workforce*	59.2%	40.4%	59.0%	40.7%	28.3%	51.6%	20.1%	30.0%	49.1%	20.9%
Client facing**	52.4%	47.2%	52.7%	47.0%	32.7%	49.4%	17.8%	34.1%	47.2%	18.6%
Partner	29.2%	69.9%	29.0%	70.2%	0.0%	56.6%	43.4%	0.0%	55.2%	44.6%
Director	43.3%	56.7%	44.7%	55.3%	0.0%	40.0%	60.0%	1.2%	38.8%	60.0%
Senior manager	53.8%	45.8%	53.1%	46.7%	2.2%	77.0%	20.7%	1.7%	75.4%	22.8%
Manager	53.2%	46.1%	51.9%	47.4%	20.8%	65.6%	13.5%	22.7%	64.3%	13.0%
Non-management staff***	57.2%	42.5%	57.9%	42.0%	51.9%	37.1%	11.0%	52.7%	34.8%	12.5%
Non-client facing****	79.7%	19.8%	79.1%	20.5%	14.9%	58.0%	27.1%	16.6%	55.1%	28.3%
Partner	43.8%	56.3%	37.5%	62.5%	0.0%	56.3%	43.8%	0.0%	50.0%	50.0%
Director	66.7%	30.3%	68.8%	28.1%	0.0%	63.6%	36.4%	0.0%	62.5%	37.5%
Senior manager	67.3%	31.7%	69.1%	29.8%	0.0%	75.0%	25.0%	0.0%	77.7%	22.3%
Manager	76.9%	23.1%	76.6%	23.4%	2.9%	69.9	27.2%	4.7%	64.9%	30.4%
Non-management staff***	66.2%	33.6%	64.3%	35.5%	20.4%	58.5%	21.1%	22.0%	57.7%	20.3%
Administration	95.9%	3.6%	93.6%	5.9%	19.1%	49.7%	31.2%	20.2%	46.5%	33.2%
Board	30.0%	70.0%	20.0%	70.0%	0.0%	50.0%	40.0%	0.0%	50.0%	40.0%
Executive Leadership Team	50.0%	50.0%	44.4%	55.6%	0.0%	50.0%	50.0%	0.0%	44.4%	55.6%
Senior Leadership Team	27.3%	69.7%	26.5%	70.6%	0.0%	54.5%	45.5%	0.0%	58.8%	41.2%

*Workforce includes the full set of individuals who contribute to BDO encompassing all type of employment relationships (full-time, part-time, fixed-term contracts and co-ops), however, it excludes contingent workers.

**Client facing roles are described as those with more than 40% billable time.

***Non-management roles include seniors, specialists, intermediates, juniors, and co-ops.

****Non-client facing roles are described as those with less than 40% billable time. Non-client facing staff include our firm-wide services teams.



Appendix C – Our workforce metrics (continued)

People – Dignity and equality

Racial diversity data for 2025 is outlined below as it relates to our employee and governance categories.

	Indigenous	Not racialized	Not responded	Prefer not to say	Racialized
Workforce*	1.2%	49.5%	2.5%	5.2%	41.6%
Client facing**	0.9%	48.2%	2.7%	5.2%	43.0%
Partner	1.3%	63.9%	6.7%	8.7%	19.4%
Director	1.1%	66.7%	3.3%	5.6%	23.3%
Senior manager	1.3%	55.0%	3.6%	7.1%	33.1%
Manager	0.0%	49.7%	2.4%	6.6%	41.3%
Non-management staff***	0.9%	42.0%	1.7%	3.5%	51.9%
Non-client facing****	1.9%	53.4%	2.0%	5.2%	37.4%
Partner	0.0%	81.3%	0.0%	0.0%	18.8%
Director	0.0%	63.6%	3.0%	12.1%	21.2%
Senior manager	1.9%	57.7%	2.9%	2.9%	34.6%
Manager	2.3%	64.2%	0.6%	5.8%	27.2%
Non-management staff***	1.7%	37.8%	1.7%	7.5%	51.2%
Administration	2.2%	59.8%	2.6%	3.4%	32.1%
Board	10.0%	40.0%	40.0%	10.0%	0.0%
Executive Leadership Team	0.0%	75.0%	0.0%	0.0%	25.0%
Senior Leadership Team	0.0%	66.7%	15.2%	6.1%	12.1%

*Workforce includes the full set of individuals who contribute to BDO encompassing all type of employment relationships (full-time, part-time, fixed-term contracts and co-ops), however, it excludes contingent workers.

