



ESG REPORT 2024 BDO IN UKRAINE

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1. Introduction and general information

Sustainability Report 2024 by BDO in Ukraine, developed in line with the global GRI Standards, is a powerful reflection of our commitment to responsible business practices, sustainable growth, and positive impact on society and the environment. This year, we proudly showcase the outcomes of our consistent efforts, innovative approaches, and dedication to excellence – making us a trusted partner for our clients and a leading example for businesses throughout Ukraine.

We believe that true corporate success is defined not only by financial results, but by social responsibility, environmental stewardship, and transparent leadership. This report offers a glimpse into our world, where business and sustainability go hand in hand to shape the future we all strive to build – strong, innovative, and responsible.

Join us in our journey, achievements, and aspirations for the future.



1.1 Welcome speech from CEO of BDO in Ukraine



It is a great honour for me to present 2024 ESG Report by BDO, prepared with reference to the GRI Standards. This report reflects a year marked by unprecedented challenges and resilience. The year 2024 was defined by external uncertainty and turbulence – from the ongoing war to economic fluctuations – testing our agility and commitment to core values. Throughout these challenges, BDO in Ukraine remained resilient, guided by our commitment to sustainable development, responsible governance, and a deep belief that business can – and should be – be a force for positive change.

Leading a company through such instability required unwavering commitment to flexible and responsible leadership. We implemented robust crisis management plans, applying scenario planning and risk analysis to stay ahead of potential challenges and mitigate them effectively. At the same time, we prioritised the safety and wellbeing of our people, offering remote work options to ensure their security and keep our operations running smoothly. By staying flexible and planning ahead, we kept our operations secure and continued to earn the trust of those who rely on us.

Even during the most difficult times, we chose action over hesitation. We advanced innovation efforts and pursued opportunities to make a meaningful impact. Our team responded quickly, introducing advanced digital solutions and forming dedicated teams to implement breakthrough technologies like generative AI – all to improve efficiency and service quality. This innovative approach not only strengthened our resilience but also brought optimism and creative energy to our team. Despite the challenges, we quickly developed new service lines to meet evolving client needs and support the country's recovery – proving that challenges can serve as catalysts for growth.

Sustainability and ESG principles are at the core of BDO's strategy and corporate culture. We believe that sustainability is a long-term commitment to aligning business with the broader interests of society and the environment. Throughout 2024, we continued to integrate ESG principles into every aspect of our work – from client engagements to internal operations – ensuring our values are reflected in everything we do. BDO in Ukraine is proud to be a leader in advancing sustainable business practices and responsible corporate governance within our industry.

We firmly believe that lasting progress is a shared effort. Throughout the year, we strengthened our cooperation with stakeholders, partners, and communities. As Co-Chair of the Ukraine Recovery Committee at the European Business Association, I have personally witnessed the power of partnership between business, government and civil society in driving recovery and enhancing resilience.

This is why BDO in Ukraine has aligned with key recovery-focused initiatives – such as *Skills Alliance for Ukraine* and *SME Resilience Alliance* – collaborating with international institutions, donors and government bodies to promote education, entrepreneurship and economic resilience. Whether through pro bono projects, supporting local communities in times of crisis, or mentoring small businesses, all our efforts are guided by a simple principle: we succeed only when society succeeds.

We have consistently adhered to the highest standards of ethics and corporate governance, fostering a culture of integrity, accountability and transparency across the organisation. BDO continues to align with global initiatives such as the UN Global Compact and the Global Compact for Ukraine, upholding its Ten Principles and supporting the achievement of the UN Sustainable Development Goals. Through this commitment – and by reporting in line with GRI Standards – we ensure our stakeholders can rely on our transparency and track our impact.

Looking back on 2024, I am filled with deep respect for the resilience of our team and the solidarity of our partners, and I am proud of what we have achieved together. This year reminded us that even in the face of unprecedented challenges, our values and vision remain the guiding light that leads us forward. Looking to the future, we are as determined as ever to lead with purpose in sustainability and responsible business. We will continue to advocate for ambitious climate goals, promote social inclusion and diversity, and uphold the principles of transparent and ethical governance in everything we do. Looking ahead to 2025, we remain hopeful and determined, we believe that together we can turn challenges into opportunities and build a more sustainable and prosperous future for Ukraine and the world.

Thank you for your trust and continued support. We invite you to review our ESG Report and join us on our shared journey towards a better future.

Respectfully yours,
Vira Savchenko
CEO of BDO in Ukraine,
Co-Chair of the Ukraine Recovery Committee at the European Business Association



1.2 ESG guidelines of international organisations

This year, we prepared our Sustainability Report based on international guidelines. It is based on the recommendations of the Task Force on Climate-Related Financial Disclosures, the International Integrated Reporting Framework (I3), as well as the standards of the Global Reporting Initiative (GRI).

BDO in Ukraine has prepared the Report under GRI standards, providing clear and transparent disclosure of performance results in reporting, and taking responsibility for our impact on the environment, social, and economic footprint, and promoting a balanced and sustainable development strategy.

The UN Sustainable Development Goals (SDGs) serve as an important guiding framework for us. We have integrated them into our operations and reporting, aligning our outcomes and impact with the global 2030 Agenda for Sustainable Development. This shows how the activities of BDO in Ukraine tackle today's most urgent challenges – social, economic, and environmental.



1.3 Our new global vision



Build a thriving global team

We are building a space for learning and respect, where everyone is proud to be part of BDO.



Do the right thing

We consistently uphold the principles of quality and integrity.



Focus on tomorrow

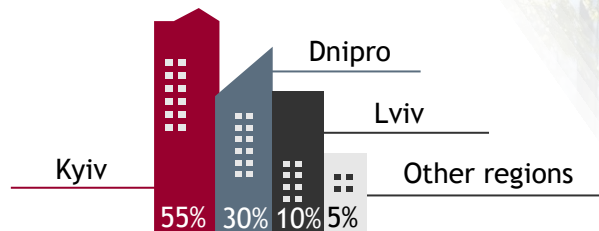
We are committed to supporting sustainable development.

1.4 General Information about BDO in Ukraine 1/2

Member Firms of BDO in Ukraine:

- ▶ BDO LLC
- ▶ BDO Consulting LLC
- ▶ BDO Corporate Finance LLC
- ▶ BDO Business Service Sharing Hub LLC

232 employees:



Financial results*:

2024

| | |
|-------------------|--------------------------|
| Audit & Assurance | + 22,51 % |
| Tax | - 2,73 % |
| Advisory | + 139,45 % |
| BSO | + 28,29 % |
| Other | - 79,46 % |
| TOTAL | + 27,78% increase |



* Data provided refers to the financial year – 01.10.2023-30.09.2024

1.4 General Information about BDO in Ukraine 2/2

BDO in Ukraine holds the status of **Platinum Approved Employer** by ACCA in support of ACCA students and members: **Trainee Development (Platinum)** and **Professional Development**.



Professional Development



Trainee Development - Platinum

BDO in Ukraine holds **CIMA Training Quality** employer accreditation



Professional Certifications and Qualifications at BDO in Ukraine:

- 15 ACCA
- 1 ICAEW
- 16 IFRS, AICPA&CIMA

Total registered auditors – 26



BDO in Ukraine has published its 2024 Transparency Report



BDO LLC successfully underwent a quality review of audit services, as per Order No. 60-кя dated 16 September 2024

1.5 Principles of strategic leadership

Leading the company through uncertainty

In the context of the war in Ukraine, **the company actively collaborates with the government, local communities, and donors**, participating in numerous projects aimed at rebuilding the country. We are actively involved in working committees as well as public and business associations, which not only facilitates knowledge exchange but also helps identify effective solutions for sustainable development during this challenging period. Through these partnerships, together with other market participants, we contribute to infrastructure development and the recovery of critical sectors of the economy.

Our projects contribute to the recovery of key sectors such as agribusiness, manufacturing, energy, and more. We place particular emphasis on investing in advanced technologies: from **IT-based tools to artificial intelligence (AI)**, that help enhance operational efficiency even in times of workforce shortages. As a result, automation and digitalization significantly improve productivity, which is crucial for adapting to limited resources.

In addition, **investing in employee learning and development** has become a priority for the company. Given the significant loss of personnel due to mobilization and migration caused by the war, we actively invest in **reskilling and professional development** programs for our staff. This approach not only helps to address the shortage of qualified professionals but also enables us to build a more resilient and efficient team, capable of operating in times of crisis and quickly adapting to new challenges.

2. Sustainability strategy

At BDO, we believe that business carries not only economic but also ethical responsibility for building a sustainable world where opportunity is shared. Sustainable practices add real value for the company by improving financial results, building client confidence, and attracting talented professionals.

At BDO, we are guided by purpose. We respond to stakeholder expectations and act responsibly toward the environment, the economy, and future generations.

Our mission – *helping people achieve their dreams* – inspires everyone at BDO to work for the benefit of investors, clients, employees, and communities.

We support our clients in implementing ESG practices, invest in the development of our people, and actively engage in social initiatives within the communities where we operate.

BDO is committed to reaching net zero emissions by 2050. We report on our progress and integrate sustainable solutions into our daily operations, working together with you to build a more resilient future.

2.1 BDO in Ukraine sustainability strategy

Key achievements and challenges of 2024 1/2

- ▶ In 2024, we **developed and approved our “Sustainability Policy”** that outlines our principles and approaches to environmental, social, and governance responsibility, setting the groundwork for long-term sustainable development.
- ▶ We significantly **reduced the use of paper documentation**, by continuing the transition to electronic document management across all departments. This helped lower resource consumption and improve internal process efficiency.
- ▶ Our **municipal greening** program was extended and scaled up. We successfully greened a substantial area of urban land, contributing to the ecological development of cities.
- ▶ As part of our new “green” logistics approach, we launched the transition to **electric taxis** and arranged the purchase of public transport passes for employees – contributing to a reduction in CO₂ emissions. This year, the “Green Taxi Policy” was developed and officially adopted, formalizing these commitments at the corporate level.
- ▶ BDO in Ukraine team undergoes regular **training and professional development**, ensuring high-quality service delivery in line with the best international standards.
- ▶ The continued deployment of AI tools across workflows facilitated the **automation of routine tasks and significantly reducing employee workload**, boosting both productivity and service quality.



Key achievements and challenges of 2024 2/2

- ▶ In 2024, we achieved a **19% revenue growth in euro** compared to 2023.
- ▶ We successfully **underwent a quality review of audit services**, conducted by the Audit Public Oversight Board of Ukraine (APOB).
- ▶ We are expanding our **team of professionals**, with a **14% increase** in headcount since 2023. We also offer internships for young specialists – 27 students have already completed the program this year.
- ▶ Another key achievement for our company was **obtaining ISO/IEC 27001:2022 certification** – an internationally recognized standard that defines best practices for information security management. This accomplishment underscores our commitment to ensuring the reliable protection of our clients' data.
- ▶ We are proud to **continue as the Approved AICPA&CIMA Training Quality Partner** – a status granted under the employer accreditation program, which confirms our commitment to recommended standards of quality in training and professional development under AICPA&CIMA programs.
- ▶ We are proud to maintain our **ACCA Approved Employer status** in both Trainee Development, Platinum (the status of Platinum Approved Employer in support of ACCA students) and Professional Development (the status of Approved Employer in support of ACCA members) categories. We actively support our employees' professional development by providing preparation for ACCA exams and helping them achieve their career ambitions.

ESG performance results and strategy for 2025

| ESG categories | Key milestones in 2024 | Strategic Priorities for 2025 |
|---|---|--|
| Environmental impact | Tree planting in Kyiv and Dnipro to reduce carbon footprint | Driving green initiatives to cut CO ₂ emissions |
| Social aspects | Tree planting in Kyiv and Dnipro to reduce carbon footprint | Expansion of employee well-being programs |
| Corporate governance (Governance) | Integration of AI into workflows to enhance efficiency and risk management | Advancing ethical governance and transparency |
| Environmental, Social, and Governance (ESG) | Preparation for ESRS implementation and adaptation to CSRD requirements | Alignment with EU standards for non-financial disclosures |
| ESG consulting | Provision of consulting services for ESG strategy development and reporting | Advancing expertise and enabling business sustainability |

Contribution of ESG to the overall strategy 1\2

1. ESG as the ethical foundation of strategy.

The ESG framework transforms a company's strategy by focusing not only on profit, but also on values that build long-term trust:

- ▶ The strategy considers environmental impact, employee well-being, and human rights.
- ▶ Sustainable development goals are defined and aligned with the company's mission.
- ▶ Partnerships and markets are built on responsibility and transparency.
- ▶ Development of relevant policies and regulations – “Sustainable Development of BDO in Ukraine” and “Green Taxi” have been adopted.

2. ESG as a factor in risk reduction and stability enhancement.

In the risk management strategy, ESG aspects help to:

- ▶ Identify and control environmental, social, and reputational risks.
- ▶ Strengthen management processes, including audit, compliance, and anti-corruption.
- ▶ Prepare for regulatory changes (CSRD, EU taxonomy, local regulations).



Політика сталого розвитку
БДО в Україні

Початок дії: 1 січня 2025 року



Політика «зеленого» таксі
БДО в Україні

Початок дії: 1 лютого 2025 року



Contribution of ESG to the overall strategy 2\2

3. ESG as a competitive advantage in the market.

Implementing ESG enables companies to:

- ▶ Access “green” finance and investment funds that assess sustainability.
- ▶ Meet client expectations and tender requirements for responsible business practices.
- ▶ Strengthen employer branding by attracting young professionals who share similar values.

5. ESG as a foundation for international integration.

The company is better prepared for:

- ▶ International scaling (especially in EU and US markets)
- ▶ Participation in global initiatives (UN Global Compact, CDP, SBTi)
- ▶ Collaboration with international donors, financial institutions, and communities.

4. ESG as operational efficiency.

Through ESG approaches, the company:

- ▶ Reduces costs (e.g., through energy efficiency and digitalization);
- ▶ Optimises processes (ethical sourcing, responsible consumption).
- ▶ Improves personnel management (inclusion, well-being, training).

2.2 Business model and sustainable development goals

Our key resources and results

Human capital

Resources: Opportunities for professional development, talented employees, inclusive culture, good working conditions, access to an international network, and fair compensation.

Results: Client solutions that enable more efficient, effective, and sustainable operations; improved professional competence and industry expertise among colleagues; an innovative, respectful, and inclusive work culture that attracts future talent.

Natural capital

Resources: Offices that use electricity, gas, water, paper, IT resources, office supplies, public transport, and business travel.

Results: Management of limited natural resources; deployment of technologies that reduce environmental impact; promotion of awareness both internally and externally; development of sustainability-focused services.

Financial capital

Resources: Creation of sufficient reserves to ensure uninterrupted operations.

Results: Salary; responsible taxpayer; investment in new client services; professional development and education; technologies for sustainable office development.

Social and reputational capital

Resources: Partnerships, including clients, industry, government, suppliers, the BDO network, and community stakeholders. Risk management, quality control, and ethical business practices.

Results: Support of honest, open and respectful relationships with all stakeholders; obtaining a public licence to operate based on consistent ethical and sustainable business practices.

2.2 Business model and sustainable development goals



Employee health protection is a key aspect of activities, especially during a full-scale invasion. Medical insurance is the basis of the non-financial compensation package. Mental health and resilience support and development are key priorities.



Ensuring high-quality education, lifelong professional development and learning for BDO colleagues. Updating new technological skills on an ongoing basis.



Our activities are focused on achieving gender equality and empowering women in all areas of life. The goal is to protect women's rights, combat gender discrimination and violence, and support women's access to education, jobs and participation in decision-making processes.



Creating new jobs that provide opportunities for economic growth, increasing the total amount of taxes paid, and continuously improving our customer proposal.



Industry experience and knowledge to deliver more sustainable solutions for the success of our customers and the country.



This sustainable development goal is more relevant than ever in the context of recovery: helping to build sustainable and safe cities for all, preserving cultural heritage and natural resources.



Responsible management of natural capital and providing sustainable solutions for customers based on the circular economy.



Addressing climate change by setting progressive greenhouse gas emission reduction targets and acting as a positive corporate climate activist in communities and networks.



In support of this goal, BDO in Ukraine provides methodological support to central and local authorities as part of pro-bono projects to strengthen and develop their institutional capacity.



Actions aimed at strengthening the Global Partnership for Sustainable Development, namely signing the Global Compact initiative, the Ukrainian Business Compact, participating in the processes of sustainable recovery of Ukraine, etc.

Matrix of essential issues and priorities for sustainable development

As part of preparing the ESG report, BDO in Ukraine conducted a comprehensive assessment of material topics that reflect the most significant aspects of our impact on the economy, society, and the environment, as well as the expectations of key stakeholders. The assessment was based on international GRI reporting standards and considered the priorities of the UN Sustainable Development Goals (SDGs), allowing us to integrate global sustainability trends into our corporate strategy.

An important step was conducting **an employee survey**, which provided an objective view of ESG areas and the team's expectations. Based on the results, the company defined clear priorities and strategic directions across all three ESG components – environmental, social, and corporate governance.

The materiality matrix organises topics into three levels of significance – high priority, priority, and important. This approach helps to:

- ▶ Focus resources on the most important areas of sustainable development.
- ▶ Align corporate goals with global standards and the Sustainable Development Goals (SDGs).
- ▶ Promote transparency in management decisions and enable progress assessment in achieving ESG objectives.

This tool became the foundation for developing the company's sustainability roadmap and ensuring the consistent integration of ESG principles into business processes.



Sustainable business practices

During the 2020s, sustainability shifted from being a voluntary branding tool to a **strategic necessity**. Driven by legal mandates, investor demands, public expectations, and market forces, businesses are rethinking their operations and adopting ESG practices (environmental, social, and governance).

A pivotal regulatory instrument in this process is the **CSRD in the EU** that establishes updated standards for corporate transparency and responsibility. This review explores how businesses should respond to these new obligations and identifies sustainability strategies that meet contemporary stakeholder expectations.

CSRD (Corporate Sustainability Reporting Directive) — is a newly enacted EU regulation, effective since January 2023, sets mandatory **sustainability reporting** standards for a wide range of companies. Building upon the earlier NFRD (Non-Financial Reporting Directive), it pushes businesses to not only report on sustainability but to embed it into their core strategy and risk management.



Key principles of the sustainability approach under the CSRD

1

1. Double materiality

A company is expected to assess and report:

- ▶ the influence of sustainability issues on its financial performance (financial materiality)
- ▶ and how the company itself impacts the environment, society, and the economy (impact materiality).

2

2. Integration of sustainability into corporate strategy

Sustainability approaches are no longer a separate CSR initiative. They are:

- ▶ Integrated into **strategic planning**
- ▶ reflected in the business model
- ▶ aligned with **objectives, risks, and key performance indicators (KPI)**.

3

3. Structured governance and accountability

ESG governance includes:

- ▶ **involvement at the board and executive levels**
- ▶ appointment of responsible sustainability officers
- ▶ regular monitoring, reporting, and auditing of sustainable practices.

4

4. Transparent reporting and digitalization

Preparing for CSRD reporting means that future reports must:

- ▶ be **published alongside financial statements**
- ▶ be **submitted in a unified digital format (XHTML, iXBRL)**
- ▶ undergo **mandatory external assurance (audit)**.

5

5. Stakeholder-centric approach

The company already:

- ▶ identifies key stakeholders
- ▶ understands their expectations (investors, communities, regulators)
- ▶ reports not only to shareholders but to society as a whole.

UN Global Compact in Ukraine 1/2



In October 2024, the Ukrainian company BDO LLC became a member of the UN Global Compact, the world's largest community of responsible businesses. The company is committed to follow the UN Global Compact's Ten Principles in the areas of human rights, labour, environment and anti-corruption.

The commitment to follow **the Ten Principles** of the Global Compact in four key areas – human rights, labour standards, environment, and anti-corruption – is logically integrated with the existing ESG strategy of BDO in Ukraine. It provides the company with:

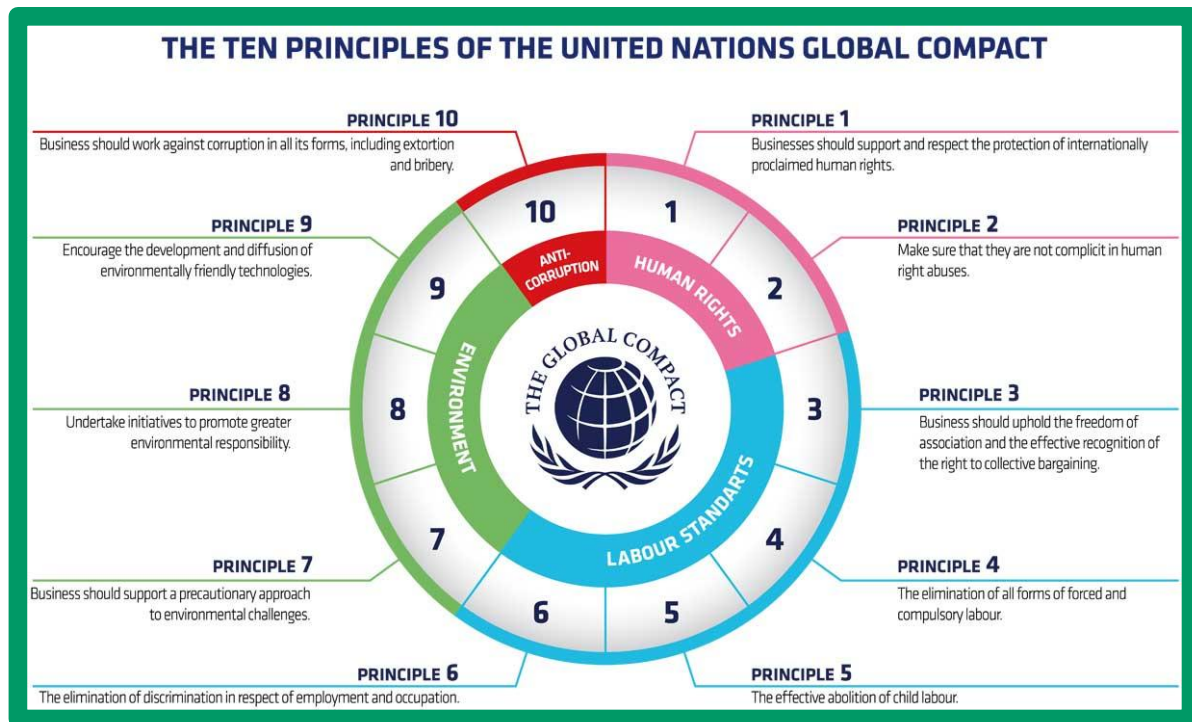
- ▶ a clear framework for developing policies and internal procedures
- ▶ an internationally recognised framework for external ESG reporting
- ▶ an opportunity to better meet the requirements of the CSRD and ESRS, which require public reporting of impacts.

UN Global Compact in Ukraine 2/2

The **UN Global Compact in Ukraine** is a local network of the world's largest community of responsible businesses. It represents the global UN Global Compact network, calling on companies to build their operations in line with the Sustainable Development Goals and based on the Ten Principles on Human Rights, Labour, Environment and Anti-Corruption.

The UN Global Compact is the world's largest corporate responsibility initiative, uniting more than 20,000 participants from over 160 countries. Joining the initiative demonstrates that the company:

- ▶ recognises the global challenges facing humanity
- ▶ seeks to integrate **ethical, social and environmental values** into all aspects of its operations
- ▶ acts responsibly not only towards clients, but also towards employees, society and the environment.



2.3 Membership in associations and partnerships



1. [EBA](#) – works to enable its companies to work together to address issues important to Ukraine's investment climate and improve it for the benefit of industry, society, the economy and the country as a whole. BDO in Ukraine has been a member of the EBA for many years. We jointly implement projects and initiatives for the development and recovery of Ukraine.

Vira Savchenko is a Co-chair of the Ukraine Recovery Committee. She is actively involved in strategic initiatives aimed at reviving the country. Her expertise in finance and artificial intelligence contributes to effective recovery efforts through informed decision-making, as well as the development of sustainable economic strategies and capacity building in Ukraine.

Alla Savchenko is the Head of the EBA Dnipro Coordination Council. She implements projects and initiatives that promote economic growth and development of the region and communities.



2. [ACC](#) is a leading business association in Ukraine. We advocate for improving the business climate by working closely with the Ukrainian and US governments. It is a part of [the US Chamber of Commerce](#) and an integral part of the global network of [the European Council of American Chambers of Commerce](#). Vira Savchenko, CEO of BDO in Ukraine, noted: *“Membership in the ACC will allow the company to become even more actively involved in key initiatives, events and projects aimed at improving the business environment in Ukraine, attracting foreign investment, which is extremely important for the reconstruction of Ukraine, and promoting the country’s economic sustainability.”*



3. [The Ukrainian Chamber of Commerce and Industry](#) – we are a member of the Kyiv and Dnipro CCI (and the Ukrainian CCI). A non-governmental, non-profit, self-governing organisation that unites legal entities and citizens of Ukraine registered as entrepreneurs, as well as their associations, on a voluntary basis.

Goal: A developed and globally competitive Ukrainian business.



4. Global Compact – [the UN Global Compact in Ukraine](#) – is the Ukrainian network of the world’s largest [community of](#) businesses operating in accordance with ESG principles. This is a special initiative of the UN Secretary-General, whose mission is to encourage companies to build their operations and strategies in line with [the Sustainable Development Goals](#) and based on the [10 Principles](#) in the areas of human rights, labour, environment and anti-corruption. BDO in Ukraine has also signed the agreement: Ukraine Business Compact and Anti-Corruption Collective Action.



5. NUCC – the Norwegian-Ukrainian Chamber of Commerce – is a bilateral business network established to promote trade between the two countries. NUCC is the leading organisation for Ukrainian and Dutch businesses. We organise seminars, trade missions, networking events, provide market news and actively connect organisations with relevant parties. In addition, NUCC actively supports the participation of Dutch companies in the reconstruction of Ukraine.



6. UKRCHAM – the Ukrainian-Czech Chamber of Commerce was founded as an important institutional mechanism for the development of bilateral relations between Ukraine and the Czech Republic. UKRCHAM, as a business network, aims to connect business contacts, bringing together thousands of potential partners from Ukraine and the Czech Republic. The Chamber is a non-governmental, non-political and non-profit organisation. It is an association whose activities are aimed at providing comprehensive support for business and business relations between the Czech Republic and Ukraine, and at promoting the protection of the common interests of its members.