**Client facing roles are described as those with more than 40% billable time.

***Non-management roles include seniors, specialists, intermediates, juniors, and co-ops.

****Non-client facing roles are described as those with less than 40% billable time. Non-client facing staff include our firm-wide services teams.



Appendix C – Our workforce metrics (continued)

Prosperity – Employment and wealth generation

Employment data for 2025 is outlined below.

2025

2024

Hires

	Female	Male	Female	Male	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Hires*	55.3%	44.3%	54.2%	45.5%	64.4%	30.0%	5.6%	65.7%	27.4%	6.8%
Client facing	48.7%	50.8%	48.0%	51.8%	69.4%	26.3%	4.2%	72.0%	22.8%	5.1%
Non-client facing	80.4%	19.6%	77.3%	22.4%	45.2%	44.0%	10.8%	42.1%	44.5%	13.3%

*Hires refers to the number of hires under each diversity category, relative to the total number of hires.

Turnover

	Female	Male	Female	Male	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Turnover**	8.8%	6.4%	7.71%	4.87%	5.7%	7.4%	2.1%	5.01%	5.95%	1.62%
Client facing	6.9%	6.0%	5.68%	4.55%	5.2%	6.2%	1.5%	4.43%	4.79%	1.02%
Non-client facing	1.9%	0.4%	2.03%	0.32%	0.5%	1.2%	0.6%	0.59%	1.16%	0.61%

**Turnover refers to the number of voluntary departures relative to the employee count, categorized by diversity categories. This does not include contingent workers, contractors (fixed term) or co-ops.

Promotions

	Female	Male	Female	Male	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Promotions***	56.6%	42.8%	59.7%	40.0%	53.7%	41.8%	4.5%	56.6%	38.0%	5.3%
Client facing	52.1%	47.6%	56.4%	43.2%	59.1%	38.4%	2.5%	62.1%	34.1%	3.6%
Non-client facing	82.3%	15.3%	79.5%	20.5%	23.4%	61.3%	15.3%	22.8%	61.4%	15.7%

***Promotions refers to the number of new promotions under each diversity category, relative to the total number of promotions.



Appendix D – Skills for the future

Our people bring purpose and value to everything we do. Which is why, we invest meaningfully in their development to help them grow as professionals and individuals. The tables below outline the average hours of training per person by role, gender, and full-time equivalent (FTE).

Average training hours per person by role

Role	Average training hours per person (2025)	Average training hours per person (2024)
Partner	37	37
Director	29	27
Senior manager	35	38
Manager	37	36
Senior consultant	35	36
Consultant (junior, specialist, intermediate)	40	34
Administrative	45	44
Co-op/Intern	64	58
Firm-wide average	38	37

Average training hours per person by gender

Category	Average training hours per person (2025)	Average training hours per person (2024)
Female	36	35
Male	41	39
Non-Binary	29	n/a
Not declared	29	23
Firm-wide average	38	37

- Training hours are defined as verifiable training based on program durations offered by or through BDO, for example, our Workday completion status reports, Percipio learner activity reports, learning pilot programs, development programs, and coaching programs.
- Average headcount is used to calculate learning and development metrics per person. Average headcount for the year is defined as the average total number of partners and employees, including both active employees and departures. This figure does not include any contingent workers.

Average training spend per FTE

Category	Average training spend per FTE (2025)	Average training spend per FTE (2024)
Female	\$18,110,964	\$16,962,534
Male	5,270	5,844
Average training spend per FTE	\$3,437	\$2,903

- It should be noted that BDO is compliant with the professional development requirements of CPA Canada.
- The data presented here does not include external training such as self-study, authoring, facilitated technical training, etc.