7. CUCC – Canada-Ukraine Chamber of Commerce, which is driven by the interests of its members, aims to promote trade and investment opportunities between members in Canada and Ukraine, as well as foster cooperation between Canadian and Ukrainian public and private stakeholders.



8. SUCC – The Swedish-Ukrainian Chamber of Commerce in Scandinavia is dedicated to developing business connections and fostering economic cooperation between Sweden, Ukraine, and the broader Scandinavian region.



9. AHK – the German-Ukrainian Chamber of Industry and Commerce is part of the global network of German Chambers of Commerce Abroad (AHK), which includes 150 offices in 93 countries. Established in Kyiv in 2016, the organization has since supported Ukrainian and German companies in developing international business and serves as a key platform for bilateral economic exchange.



3. Standards by subject: environmental perspective

3.1 Net Zero policy

Approaches to achieving Net Zero 1/2

Net-Zero is a concept that aims to achieve a **balance between greenhouse gas emissions and their offsetting or removal**, so that the overall level of emissions is **zero**. To achieve this goal, companies must not only reduce emissions, but also use a variety of methods to **offset** or **remove** carbon from the atmosphere.

1. Reducing greenhouse gas emissions

- ▶ The first step towards Net-Zero is to minimise greenhouse gas emissions through:
- ▶ Energy efficiency: optimising energy consumption, switching to renewable energy sources, improving production technologies.
- ▶ Technological innovations: using advanced technologies to reduce emissions, such as carbon filters, electric vehicles or innovative materials.
- ▶ Reducing emissions from transport and logistics: integrating eco-friendly logistics solutions.

2. Methods of carbon removal

- ▶ Companies aiming to achieve Net-Zero also use methods to remove carbon from the atmosphere, such as:
- ▶ Planting trees: green plants actively absorb carbon dioxide and reduce overall emissions.
- ▶ Carbon capture and storage (CCS) technologies: the use of technologies that capture carbon dioxide and store it in geological formations or convert it into useful products.

Approaches to achieving Net Zero 2/2

3. 3. Reporting and transparency

- ▶ All BDO firms are required to **calculate their carbon footprints** under a strictly defined global methodology that allows:
- ▶ Regularly **collect emissions data** and extrapolate it to determine global carbon footprint.
- ▶ Publish reports to monitor progress towards the **Net-Zero goal**.

4. BDO's commitments and global responsibility

- ▶ BDO in Ukraine, as part of the BDO global network, has committed to achieving **zero greenhouse gas emissions by 2050** or earlier, in line with the **Paris Agreement**.
- ▶ As part of this commitment, the company is actively working to reduce its **carbon footprint**, considering its responsibility to clients, employees and the global community.

5. Risks and opportunities

- ▶ Achieving the Net-Zero goal also requires the ability to **recognise threats**, mitigate risks and seize **development opportunities** related to environmental sustainability and socially responsible practices.

6. Transparency and accountability

- ▶ **Transparency** in ESG (environment, social responsibility, governance) issues is also an important aspect that allows not only to reduce environmental risks but also to actively respond to the challenges of society.

3.2 Carbon neutrality roadmap

Key goals for 2025-2030 and strategies for achieving them 1/2

| Key goal for 2025-2030 | Strategy |
|--|---|
| 1. Achieve carbon neutrality and balance emissions from operations with measures to reduce them | <ul style="list-style-type: none">▶ Energy efficiency: modernisation of lighting, replacement of windows, insulation of offices, use of energy-efficient equipment.▶ Optimisation of energy consumption: implementation of energy monitoring systems, optimisation of work processes to reduce energy consumption.▶ Raising awareness of employees: conducting trainings and awareness campaigns on energy saving and sustainable consumption. |
| 2. Achieve 30% renewable energy use in offices | <ul style="list-style-type: none">▶ Sign contracts with renewable energy suppliers for offices and upgrade equipment.▶ Install solar panels to cover part of the energy consumption in offices.▶ Reduce energy consumption by using energy-efficient equipment and technologies that ensure a significant reduction in CO₂ emissions. |
| 3. Automate the collection of the necessary metrics for non-financial reporting, including the calculation of the carbon footprint | <ul style="list-style-type: none">▶ Develop and implement automated systems to collect the metrics required for calculating the carbon footprint using appropriate software solutions.▶ Integrate into existing business processes: automate data collection on energy efficiency, transport, water consumption and other parameters.▶ Improved reporting through specialised platforms for monitoring ESG and carbon footprint. |

Key goals for 2025-2030 and strategies for achieving them 2/2

| Key goal for 2025-2030 | Strategy |
|---|---|
| 4. Integrate carbon footprint calculations into the reporting system for all BDO in Ukraine branches | <ul style="list-style-type: none">▶ Develop and implement an internal policy for accounting and reporting CO₂ emissions in accordance with international standards.▶ Annual assessment and publication of data on achievement of CO₂ emission reduction targets and other stages of implementation of the Net-Zero strategy.▶ Integration of carbon footprint reporting into the company's financial and non-financial reports, ensuring their compliance with international ESG and SBTi standards. |
| 5. Complete planning for emissions offsetting through tree planting and other projects | <ul style="list-style-type: none">▶ Implementation of emission offsetting programmes through tree planting as part of global reforestation projects that meet VERRA standards and Gold Standard.▶ Investing in carbon storage projects (e.g., expanding green areas in urban areas, forest and marine conservation projects).▶ Supporting environmental initiatives in Ukraine and abroad, guided by the Climate Neutral Now and SBTi principles. |

3.3 Carbon footprint calculation




CO₂ emissions from activities 1/3

In 2024, our team at BDO in Ukraine took a comprehensive approach to assessing and reducing our carbon footprint to assessing and reducing our carbon footprint by integrating the principles of sustainable development into our daily operations. We focused on measuring the **impact of the main sources of emissions**: energy consumption in offices, transport and logistics processes. The calculations allowed us to get an objective picture of the environmental impact and identify priority areas for its reduction in the future.

We paid special attention to **analysing our employees' business trips**. Air travel, rail and bus travel were analysed separately, considering their specific emission factors. In 2024, air travel accounted for the largest volume of carbon emissions – over 41 tonnes of CO₂e. Rail travel showed a much lower level of impact – about 6.2 tonnes of CO₂e, while bus travel on business trips accounted for about 0.35 tonnes of CO₂e. These results confirm the importance of rational travel planning and the gradual transition to more environmentally friendly modes of transport.

By taking a systematic approach to measuring and managing our emissions, we are able not only to report transparently on our current impact, but also to set realistic targets for future emissions reductions.

CO₂ emissions from activities 2/3

| Category | Distance for 2024, km | CO ₂ (combustion only), kg | CO ₂ e, kg |
|--|-----------------------|---------------------------------------|-----------------------|
|  Air travel by employees on business trips | 191 046 | 21 970 | 41 744 |
|  Rail journeys of employees on business trips | 125 064 | 5 628 | 6 191 |
|  Bus travel of employees on business trips | 12 860 | 343 | 349 |
| Total | 329 070 | 27 941 | 48 284 |

CO₂ emissions from activities 3/3

| Office | Electricity consumption, kWh | CO ₂ , kg |
|--------|------------------------------|----------------------|
| Kyiv | 24375 | 13898 |
| Dnipro | 27574 | 15726 |

| Office | Water consumption, m ³ |
|--------|-----------------------------------|
| Kyiv | 88 |
| Dnipro | 82 |

| Category | km | l |
|--|-------|---------|
| All staff (Kyiv + Dnipro): use of a corporate taxi | 56921 | 4553.68 |

Use of cloud technologies 1/2

Calculating the carbon footprint of cloud storage is important because it allows to accurately measure the impact of cloud services on the environment, in particular through CO₂ emissions associated with energy consumption and hardware production. This is important for companies, because it helps to:

- 1. Reduce emissions:** Understanding the sources of emissions allows you to implement strategies to reduce their carbon footprint, for example by using renewable energy sources.
- 2. Meet standards:** This is necessary to meet international standards for sustainability and environmental reporting.
- 3. Increase transparency:** Companies can demonstrate their commitment to environmental initiatives, which increases trust from customers and partners.
- 4. Assess impact:** This helps better understand the environmental footprint of technologies, supporting informed decisions in policymaking and business strategy.



Use of cloud technologies 2/2

| Dates - Year | Dates - Month | Total mtCO ₂ e | Count of unique active users |
|--------------|---------------|---------------------------|------------------------------|
| 2024 | February | 0,054 | 206 |
| 2024 | March | 0,051 | 211 |
| 2024 | April | 0,051 | 209 |
| 2024 | May | 0,050 | 210 |
| 2024 | June | 0,051 | 211 |
| 2024 | July | 0,052 | 214 |
| 2024 | August | 0,052 | 217 |
| 2024 | September | 0,050 | 219 |
| 2024 | October | 0,047 | 224 |
| 2024 | November | 0,048 | 223 |
| 2024 | December | 0,048 | 229 |

| Dates - Year | Dates - Month | Total Carbon Intensity |
|--------------|---------------|------------------------|
| 2024 | February | 260,172 |
| 2024 | March | 241,820 |
| 2024 | April | 245,038 |
| 2024 | May | 238,997 |
| 2024 | June | 241,180 |
| 2024 | July | 241,999 |
| 2024 | August | 238,949 |
| 2024 | September | 228,572 |
| 2024 | October | 211,690 |
| 2024 | November | 213,398 |
| 2024 | December | 210,738 |

The cost of CO₂ emissions per active user is displayed in grams of CO₂ (g CO₂). For example, in February 2024, this figure was 260.17 g CO₂, and in December it decreased to 210.74 g CO₂.

Comparison: To make it more visual, here are the equivalents of these emissions. For example, 210 g CO₂ per user is equal to:

- ▶ Driving a car with an internal combustion engine for ≈ 0.84 km.
- ▶ Carbon absorbed by 0.004 trees.
- ▶ Charging 27 smartphones.

3.4 Urban greening

Tree planting 1/2

To support its commitment to sustainability, BDO in Ukraine engaged employees in tree planting events in Kyiv and Dnipro aimed at lowering its carbon footprint.

Kyiv city, Poznyaki Lake, 30 willows

1. Planting willows near lakes has several significant benefits: strengthening the shoreline: the root system of willows holds the soil well, which reduces the risk of shoreline erosion and prevents landslides.
2. Water purification: willows are able to absorb pollutants from water, including heavy metals and excess fertiliser. They filter the water, contributing to the natural purification of lakes.
3. Reduced evaporation: the shade from willows lowers water temperatures, reducing evaporation, which is important for maintaining stable water levels in arid regions.



| Tree Type | Quantity | Age (Years) | Diameter (cm) | Height (m) | CO ₂ Absorption per 10 trees (kg) | CO ₂ Absorption per 1 tree (kg) | Total CO ₂ Absorption (kg) |
|-----------|----------|-------------|---------------|------------|--|--|---------------------------------------|
| Willow | 30 | 3 | 2 | 2 | 18,5 | 1,85 | 55,5 |
| Pine | 20 | 3 | 2 | 2 | 16,8 | 1,68 | 33,6 |

90 kg of CO₂ in the first year!

Tree planting 2/2

Dnipro city, Lazar Hloba Park, 20 pine trees

1. Planting pine trees in the centre of Dnipro city will have a positive impact on the environment, namely: improving air quality: pine trees absorb carbon dioxide and release oxygen, which helps to cleanse the air of harmful impurities. In addition, they emit phytoncides, volatile substances with antibacterial properties that reduce the number of pathogens in the air.
2. Reducing noise levels: the dense needles of pine trees effectively absorb sound waves, which helps reduce noise pollution in urban areas.
3. Provide shade and reduce temperatures: tall trees create shade, which helps to reduce temperatures in summer and improves the microclimate in the city.
4. Supporting biodiversity: pine trees create a habitat for various species of birds and insects, contributing to the preservation of the urban ecosystem.



3.5 BDO in Ukraine at COP29 in Baku 1/2

BDO in Ukraine's participation in the COP29 Climate Conference in Baku marked a significant milestone for the company. The event opened new opportunities to build strong connections with the international business community. The conference showcased a range of initiatives focused on sustainable development and decarbonisation, and BDO in Ukraine was actively engaged in these critical discussions.

Participation in such conferences provides BDO in Ukraine the opportunity to define clear objectives for our business, including:

- 1. Expanding international partnerships:** establishing new business relationships and opportunities for cooperation with international organisations specialising in sustainable development and environmental initiatives.
- 2. Raising funds for environmental initiatives:** search for opportunities to international climate grants and investments to implement sustainable projects, that meet ESG standards.
- 3. Adapting best environmental practices:** implementation of new technologies and solutions that reduce CO₂ emissions and increase the environmental efficiency of our clients' business processes.
- 4. Promoting the BDO brand as a leader in sustainable development:** declaring our commitment to decarbonisation, sustainable development and social responsibility on the international stage.
- 5. Gaining up-to-date information and experience:** actively participating in panels and discussions to gain new knowledge and implement it into the company's strategy to enhance the company's competitiveness in the market.



BDO in Ukraine at COP29 in Baku 2/2

In addition, at the conference, BDO in Ukraine had the opportunity to communicate with influential representatives from different countries, such as the head of the U.S. Department of Energy Secretary Jennifer Granholm and the ministers of environmental protection of Lithuania, Finland and Germany. This helped to strengthen partnerships and exchange of experience with international colleagues.

This participation served as a valuable platform for BDO in Ukraine to reaffirm our commitment to sustainable development, enhance environmental efficiency across business operations, and identify optimal solutions for integrating environmental practices into our clients' work. We also continue to support initiatives related to carbon markets and climate technologies that align with global trends and the needs of sustainable development.



4. Standards by subject: social aspect

4.1 Social initiatives

Support for communities 1/2

To support Ukrainian communities, BDO in Ukraine implemented a number of projects in 2024 aimed at increasing their capacity and development.

1. Roadmap for resilience and recovery (joint project with ICLEI ICLEI – Local Governments for Sustainability)

BDO in Ukraine's project with ICLEI aims to increase the resilience of Ukrainian cities through workshops on post-conflict recovery and sustainable development. During the workshops, BDO and ICLEI experts help cities identify key challenges, needs and opportunities, including energy efficiency, socio-economic development and reconstruction, which helps to create a roadmap from humanitarian response to long-term development. [A New Roadmap for a Resilient Recovery in Ukraine](#).

ICLEI's Post-Conflict Resilience and Recovery Roadmap for Ukraine acts as a comprehensive framework to support Ukrainian cities in achieving sustainable development and post-war recovery goals. It also provides a framework for understanding the vulnerability of cities caused by the war and develops a mechanism to strengthen efforts to decentralise governance. It will help to refocus investments from humanitarian response to immediate energy, reconstruction and human security needs, as well as strategic planning for long-term opportunities to achieve climate neutrality, adaptation and resilient sustainable development in cooperation with the European Local Green Deal (LGD).

The project was implemented by BDO in Ukraine in cooperation with ICLEI for 24 communities.

Support for communities 2/2

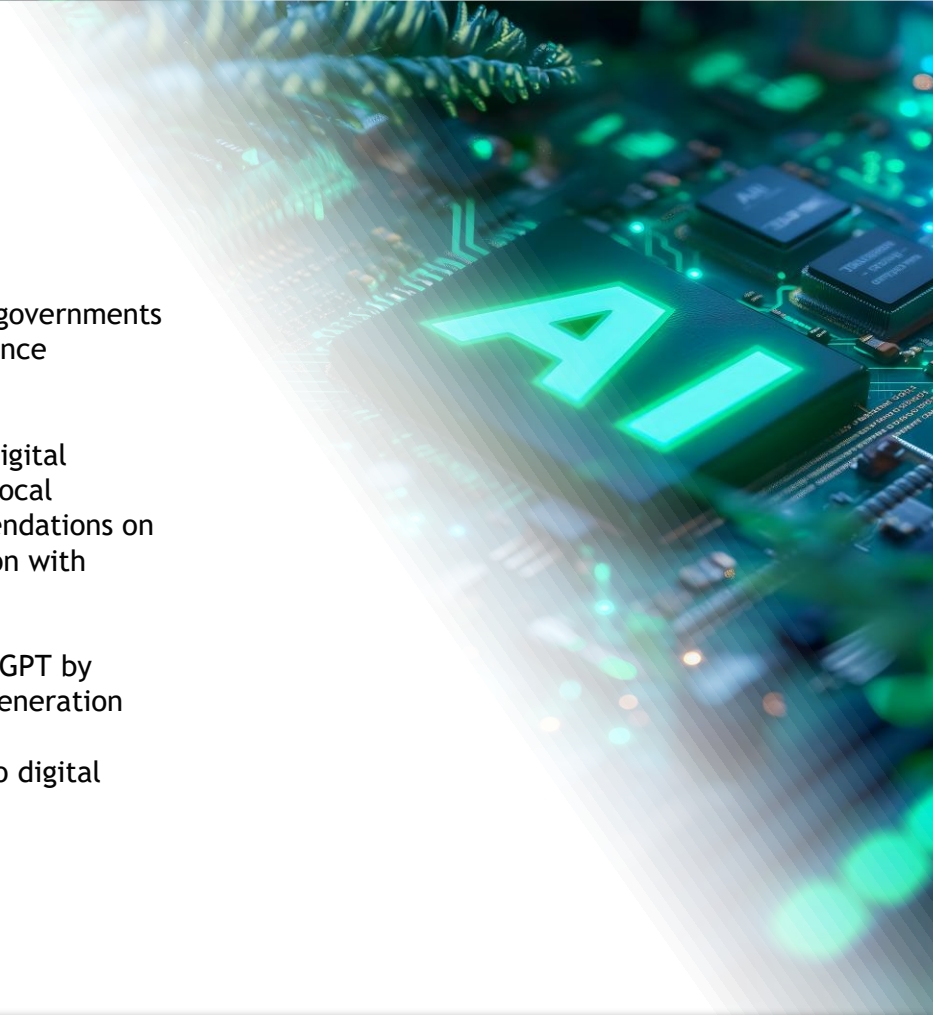
2. Conducting training events for local governments.

BDO in Ukraine is actively driving the digital transformation of local governments by leveraging modern technologies and artificial intelligence to enhance operational efficiency.

On 27 November 2024, BDO hosted a practical webinar titled “How digital solutions and Artificial Intelligence can increase the productivity of local governments”. During the session, experts shared practical recommendations on automating routine tasks and using AI tools to improve communication with international partners and prepare grant applications.

The webinar showcased the capabilities of technologies such as ChatGPT by OpenAI, GPT-4 by Microsoft, Google Gemini, and specialised image generation solutions.

BDO in Ukraine continues to support local communities in adapting to digital challenges, helping to improve the quality of public services.



BDO in Ukraine's research on community capacity to receive grant funding 1/2

Ukraine is going through a challenging period of transformation that requires efforts at both the national and local levels. The decentralisation reform, launched in 2014, aims to strengthen the role of local authorities in addressing the problems of their communities and promote their development. However, to implement this reform effectively, it is necessary to have adequate resources, including financial, human and institutional resources.

An analysis of the budgets of the amalgamated territorial communities for 2022 and 2023 shows several important trends.

First, the increase in general fund revenues without transfers (mainly own revenues, which include tax revenues) of local budgets in 2023 was +11.0% (+UAH 43.8 billion) compared to 2022.

Second, the frontline territories and regions where active hostilities are taking place require improved approaches to the formation of state regional policy and recovery policy. Particular attention should be paid to the development and implementation of mechanisms to support local communities in these areas.

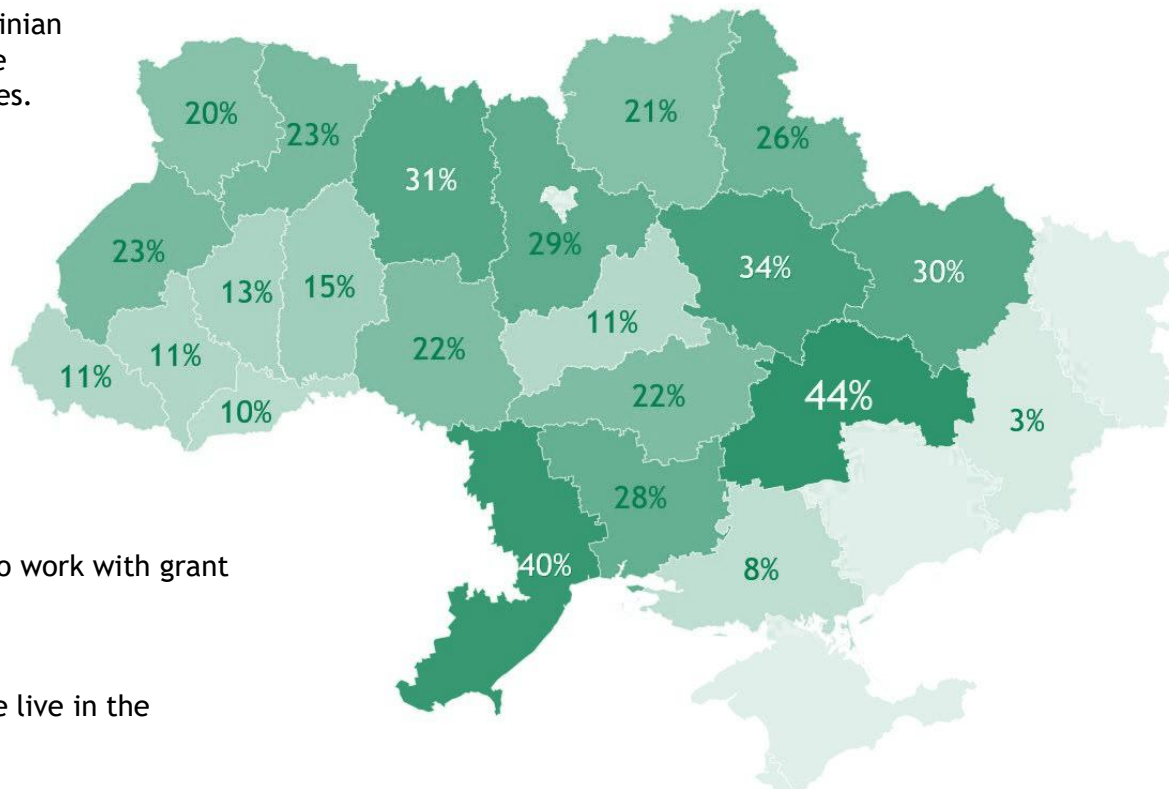
The purpose of the study conducted by BDO in Ukraine was **to assess the level of engagement of Ukrainian communities in collaboration with international partners in the areas of recovery and sustainable development**. The research also aimed to identify key needs and challenges faced by these communities. The study was carried out through an online survey distributed via email.

BDO in Ukraine's research on community capacity to receive grant funding 2/2

The survey, which covered over 28% of Ukrainian communities, revealed that the majority are actively engaged in various grant programmes.

Key findings of the survey

- 28%** of Ukrainian communities from all regions of the country took part in our survey
- 95%** of respondents expressed a need for additional training on working with grant programmes
- 73%** admit that they lack specialists to work with grant programmes
- 31%** of the total population of Ukraine live in the communities we surveyed



Cooperation with higher education institutions through internship programmes

In 2024, BDO in Ukraine actively fostered partnerships with leading higher education institutions by signing several key memoranda of cooperation. This marked an important step toward securing highly qualified personnel and creating practical training opportunities for students. As part of our internship programme, we signed agreements with the following universities:

1

27 November 2024: Representatives of BDO in Ukraine signed a memorandum of cooperation with the SSU “Kyiv College of Trade and Economics, a branch of SUTE”. This step promotes cooperation between business and education at the level of technical specialities.

2

29 November 2024: A memorandum is signed with Zaporizhzhia National University, opening up new opportunities for students in various areas of business and finance.

3

12 December 2024: BDO in Ukraine signed a memorandum of cooperation with NTU “Dnipro Polytechnic”, facilitating the integration of students into the company’s current practical projects.

4

17 December 2024: The official signing of a memorandum with the State University of Trade and Economics promotes the development of new opportunities for students in the areas of economics and management.



4.2 Pro bono projects

Legal and financial assistance 1/2

BDO in Ukraine actively supports Ukrainian communities in their international travels by assisting them in communicating with donors and governments of other countries. This is an important part of our strategy to ensure sustainable development and integration of communities into international initiatives.

1. Accompanying communities on foreign trips: The company provides professional assistance to communities during international trips, ensuring effective communication with donors and governments of other countries, which allows creating new opportunities for the development and financing of local initiatives.

2. Training on working with grant applications using artificial intelligence (AI): We organised special training to help communities master grant application processes, using innovative AI tools to increase the efficiency and effectiveness of the process.



Legal and financial assistance 2/2

- 4. Pro bono work to prepare materials for international conferences:** As part of our social responsibility, we provide pro bono consulting assistance in preparing materials for communities participating in international conferences. This allows us to improve the level of presentations and attract investment for communities.
- 5. Promoting the green recovery of the country:** The company's ongoing involvement in projects to engage communities and donors in the green recovery process, advocating for the environmental component in the development of measures for such recovery, and participating in educational events. For example, a speech at the information session "Rebuilding Ukraine: What the Construction Machinery Industry Needs to Know", organised by Global Business for Ukraine and the European Business Association with the Committee for European Construction Equipment, or participation in the All-Ukrainian Mayors Summit in Kyiv, which was the central event of the first international trade mission to Ukraine "REBIRTH OF UKRAINE".



BDO in Ukraine – sponsor of CIMA Business Game 2024 competition

In November, the CIMA Business Game 2024 was successfully concluded, representing a significant milestone in the **development of future professionals in the financial sector**. This month-long initiative united students from various regions of Ukraine to participate in solving real business challenges.

BDO in Ukraine, as a reliable partner of [AICPA&CIMA](#), collaborated in the creation of a unique CIMA Business Game platform aimed at supporting young talents and future professionals. This partnership with AICPA&CIMA, the leading organisation for the certification of financial professionals, enables BDO in Ukraine to incorporate the best international practices in preparing students for their professional careers.

Through joint initiatives such as the AICPA&CIMA Business Game, students have the opportunity to deepen their knowledge in finance and business, develop strategic thinking skills and find solutions to real business cases. This partnership is an example of how the synergy between two leading organisations can inspire a new generation to achieve professional excellence.