Appendix E – Prosperity: Community and social vitality

Demonstrating our commitment to creating long-term value, BDO channels resources into community sponsorships and charitable donations throughout Canada to cultivate sustainable societal benefits at local and national levels. Recognizing that the broader impact of our community efforts extends beyond monetary figures, the following table details our direct financial contributions in dollar value.

Community sponsorships and donations

Skill category	Descriptor	Total 2025 (\$)	Total 2024 (\$)
Sponsorships	Sponsorship - Charitable	537,655	398,504
Sponsorships	Sponsorship – Non-charitable	2,818,717	2,617,931
Donations	Donations - Monetary	73,357	111,283
Total		3,429,729	3,127,718



Appendix F – Board responsibilities

The role of the Board includes, but is not limited to, the following activities:

- Appoint the CEO.
- Ensure that the firm has an appropriate strategic plan and oversee and monitor the firm’s direction as it relates to the plan.
- Assess the CEO’s performance annually, approve their goals for the ensuing year, and review their compensation plan.
- Receive and review continuous reporting from the CEO.
- Establish and monitor policies for the firm.
- Hear and decide on any appeals from partners as provided for under the partnership agreement and Board policies.
- Oversee good financial and cultural governance (including setting the tone from the top on culture and ethics).
- Set and monitor high standards for quality, independence, and responsible business that meet or exceed regulatory requirements.
- Review monthly financial statements and approve annual financial statements.
- Review and approve computations and distributions of profit.
- Approve the firm’s annual budget and business plans.
- Appoint the nominating committee and other committee members as provided for in Board policies.
- Conduct annual general meetings and special general meetings.



Appendix G – Skills and experience used to recruit Board members

This table defines the skills and experience that strengthen our Board.

Skill category	Descriptor
Strategy and business model	Ability to shape and challenge strategy by aligning the business model (and Firm value) with client needs, market trends, competitive positioning, and long-term value creation.
Professional services industry knowledge and partnership model insight	Deep knowledge of the professional services sector, including partnership economics, independence considerations, regulatory expectations, client delivery models, and competitive dynamics across advisory, audit, tax, and other consulting services.
Financial and accounting acumen	Ability to interpret financials, assess economic drivers, and understand implications of strategic choices for investment and risk decisions.
Enterprise risk management (ERM)	Experience with enterprise risk oversight, including risk appetite, emerging risks, and integration with strategy.
Regulatory compliance and legal oversight	Understanding of key legal and regulatory frameworks relevant to professional services firms, with an ability to oversee effective compliance programs, ethical conduct, and responses to regulatory change or scrutiny.
Board governance and decision effectiveness	Board governance experience, including fiduciary duties, decision-making discipline, committee structures, board evaluation, succession planning, and application of governance principles, especially in finance and risk or previous experience on governance committees.
Human capital and talent management	Oversight of talent strategy, leadership development, organizational culture, and succession—including direct admit and partner pathways, leadership transitions, performance management, and workforce sustainability.
Technology, AI, and digital risk oversight	Understanding of digital transformation, AI, and emerging technologies as well as their strategic implications, operational applications, and associated risks (e.g., cybersecurity, data privacy, regulatory, and ethical concerns).
ESG, sustainability, and inclusive leadership	Ability to oversee ESG priorities, including environmental impact, inclusive leadership agendas, ethical governance, social impact, and stakeholder expectations.
Stakeholder engagement and reputation stewardship	Ability to understand and navigate expectations of regulators, clients, partners, and the public—including experience in managing reputation, crisis response, and trust preservation.
Innovation and strategic change	Track record of leading innovation, process improvement, or business model change (including M&A activities) in response to market transitions or transformations.



Appendix H – Board committees

Appendix H outlines the purpose and composition of our Board Committees as of Dec. 31, 2025. The Board Chair appoints the committee Chairs and members of each committee on an annual basis. The Board Chair is invited to all committee meetings.