Throughout the month, students demonstrated strategic thinking, creativity and analytical skills by solving real business cases. They analysed complex scenarios, proposed unconventional solutions and developed teamwork abilities. This experience represented an important step in their professional growth.



Ongoing partnership with United24

For 2 years, we have been actively engaged in this global initiative to support Ukraine in the context of the Russian-Ukrainian war. BDO in Ukraine became a partner of UNITED24 in December 2022. Last year, our auditors also joined the audit of the *Reconstruction* project, working closely with the Ministry for Development of Communities and Territories of Ukraine concerning the issue of Reconstruction of Ukraine to ensure transparent financial reporting in this area.

Over the two years of its operation, the platform has raised \$650 million, with donations from individuals, businesses and governments across 110 countries. All funds are transferred to the accounts of the National Bank of Ukraine and allocated to the relevant ministries.



4.3 Charitable support and assistance in times of crisis

As part of its social responsibility and support for important initiatives, BDO in Ukraine is actively involved in financing and supporting charitable organisations and projects that contribute to the development of society, the environment and culture in Ukraine.

▶ Charitable support

In 2024, the company provided financial support to a number of important public organisations:

- **“Cultural Forces” NGO:** UAH 700,000 to support cultural initiatives and events aimed at promoting Ukrainian culture and art. “Cultural Forces” NGO organises cultural events, festivals, exhibitions, concerts and other events that promote the development of Ukrainian cultural heritage.
- **“The Million Trees” NGO:** UAH 47,385 to support an environmental project aimed at increasing green space and protecting the environment. The project includes tree planting campaigns, forest creation, and advocacy for environmentally friendly consumption and healthy lifestyles.

▶ Support for mobilised employees

The company also continues to support mobilised employees in this difficult period of time by providing them with assistance in the amount of UAH 1,292,734.

▶ Support for relocated persons

In connection with the military events, BDO in Ukraine has provided support to internally displaced persons during their relocation and adaptation, contributing a total of UAH 1,125,396.54.

▶ PRO BONO support

As part of its pro bono advisory services, BDO in Ukraine provided UAH 414,782 to support such initiatives as **Eurovision**, **United24** and **EBA**.

4.4 Employee support Assistance programmes

BDO in Ukraine actively implements programmes aimed at maintaining the physical and mental well-being of employees, as well as providing social support in challenging life circumstances. We are committed to creating a comfortable environment for work and professional development, and to offering necessary assistance when needed.

▶ Taking care of physical health of employees and their families

- The company has enhanced its health insurance programme, allowing employees to purchase insurance for family members at preferential corporate rates.
- Voluntary flu vaccinations were offered to help maintain health and prevent the spread of viral infections among staff.
- In 2024, a life insurance programme was introduced, covering critical illness, accidental injury, disability, death, and passive war risks for civilians.
- The life insurance programme represents an important step in strengthening social protection for employees and their families.

▶ Provision of financial assistance to employees

BDO in Ukraine provides financial support to employees in connection with significant life events or difficult circumstances, including:

- Marriage
- Birth of a child
- Serious illness of an employee and/or the need for surgery
- Serious illness, need for surgery, or death of a close relative

Professional development of BDO in Ukraine employees: “Basic life support” training

An important milestone was the Basic Life Support training, organised by the Civilian Preparedness Centre and the Civilian Preparedness Centre in Dnipro. Participants, including staff from Kyiv and Dnipro, acquired essential first aid skills, including cardiopulmonary resuscitation.

Why is this training important?

In the context of military conflict, first aid knowledge and skills can be critical for saving lives. Prompt and professional action in emergency situations is vital to the survival and recovery of those affected.

We are grateful to the instructors for the training and for the opportunity to contribute to a safer society. The ability to administer first aid is a skill that each of us can use at a critical moment.



4.5 Mental health and emotional well-being

In 2024, BDO in Ukraine implemented a number of initiatives aimed at supporting the mental health of employees, including through trainings, webinars and new meeting formats.

1. Different experiences of war

A training session with a psychotherapist was held to discuss adaptation in wartime conditions, effective communication with veterans, and the principles of non-violent communication.

2. Burnout

A webinar was conducted to raise awareness of emotional burnout, its causes, symptoms, and methods of prevention at both personal and team levels.

3. Dealing with stress

Psychological training sessions covered techniques for managing stress, self-regulation, and practical exercises to reduce emotional strain.

4. Internal resources and emotional awareness

Practical exercises helped employees identify internal limitations and develop personalised resource maps.

5. Career, family, environment, relationships

Together with experts, a webinar on family information hygiene was held, focusing on interactions between adults and children within the media space.

6. “Self-support dialogues”

A new meeting format aimed at supporting the mental health of employees during wartime provided practical guidance on reducing stress and building resilience.

Results and engagement

In 2024, the average participation of employees in events ranged from 50% to 60%. According to the satisfaction survey, 78% of employees reported feeling stressed rarely or occasionally, which is a 5% increase compared to previous years, and the share of those who often feel stressed decreased to 18%.

4.6 Gender equality

As of 2024, the company's gender balance demonstrates the following indicators:



What is gender balance?

Gender balance refers to the equal representation of women and men across various aspects of an organisation's activities, including management, professional roles, and administrative functions. A key component of gender balance is not only the numerical ratio, but also the provision of equal opportunities for development, career advancement, and participation in decision-making processes.

Why is gender balance important for a company?

- ▶ **Enhanced productivity:** Research shows that companies with balanced gender representation achieve better financial performance and higher productivity, driven by diverse perspectives and approaches.
- ▶ **Innovation and creativity:** Gender-balanced teams tend to be more innovative and creative, as they bring varied experiences and viewpoints to problem-solving.
- ▶ **Equal opportunities:** Gender balance maintains a fair environment for all employees, supporting equal access to career growth and development.
- ▶ **Improved corporate image:** Organisations that promote gender equality are more attractive to potential employees, partners, and investors, enhancing their reputation in the labour market.

4.7 Learning and development

| Type of training | Hours |
|------------------------------|---------|
| Technical skills development | 1178,64 |
| Digital skills development | 1531,8 |
| Soft skills development | 838,86 |

In 2024, BDO in Ukraine delivered over 80 hours of centralised internal corporate training to its employees, including:

74% – training on technical skills development

23% – training on mental health and security issues during the wartime

3% – training on digital skills development

In addition, employees participated in external training programmes across these areas.

Based on the results of an anonymous employee satisfaction survey conducted at the end of 2024:

- ▶ **99%** of respondents stated that they have access to all necessary informational resources (books, websites, internal policies, software licences, etc.) to perform their work effectively
- ▶ **98%** agreed that their work encourages them to fully apply their existing knowledge and skills, and confirmed that the Company provides training and development opportunities that help build essential job-related competencies
- ▶ **91%** expressed satisfaction with the professional training offered by the Company.

Professional development at BDO in Ukraine: New European Bauhaus training

At BDO in Ukraine, we are committed to the continuous professional development of our employees. One of our specialists participated in the New European Bauhaus (NEB) training organised by U-LEAD. This initiative focuses on expanding knowledge in the areas of sustainability, inclusiveness, and aesthetics in urban planning.

About the NEB programme

The New European Bauhaus programme offers new perspectives for creating spatial solutions that promote sustainable development and social cohesion. It integrates design, art, social initiatives, and technology, addressing contemporary challenges in rebuilding our country.



Learning and innovation

The courses included intensive training in urban planning and design, with a particular focus on inclusiveness and high-quality urbanism. The participation of our specialist in this programme ensures that BDO in Ukraine remains at the forefront of innovation and best practices, which are applied across all projects undertaken by our team.

BDO Global People Excellence Award 2024

BDO in Ukraine has been honoured with the prestigious **BDO Global People Excellence Award 2024 for its innovative Talent Sharing Platform (TSP)**. The People Excellence Award recognises outstanding leadership, strategic vision, and a strong commitment to people across the BDO network. It celebrates the achievements of an outstanding team dedicated to global solutions.

In its pursuit of excellence, the Talent Sharing Platform supports BDO's global vision by fostering collaboration, upholding ethical practices, and focusing on future growth. It offers an innovative and efficient way to connect talent across the BDO network. This award highlights BDO in Ukraine's commitment to professional development and global cooperation. The company is committed to nurturing talent and creating opportunities for professionals seeking to broaden their horizons and contribute to global projects.



“

“TSP is more than just a platform, it represents our commitment to the growth of our people and global cooperation, – said Vira Savchenko. – We are truly honoured that our efforts have been recognised on such a prestigious stage”.

Improved working conditions

Based on the results of an anonymous employee satisfaction survey conducted at the end of 2024:

- ▶ **98% of respondents confirmed full satisfaction with the technical support provided at their workplace;**
- ▶ **90% expressed satisfaction with the balance between work responsibilities and personal life.**

To achieve these results, the company continuously addresses challenges arising during times of crisis and instability, for example:

- **Flexible working hours:** BDO in Ukraine operates on a flexible schedule to ensure fulfilment of obligations to clients and partners, meeting deadlines and high quality of services.
- **Employees safety:** During air raids, employees evacuate office premises and proceed to designated shelters.
- **Technical equipment for work:**
 - Laptops with PD charging capability and PD power banks.
 - Replaceable batteries providing up to 2 hours of operation.
 - UPS systems and EcoFlow units for uninterrupted office power supply.
- **Autonomous office:** A third office was opened near Kyiv, equipped with generators, satellite internet, autonomous heating and water supply.
- **Internet and communications:** Starlink terminals, multiple Internet providers and mobile routers were installed to ensure constant access to the Internet in any conditions.
- **Mobile internet:** Employees were provided with 4G mobile routers with unlimited internet for remote work.

4.8 Occupational health and safety

Our approach and management system

At BDO in Ukraine, we recognise that the health and safety of our employees form the foundation of the company's sustainable development.

Our **strategic goal in this area** is to ensure working conditions that prevent occupational injuries and illnesses.

To achieve this, the company has implemented a **Health and Safety Management System (HSMS)** that complies with current Ukrainian legislation. The system clearly defines the responsibilities of management and designated officials for creating a safe working environment, preserving the life, health, and productivity of all employees, as well as individuals working in BDO offices – including clients, contractors, and representatives of third-party organisations.

Each year, we **assess the effectiveness of the HSMS** through the analysis of key quantitative indicators, including:

- ▶ total number of workplace accidents
- ▶ lost working time rate
- ▶ level of provision of personal protective equipment (medical masks, disinfectants, etc.) to employees.

We continuously improve our occupational health and safety practices to uphold the highest standards of safety and well-being for every employee.

Occupational health and safety policy and standards

BDO in Ukraine has adopted the **Occupational Health and Safety Management System Policy**, which outlines the key provisions of the OHS Management System. This document defines employee rights and responsibilities, regulates hazard identification and risk assessment processes, and describes the procedure for conducting internal OHS audits.

In addition, the company has implemented a number of internal standards and regulations covering:

- ▶ organisation of high-risk work
- ▶ special occupational safety training
- ▶ Provision of personal protective equipment
- ▶ emergency response procedures

We continuously improve our occupational health and safety system by systematically identifying and assessing risks associated with production processes. The assessment considers both historical incidents and potential hazards that may lead to injury. Timely identification of risks enables us to eliminate or reduce them to an acceptable level.

Employees are encouraged to report identified hazards directly to management. These reports are discussed during operational meetings, and appropriate decisions are made. In the event of a threat to life or health, in accordance with Ukrainian legislation, each employee has the right to refuse to perform work and leave the hazardous area, notifying their manager.

Employees may also submit requests or complaints regarding dangerous situations via email to management, the occupational health and safety department, or the fire safety team.

In the event of an accident, the company promptly conducts an investigation in accordance with legal requirements. A special commission is formed to analyse the circumstances, identify the causes, and develop measures to prevent similar incidents in the future. A formal report is prepared based on the investigation findings.

5. Innovation and development

5.1 Application of artificial intelligence tools and information security

Implementation and impact on efficiency 1/2

BDO in Ukraine provides employees with access to paid **corporate versions of Microsoft Copilot (including Copilot for M365) and ChatGPT**, enabling the integration of intelligent solutions into daily workflows.

The company organises training sessions and demonstrations on the use of AI in workflows, and has established a specialised industrial group to implement AI solutions. In parallel, pilot projects based on client solutions using AI are being launched.

Generative AI tools are actively used for translation, information search, text drafting and writing software code. Additionally, the company has introduced assistants for automated preparation of résumés, call summaries, and task lists based on meeting discussions.



Implementation and impact on efficiency 2/2

Developing proprietary chatbots and assistants enables specialisation in tasks such as content preparation aligned with brand guidelines, report analysis, and specialised translation. The use of tools **such as Copilot for Sale** (for CRM and client interaction), **Copilot for Finance** (for financial data analysis) and **Midjourney** (for illustration creation) enhances both the efficiency and quality of work.

BDO in Ukraine has also obtained the internationally recognised ISO/IEC 27001:2022 certification, confirming the company's high standards in data security and reliability. This certification ensures that the implementation of best practices in information security, minimises the risk of data breaches, and guarantees a high level of protection for confidential client information. We continuously improve our digital solutions to ensure that your data is secure and handled with the utmost care.

And, of course, we continue to invest in education and awareness in the field of artificial intelligence. Alla Savchenko, President of BDO in Ukraine, and Andrii Borenkov, Head of Advisory, spoke at the forum on the topic "1C in Ukraine: "Refuse to use it? Or use it without refusal?" (dilemma of accountants)".



5.2 Industry groups of BDO in Ukraine



1. Agricultural sector

Description: Specialising in research on the agricultural sector, with a focus on modernisation and digital transformation in the context of military challenges.

Materials:

- ▶ Agricultural reform in Ukraine – stages and trends of its development
- ▶ [Agricultural reform in Ukraine – Agrarian Notes](#)

Group leader: Oleksandr Nychporuk

2. Construction and real estate

Description: Focuses on analysing the impact of the war on market development and industry trends.

Materials:

- ▶ [Opportunities for recycling construction waste from devastation](#)
- ▶ [Green technologies – new opportunities in construction](#)
- ▶ [Ukrainian construction market in 2024](#)

Events: In 2024, BDO in Ukraine became a member of the Confederation of Builders of Ukraine (CBU)



3. Public sector

Description: Specialisation in the analysis of current trends in public management and digital transformation.

Publications: Research on current grant opportunities that help organisations improve their processes and scale their business.

Events:

- ▶ Ukrainian Subsector in the BDO Public Sector global group (February 2024)
- ▶ Overseas meeting with BDO in Romania on the development of the service portfolio

Speeches:

- ▶ EBA, “Challenges in preparing projects to find funding” (July 2024)
- ▶ EBA, “How to overcome key challenges in preparing projects to attract business financing through international programmes and instruments” (October 2024)

Group leader: Andrii Borenkov



4. Natural resources and energy

Description: Focuses on the analysis of the natural resources and energy sectors.

Materials:

- ▶ [Energy sector in Ukraine and the world: forecasts and challenges – BDO](#)
- ▶ [Extractive and Oil Refining Industries in Ukraine and Worldwide: Forecasts and Challenges – BDO](#)
- ▶ [Legislative changes in the energy sector of Ukraine – BDO](#)
- ▶ [Contracts for Renewable Electricity – BDO](#)
- ▶ [Biomethane export: new conditions for producers – BDO](#)
- ▶ [Green energy market: changes to be made by implementation of guarantees of energy origin from RES – BDO](#)

Event: [Specialised event on energy security \(November 2024\)](#)

Team leader: Vladislav Puhach



5. Technology, Media, Telecom (TMT)

Description: Specialising in the analysis and research of the technology, media and telecommunications sectors.

Materials:

- ▶ [Diia.City benefits: Tax benefits and opportunities for IT business in Ukraine](#)

Event: Participation of the TMT group in the Global TMT Meeting 2024.

Group leader: Irina Sirotenko



6. ESG reporting and audit

Description: Specialising in research on environmental, social and corporate responsibility.

Publications: Recommendations for the formation of ESG strategy and analysis of key indicators of sustainable development.

Team leader: Fedor Ushakov



5.3 Role in international initiatives

BDO in Ukraine actively develops international activities through participation in organisations such as **the German-Ukrainian Chamber of Commerce and Industry, the US-Ukrainian Chamber of Commerce, the Canadian-Ukrainian Chamber of Commerce and others**. Through regular meetings and committee involvement, the team contributes to various initiatives both in Ukraine and abroad.

Following a recommendation from AHK Ukraine, BDO in Ukraine joined the **Skills Alliance** initiative, launched by the governments of Ukraine and Germany to provide Ukraine with skilled workers for its recovery. The alliance aims to mobilise funding for vocational training and education.

In June 2024, the team of BDO in Ukraine participated in the European Forum on Sustainable Cities, sharing its experience in sustainable development. Company representatives also took part in trade missions to Japan, the Netherlands, and the United States, presenting Ukraine's recovery needs and promoting investment opportunities.

Vira Savchenko, CEO of BDO in Ukraine, is an active speaker on international platforms. In December 2024, she spoke at the Ukraine Recovery Conference in Canada. In September, she moderated a discussion in Washington on opportunities for Ukrainian industry and delivered a lecture at The George Washington University. She also participated in the Ukraine Recovery Conference in Berlin and the World Economic Forum in Davos, contributing to global efforts to support Ukraine's recovery and investment potential.



6. Risk management

Risk management 1/2

In times of war, economic instability and increasing cyber threats, effective risk management, ethical compliance, and security are essential for business sustainability and stakeholder confidence.

Our company has a systematic and effective process for identifying and managing risks to minimise their impact on the viability and sustainability of the company. Management regularly analyses potential risks and threats that may arise in the course of operations, including operational, regulatory, financial, technological, and reputational risks. All identified risks are assessed in terms of their potential impact on BDO's ability to achieve its objectives. Risks are classified according to their likelihood and potential consequences. To manage these risks, responsible individuals are appointed, and a list of preventive measures is defined to mitigate and reduce their impact.

The Company reaffirms its commitment to transparency, independence, professional integrity and ethical compliance. **The risk management and security policy is reviewed annually and communicated to all employees. All staff are trained in ethics, cybersecurity, data protection and fraud prevention.**

BDO in Ukraine provides a confidential mechanism for reporting potential violations in the areas such as accounting, auditing, financial crime, corruption or bribery. Reports may relate to the actions or omissions of employees, management or the company as a whole.

We encourage employees, customers and partners to report reasonable suspicions. Reports are submitted through an electronic form on the company's website and are handled in accordance with the principles of confidentiality, objectivity and protection of the reporting individual.

Risk management 2/2

Key risks and response measures:

- ▶ **Military risks:** disruption of operations, loss of access to infrastructure, threats to physical safety of personnel
- ▶ **Cyber risks:** data breaches, attacks on IT systems
- ▶ **Reputational risks:** disinformation, unfair competition
- ▶ **Regulatory risks:** unpredictable changes in legislation
- ▶ **Personnel risks:** loss of expertise, challenges in attracting qualified staff

Mitigation policies:

- ▶ Business continuity plans, backup communication channels, remote work arrangements
- ▶ Testing of information security systems
- ▶ Assessing the integrity of suppliers
- ▶ Monitoring of legislative changes
- ▶ Psychological support for employees

Transparency and legal compliance

BDO LLC, as a responsible audit firm, ensures a high level of transparency in its operations. In accordance with the Law of Ukraine “On Audit of Financial Statements and Auditing”, our Transparency Report was prepared in a timely manner and published on the company's official website.

The report provides comprehensive information on the ownership structure, quality management system, internal control, and the company's policies on independence and ethics.

The report is publicly available at the following link:











[Transparency Report 2024](#)



7. BDO's global activities

7.1 Global leadership

BDO is the leading global network in the mid-tier segment*

| Rank | Name | Fee and commission income (in millions of USD) | |
|------|---------------------------|--|---|
| 1 | Deloitte | 67,200.0 |  |
| 2 | PWC* | 55,381.0 |  |
| 3 | EY* | 51,200.0 |  |
| 4 | KPMG* | 38,400.0 |  |
| 5 | BDO | 15,042.0 |  |
| 6 | RSM | 9,973.0 |  |
| 7 | Grant Thornton* | 7,996.8 |  |
| 8 | HLB International | 5,959.3 |  |
| 9 | Crowe | 5,789.2 |  |
| 10 | Baker Tilly International | 5,620.1 |  |

*Mid-tier = top-10 firms, excluding Deloitte, PwC, EY and KPMG. Based on fee income.



7.2 Global statistics 2024

Revenue



US\$15 billion

↑ +7%*

€14 billion

↑ +5.3%

By region



56% Americas

33% EMEA

11% Asia Pacific

By service line



40.8% Audit & assurance

21.7% Advisory

22.6% Tax

14.9% Business services & outsourcing

People



119 611

↑ +3.42%

Presence



1 800 offices

166 countries & territories

Data for the period from 1 October 2023 to 30 September 2024 (including alliance companies)

* At constant exchange rates.

7.3 Statistics for Europe, Middle East and Africa (EMEA) for 2024

Revenue



US\$4.9 billion

↑ +10%*

€4.5 billion

↑ +8%

By service line



40% Audit & assurance

22% Advisory

18% Tax

20% Business services & outsourcing

People



40,301

Presence



504 offices

Data for the period from 1 October 2023 to 30 September 2024 (including alliance companies)

* At constant exchange rates.

7.4 Our global presence

In alphabetical order in English by BDO region

North America and the Caribbean

- ▶ Anguilla
- ▶ Antigua and Barbuda
- ▶ Aruba
- ▶ Bahamas
- ▶ British Virgin Islands
- ▶ Canada
- ▶ Cayman Islands
- ▶ Curacao
- ▶ Dominica
- ▶ Dominican Republic
- ▶ Grenada
- ▶ Jamaica
- ▶ Montserrat
- ▶ Puerto Rico
- ▶ Saint Kitts and Nevis
- ▶ Saint Lucia
- ▶ Saint Martin
- ▶ Saint Vincent and the Grenadines
- ▶ Suriname
- ▶ Trinidad and Tobago
- ▶ United States of America
- ▶ US Virgin Islands

EMEA Europe

- ▶ Albania
- ▶ Andorra
- ▶ Armenia
- ▶ Austria
- ▶ Azerbaijan
- ▶ Belgium
- ▶ Bulgaria
- ▶ Croatia
- ▶ Cyprus
- ▶ Czech Republic
- ▶ Denmark and Faroe Islands
- ▶ Estonia
- ▶ Finland
- ▶ France (and French Guiana)
- ▶ French Polynesia
- ▶ Georgia
- ▶ Germany
- ▶ Gibraltar
- ▶ Greece
- ▶ Greenland
- ▶ Guernsey
- ▶ Hungary
- ▶ Ireland
- ▶ Isle of Man
- ▶ Italy
- ▶ Jersey
- ▶ Kazakhstan
- ▶ Kosovo
- ▶ Latvia
- ▶ Liechtenstein
- ▶ Lithuania
- ▶ Luxembourg
- ▶ Macedonia
- ▶ Malta
- ▶ Moldova
- ▶ Mongolia
- ▶ Montenegro
- ▶ Morocco
- ▶ Netherlands
- ▶ New Caledonia
- ▶ Norway
- ▶ Poland
- ▶ Portugal
- ▶ Republic of Serbian (Bosnia and Herzegovina)
- ▶ Romania
- ▶ San Marino
- ▶ Serbia
- ▶ Slovak Republic
- ▶ Slovenia
- ▶ Spain
- ▶ Sweden
- ▶ Switzerland
- ▶ Tunisia
- ▶ Turkey
- ▶ Ukraine
- ▶ United Kingdom (including Northern Ireland)
- ▶ Wallis and Futuna

Latin America

- ▶ Argentina
- ▶ Brazil
- ▶ Chile
- ▶ Colombia
- ▶ Costa Rica
- ▶ Ecuador
- ▶ El Salvador
- ▶ Guatemala
- ▶ Guyana
- ▶ Honduras
- ▶ Mexico
- ▶ Nicaragua
- ▶ Panama
- ▶ Paraguay
- ▶ Peru
- ▶ Uruguay
- ▶ Venezuela

EMEA Sub-Saharan Africa

- ▶ Angola
- ▶ Botswana
- ▶ Burundi
- ▶ Cape Verde
- ▶ Comoros
- ▶ DR Congo
- ▶ Ethiopia
- ▶ Ghana
- ▶ Côte d'Ivoire
- ▶ Kenya
- ▶ Madagascar
- ▶ Malawi
- ▶ Mauritius
- ▶ Mozambique
- ▶ Namibia
- ▶ Niger
- ▶ Nigeria
- ▶ Rwanda
- ▶ Seychelles
- ▶ Sierra Leone
- ▶ South Africa
- ▶ Tanzania
- ▶ Togo
- ▶ Uganda
- ▶ Zambia
- ▶ Zimbabwe

EMEA Middle East

- ▶ Bahrain
- ▶ Egypt
- ▶ Israel
- ▶ Iraq
- ▶ Jordan
- ▶ Kuwait
- ▶ Lebanon
- ▶ Oman
- ▶ Qatar
- ▶ Saudi Arabia
- ▶ UNITED ARAB EMIRATES
- ▶ West Bank and Gaza

Asia Pacific region

- ▶ Afghanistan
- ▶ Australia
- ▶ Bangladesh
- ▶ Brunei
- ▶ Cambodia
- ▶ China
- ▶ Fiji
- ▶ Hong Kong and Macau
- ▶ India
- ▶ Indonesia
- ▶ Japan
- ▶ Korea
- ▶ Kyrgyz Republic
- ▶ Laos
- ▶ Malaysia
- ▶ Myanmar
- ▶ Nepal
- ▶ New Zealand
- ▶ Pakistan
- ▶ Papua New Guinea
- ▶ Philippines
- ▶ Samoa
- ▶ Singapore
- ▶ Sri Lanka and Maldives
- ▶ Tajikistan
- ▶ Taiwan
- ▶ Thailand
- ▶ East Timor
- ▶ Turkmenistan
- ▶ Uzbekistan
- ▶ Vietnam

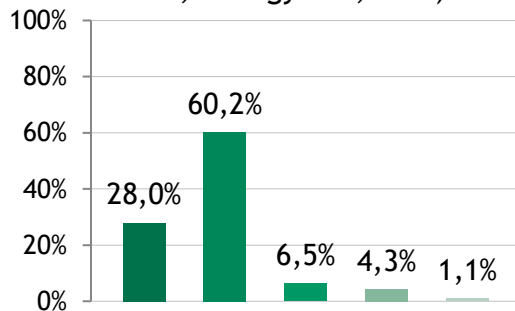
Total countries/territories = 165. Last updated: 18 February 2025.