Financial Oversight Committee

The purpose of the Financial Oversight Committee (FOC) includes:

- 1. Informing and making recommendations to the Board on financial reporting and financial management issues;
- 2. Providing oversight on those issues that are fundamental to promoting the financial integrity of the management reporting process; and
- 3. Monitoring the financial performance of BDO.

The FOC is comprised of the following members:

Chair of the Committee



Jameson Bouffard
Partner, Assurance

Board members



Greg London
Partner, Tax



Peter Matutat,
Partner, Assurance



Lorraine Walker
Partner, Assurance

Executive Officers and others present by invitation of the committee include:

Executive Officers and others



David Simkins
Chief Operating Officer



Joe Dobson
Director of Finance



Appendix H – Board committees (continued)

Appendix H outlines the purpose and composition of our Board Committees as of Dec. 31, 2025. The Board Chair appoints the committee Chairs and members of each committee on an annual basis. The Board Chair is invited to all committee meetings.

Governance & Risk Committee

The purpose of the Governance & Risk Committee (GRC) includes:

- 1. Assisting the Board in fulfilling its risk oversight responsibilities;
- 2. Ensuring periodic review and update of the Partnership Agreement, Board policies, and Operating policies; and
- 3. Monitoring and supplementing the Board’s skills matrix.

The GRC is comprised of the following members:

Chair of the Committee



Janet Boyle
Independent Board Member

Board members



Daryl Maduke
Partner, Tax



Peter Matutat
Partner, Assurance



Lorraine Walker
Partner, Assurance

Executive Officers and others present by invitation of the committee include:

Executive Officers and others



Christina Porretta
Chief Legal Officer



Amy Provvionato
Chief Risk Officer



Appendix H – Board committees (continued)

Appendix H outlines the purpose and composition of our Board Committees as of Dec. 31, 2025. The Board Chair appoints the committee Chairs and members of each committee on an annual basis. The Board Chair is invited to all committee meetings.

Talent & Culture Committee

The purpose of the Talent & Culture Committee (TCC) is to assist the Board in fulfilling its oversight responsibilities for:

- 1. Advancing talent management practices, including human resources strategy, employee engagement, and culture;
- 2. Overseeing leadership succession;
- 3. Reviewing and recommending partner compensation strategy;
- 4. Reviewing and recommending executive compensation and performance management; and
- 5. Talent management risk review.

The TCC is comprised of the following members:

Chair of the Committee



Daryl Maduke
Partner, Tax

Board members



Jameson Bouffard
Partner, Assurance



Mina Farinacci
Partner, BSO



Kelly Hagen
Partner, Advisory

Executive Officers and others present by invitation of the committee include:

Executive Officers and others



Kerri Plexman
Managing Partner, Talent & Culture



Appendix H – Board committees (continued)

Appendix H outlines the purpose and composition of our Board Committees as of Dec. 31, 2025. The Board Chair appoints the committee Chairs and members of each committee on an annual basis. The Board Chair is invited to all committee meetings.

Strategy & Execution Committee

The purpose of the Strategy & Execution Committee (SEC) is to assist the Board in fulfilling its oversight responsibilities for approving the strategic plan of the firm and monitoring the firm’s direction as it relates to the plan.

The SEC is comprised of the following members:

Chair of the Committee



Greg London
Partner, Tax

Board members



Ryan Brain
Independent Board Member



Mina Farinacci
Partner, BSO



Dan Nagle
Partner, Assurance

Executive Officers and others present by invitation of the committee include:

Executive Officers and others



David Simkins
Chief Operating Officer



Nick Lane
Chief of Staff

Thank you for taking the time to review our sustainability report. We are proud to adopt responsible business practices that embody our commitment to sustainability and to bending the arc of possibility for our people, our clients, and our firm. If you have any questions or would like to speak with one of our practice members, please contact us.

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About BDO

BDO helps businesses do more. We offer an integrated offering of accounting, assurance, tax and consulting services grounded in deep industry knowledge. With an understanding of domestic and global business needs, we work alongside our clients to help them turn complex problems into compelling results.

Assurance | Accounting | Tax | Advisory

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