8. Appendices

8.1 Results of the annual employee survey

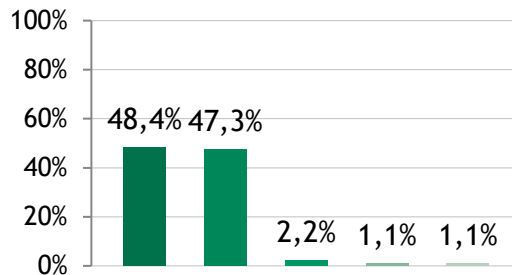
ENVIRONMENTAL PROTECTION QUESTIONS 1/2

1. Climate change and carbon emissions (travel, office work, energy use, etc.)



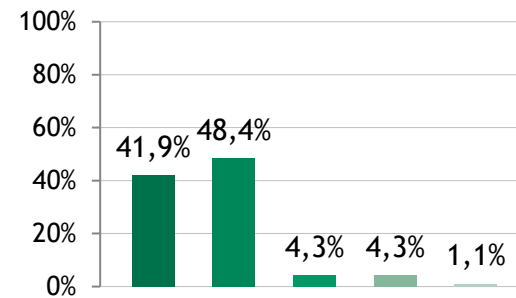
- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

2. Waste and recycling questions (plastic, paper, e-waste, etc.)



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

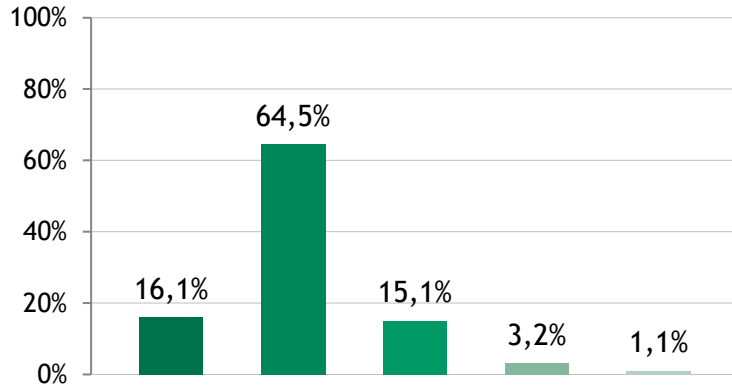
3. Consumption of water resources



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

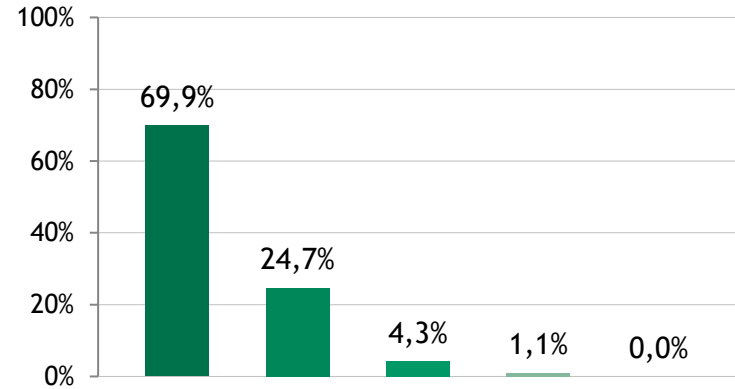
ENVIRONMENTAL PROTECTION QUESTIONS 2/2

4. Use of environmentally friendly office supplies (paper, detergents, IT equipment, etc.)



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

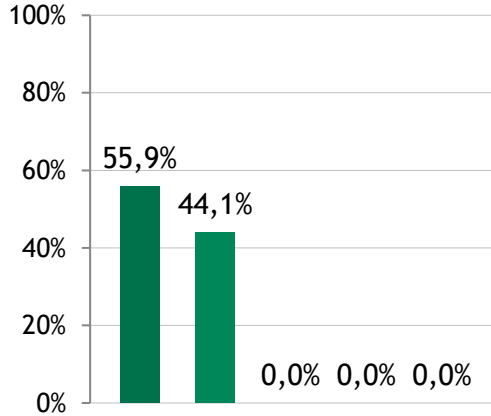
5. Air quality and ventilation



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

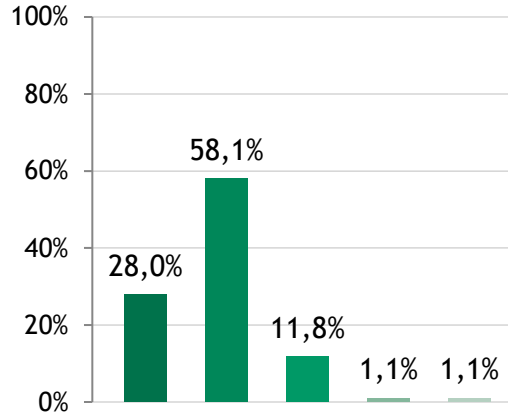
SOCIAL RESPONSIBILITY QUESTIONS 1/2

1. Education and professional development



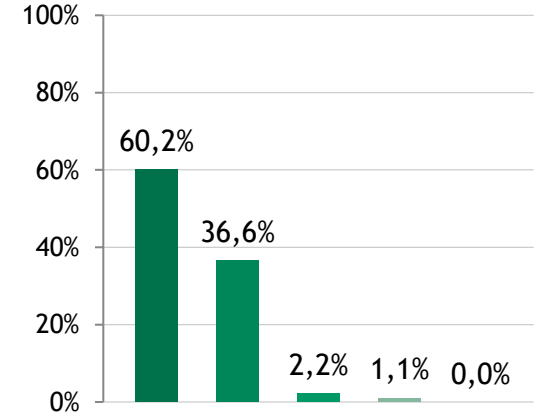
- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

2. Diversity, equality and inclusion



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

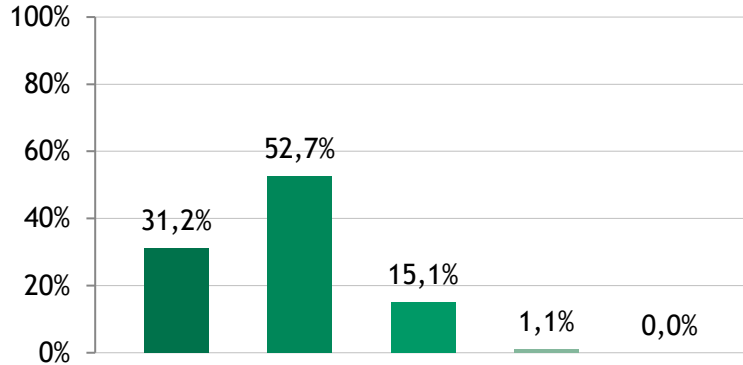
3. Well-being, health and support from management



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

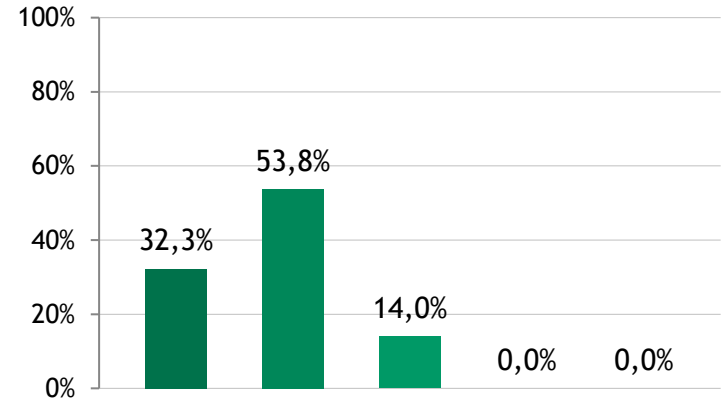
SOCIAL RESPONSIBILITY QUESTIONS 2/2

4. Partnership with the community (volunteering, donations, pro bono projects, etc.)



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

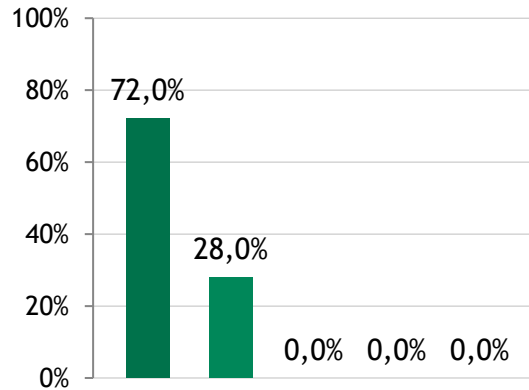
5. Culture and involvement in company life



- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

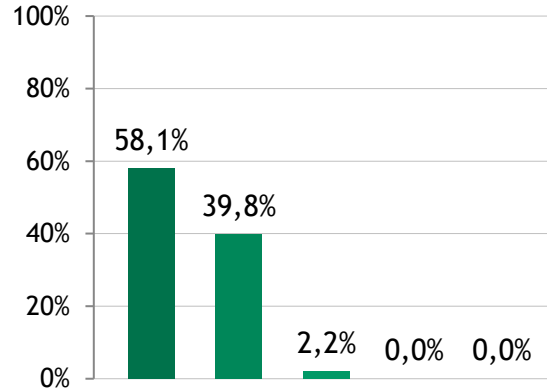
MANAGEMENT QUESTIONS 1/3

1. Data confidentiality and IT security (of BDO employees, clients and third parties)



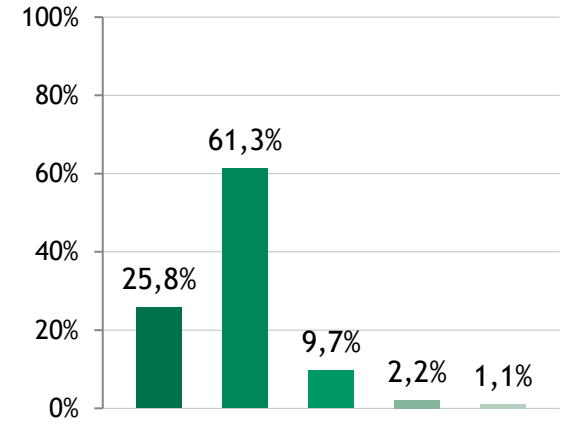
- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

2. Business ethics and independence



- very important
- important
| neither important nor unimportant | 2,2% |
| unimportant | 0,0% |
| completely unimportant | 0,0% |

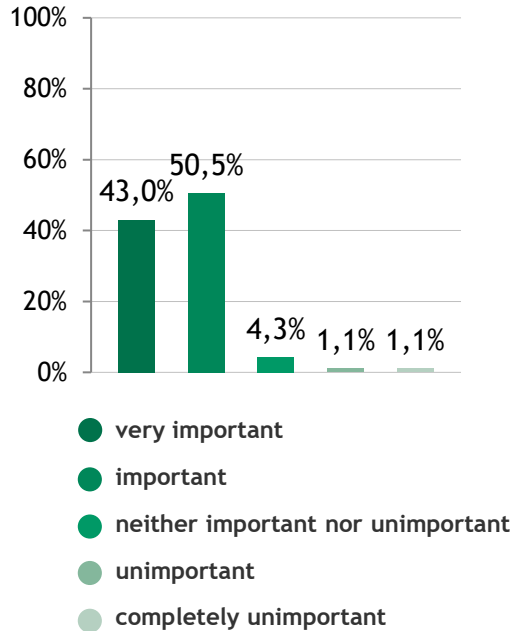
3. Management of environmental and social risks and issues



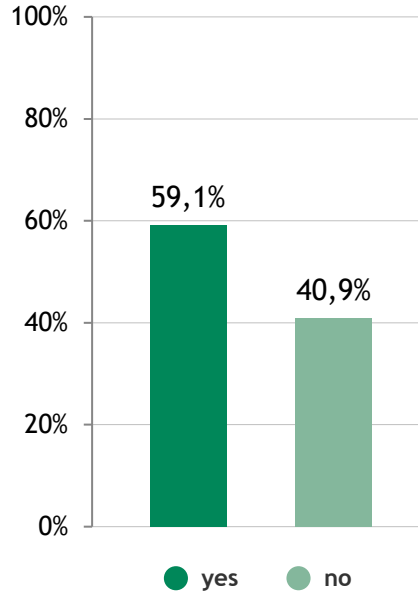
- very important
- important
- neither important nor unimportant
- unimportant
- completely unimportant

MANAGEMENT QUESTIONS 2/3

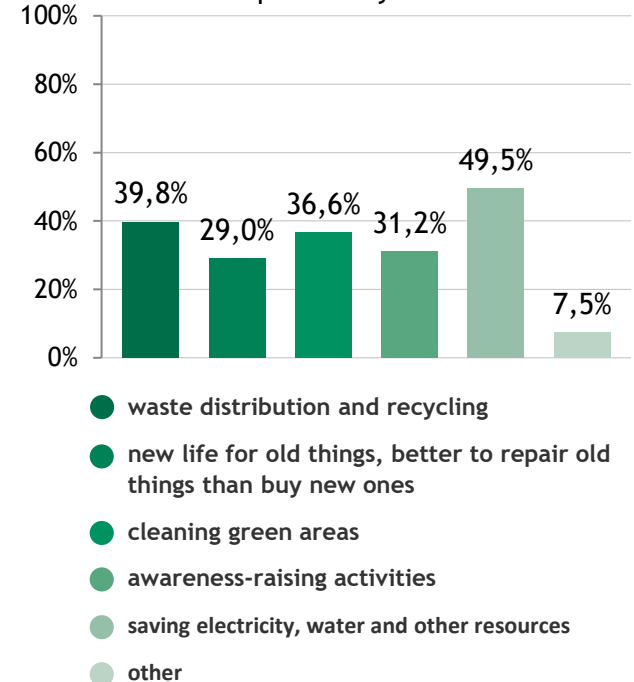
4. Demonstration of public trust, partnership and transparency



5. Would you personally like to participate in our company's social and environmental initiatives?

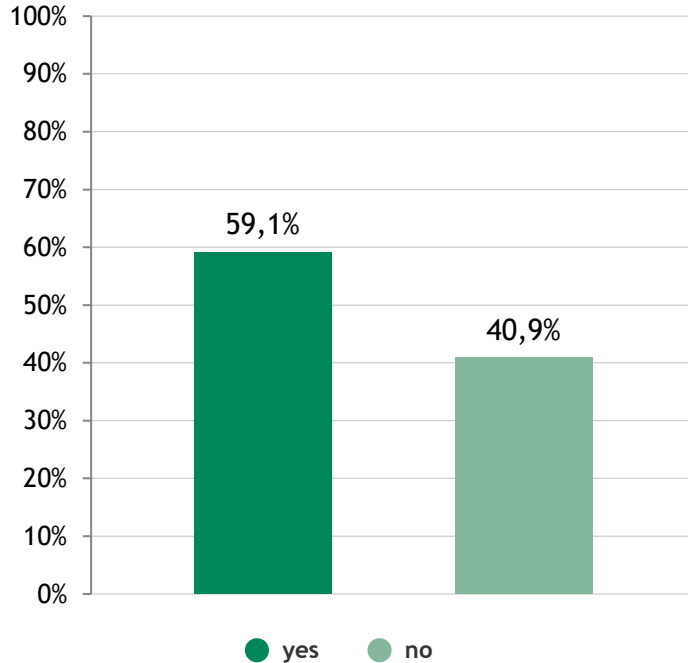


6. Which areas are a priority for you personally?

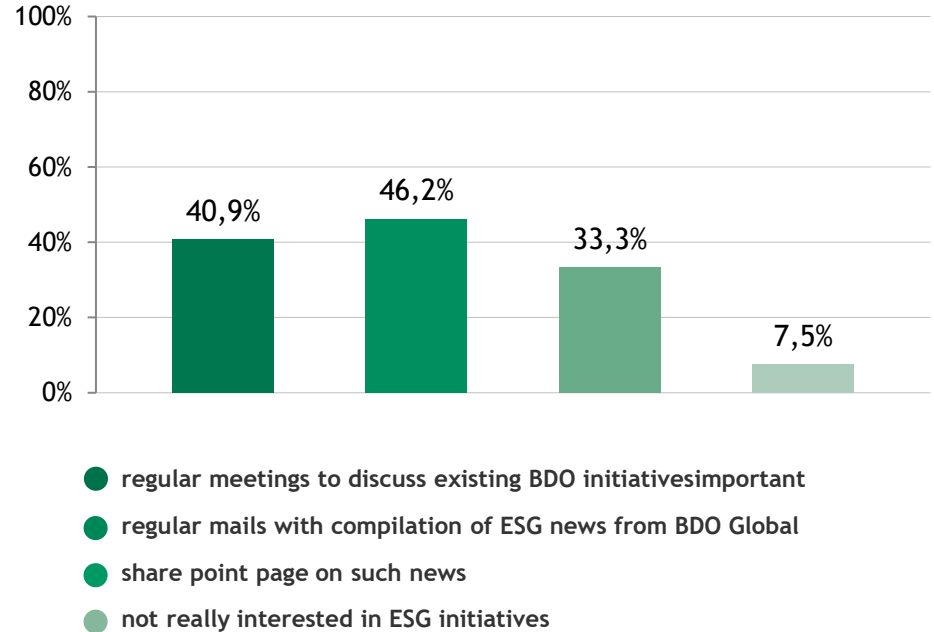


MANAGEMENT QUESTIONS 3/3

Are you aware of BDO Global's Net-Zero initiative and policy?



How do you prefer to receive information about Net-Zero and other initiatives undertaken by BDO Global and the BDO network?



8.2 GRI compliance table

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|---------------------------------|----------|--|--------------|---|
| GRI 2: General Disclosures 2021 | 2-1 | Organizational details | Pages 9-10 | 1.4 General information about BDO in Ukraine |
| | 2-2 | Entities included in the organization's sustainability reporting | Pages 9-10 | 1.4 General information about BDO in Ukraine |
| | 2-3 | Reporting period, frequency and contact point | Pages 9-10 | Financial data is presented for the period: 01.10.2023 - 30.09.2024 Other data in the report are presented for the calendar year 2024: 01.01.2024 - 31.12.2024 |
| | 2-4 | Restatements of information | - | There was no revision of information |
| | 2-5 | External assurance | - | This ESG report is published without external assurance |
| | 2-6 | Activities, value chain and other business relationships | Pages 9-10 | 1.4 General information about BDO in Ukraine |
| | 2-7 | Employees (own staff) | Pages 52-55 | 4.4 Employee support 4.5 Mental health and emotional well-being |
| | 2-8 | Workers who are not employees | - | Not applicable. The Company may engage third parties to perform certain activities |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|---------------------------------|----------|---|---------------|--|
| GRI 2: General Disclosures 2021 | 2-9 | Governance structure and composition | - | The information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-10 | Nomination and selection of the highest governance body | - | The information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-11 | Chair of the highest governance body | - | Information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts | Pages 5-6 | 1.1 Welcome speech from CEO of BDO in Ukraine |
| | 2-13 | Delegation of responsibility for managing impacts | Pages 5-6, 12 | 1.1 Welcome speech from CEO of BDO in Ukraine, 2. Sustainability strategy |
| | 2-14 | Role of the highest governance body in sustainability reporting | Pages 16-17 | Contribution of ESG to the overall strategy |
| | 2-15 | Conflicts of interest | - | Information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-16 | Communication of critical concerns | - | The information is disclosed in the transparency report. The report is publicly available here: Transparency Report 2024 . There were no notifications in 2024 |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|---------------------------------|----------|---|--------------|---|
| GRI 2: General Disclosures 2021 | 2-17 | Collective knowledge of the highest governance body | - | The company organises activities aimed at developing the collective knowledge, skills and experience of the highest governance body in the field of sustainable development |
| | 2-18 | Evaluation of the performance of the highest governance body in relation to sustainable development | - | Not applicable |
| | 2-19 | Remuneration policies | - | Information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-20 | Process to determine remuneration | - | Information is disclosed in the Transparency Report. The report is publicly available here: Transparency Report 2024 |
| | 2-21 | Annual total compensation ratio | - | Data not available in the reporting period. |
| | 2-22 | Statement on sustainable development strategy | Pages 16-17 | ESG contribution to the overall strategy |
| | 2-23 | Policy commitments | Pages 16-17 | ESG contribution to the overall strategy |

| GRI standard | GRI Код | Disclosure title | Report pages | Section title and comments |
|---------------------------------|---------|--|-----------------------------------|---|
| GRI 2: General Disclosures 2021 | 2-24 | Embedding policy commitments | Pages 16-17 | Contribution of ESG to the overall strategy |
| | 2-25 | Processes to remediate negative impacts | Pages 68-69 | 6. Risk management |
| | 2-26 | Mechanisms for seeking advice and raising concerns | Pages 68-69 | 6. Risk management |
| | 2-27 | Compliance with laws and regulations | Pages 71 | Transparency and compliance with legislation. Information is disclosed in the transparency report. The report is publicly available here: Transparency Report 2024 |
| | 2-28 | Memberships associations | Pages 26-28, 40-41, 47- 49, 64-68 | 2.3 Membership in associations and partnerships, 3.4 BDO in Ukraine at COP29 in Baku, 4.2 Pro bono projects, 5.2 Industry groups of BDO in Ukraine, 5.3 Role in international initiatives |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|---------------------------------|----------|--|--------------------|--|
| GRI 2: General Disclosures 2021 | 2-29 | Approach to stakeholder engagement | Pages 76-82 | 8.1 Results of the annual employee survey |
| | 2-30 | Collective bargaining agreements | - | In 2024, the company did not have a practice of concluding collective agreements |
| GRI 3: Material Topics 2021 | 3-1 | Process for identifying of material topics | Pages 18-21 | 2.2 Business model and sustainability goals |
| | 3-2 | List of of material topics | Pages 18-21 | 2.2 Business model and sustainability goals |
| | 3-3 | Management of material topics | Pages 18-21 | 2.2 Business model and sustainability goals |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organisation | Pages 33-31 | 3.3 Carbon footprint calculation, Use of cloud technologies |
| | 302-3 | Energy intensity | Pages 33-35 | 3.3 Carbon footprint calculation |
| | 302-4 | Reducing energy consumption | Pages 29-30, 38-39 | 3.1 Net Zero policy 3.4 Urban greening |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|--|----------|--|--------------------|--|
| GRI 303: Water and Effluents 2018 | 303-5 | Water consumption | Pages 35 | Water consumption |
| GRI 306: Waste 2020 | 306-3 | Waste generated | - | Not calculated |
| GRI 403: Occupational Health and Safety 2018 | 403-1 | Occupational health and safety management system | Pages 60-61 | 4.8 Occupational health and safety |
| | 403-2 | Hazard identification, risk assessment and incident investigation | Pages 60-61 | 4.8 Occupational health and safety |
| | 403-3 | Occupational health and safety | Pages 52-54, 60-61 | 4.4 Employee support 4.5 Mental health and emotional well-being 4.8 Occupational health and safety |
| | 403-4 | Employee participation, consultation and communication on occupational health and safety | Pages 60-61 | 4.8 Occupational health and safety |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|---|----------|---|-----------------------|---|
| GRI 403: Occupational Health and Safety 2018 | 403-5 | Training of employees in occupational health and safety | - | Employees receive regular training and specialised occupational health and safety training programmes, including courses for high-risk jobs, to improve their awareness and skills in safe work. The training programmes are developed by external educational institutions in cooperation with BDO's occupational health and safety department, which determines the relevant topics for training. |
| | 406-3 | Promoting employee health | Pages 52-54, 60-61 | 4.4 Employee support 4.5 Mental health and emotional well-being 4.8 Occupational health and safety |
| | 403-9 | Occupational injuries | - | In 2024, there were no cases of occupational injuries or incidents with disability. |
| | 403-10 | Work-related health disorder | Pages 52-54, 60-61 | 4.4 Supporting employees 4.5 Mental health and emotional well-being 4.8 Health and safety at work |

| GRI standard | GRI code | Disclosure title | Report pages | Section title and comments |
|--|----------|---|--------------|--|
| GRI 404: Training and Education 2016 | 404-2 | Employee development programmes and transition assistance programmes | Pages 56 | 4.7 Training and development |
| GRI 406: Non-discrimination 2016 | 406-1 | Incidents of discrimination and corrective actions taken | Pages 55 | 4.6 Gender equality |
| GRI 408: Child Labor 2016 | 408-1 | Operations and suppliers are at significant risk of incidents of child labour | - | No operations or suppliers were identified as being at significant risk of child labour during 2024. |
| GRI 416: Customer Health and Safety 2016 | 416-2 | Incidents of non-compliance with regard to health and safety impacts of products and services | - | In 2024, there were no cases of non-compliance with the safety and health impacts of services. |
| GRI 417: Marketing and Labeling 2016 | 417-3 | Incidents of non-compliance with marketing communications | - | There were no such cases |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints about breaches of customer privacy and loss of customer data | Pages 68-69 | 6. Risk management |

8.3 Conclusions

2024 Sustainability Report of BDO in Ukraine, which we have prepared in accordance with the international GRI standard, confirms our commitment to transparency and consistency in reporting performance. Through this report, we aim to demonstrate how the company integrates business goals with the principles of sustainable development and responsible governance in the context of the new normal.

The key **challenge** for the company in 2024 **was operating under conditions of war and economic instability**. Thanks to flexible management, scenario planning and crisis response measures, we maintained business continuity while prioritizing the safety and well-being of our employees. Despite the volatile security environment, our team remained focused on reducing our environmental footprint: each year we deepen our analysis of carbon emissions and develop targeted measures to reduce them. Environmental responsibility remains one of our top priorities.

BDO in Ukraine actively **implements innovations and digital solutions**, including the use of generative artificial intelligence to enhance service efficiency and quality. These efforts have strengthened our sustainability, and enables the launch of new service lines focused on Ukraine's recovery and supporting clients in a rapidly changing environment.

In our report, we emphasise that a company's true strength is measured not only by financial performance, but also by its environmental and social responsibility, transparency, and contribution to society. This approach reflects our integration of the **UN Sustainable Development Goals** into BDO in Ukraine's long-term vision for an innovative and responsible future.



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