

IDEAS | PEOPLE | TRUST

looking ahead
acting now

ANNUAL REPORTING 2026

IMPACT REPORT

START

BDO

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This report is one of a suite covering the Financial Year 2026
all of which can be accessed on our website in the Reporting Portal section.













Foreword

Looking Ahead, Acting Now: creating lasting impact

At BDO, we talk about a journey from purpose to impact. Our purpose is why we show up every day, and our impact is the difference our actions make for our people, our clients and the wider communities we serve.

As we enter the tenth year of BDO's Core Purpose, Helping You Succeed, this 2026 Impact Report feels particularly meaningful. It is an opportunity to reflect on our progress, while recognising there is always more to do.

When we talk about Helping You Succeed, the 'you' is deliberately broad - and includes each of the businesses we work with, one another as BDO colleagues and, of course, society more widely.

This reflection comes at a time when businesses are navigating significant economic uncertainty, rapid technological change, geopolitical instability and evolving stakeholder expectations. They are being asked to balance growth and performance with a broader responsibility to people, society and the environment.

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Welcome from **Mark Shaw**, Managing Partner

Success is no longer measured solely by financial outcomes, but by the value organisations create, and their wider impact.

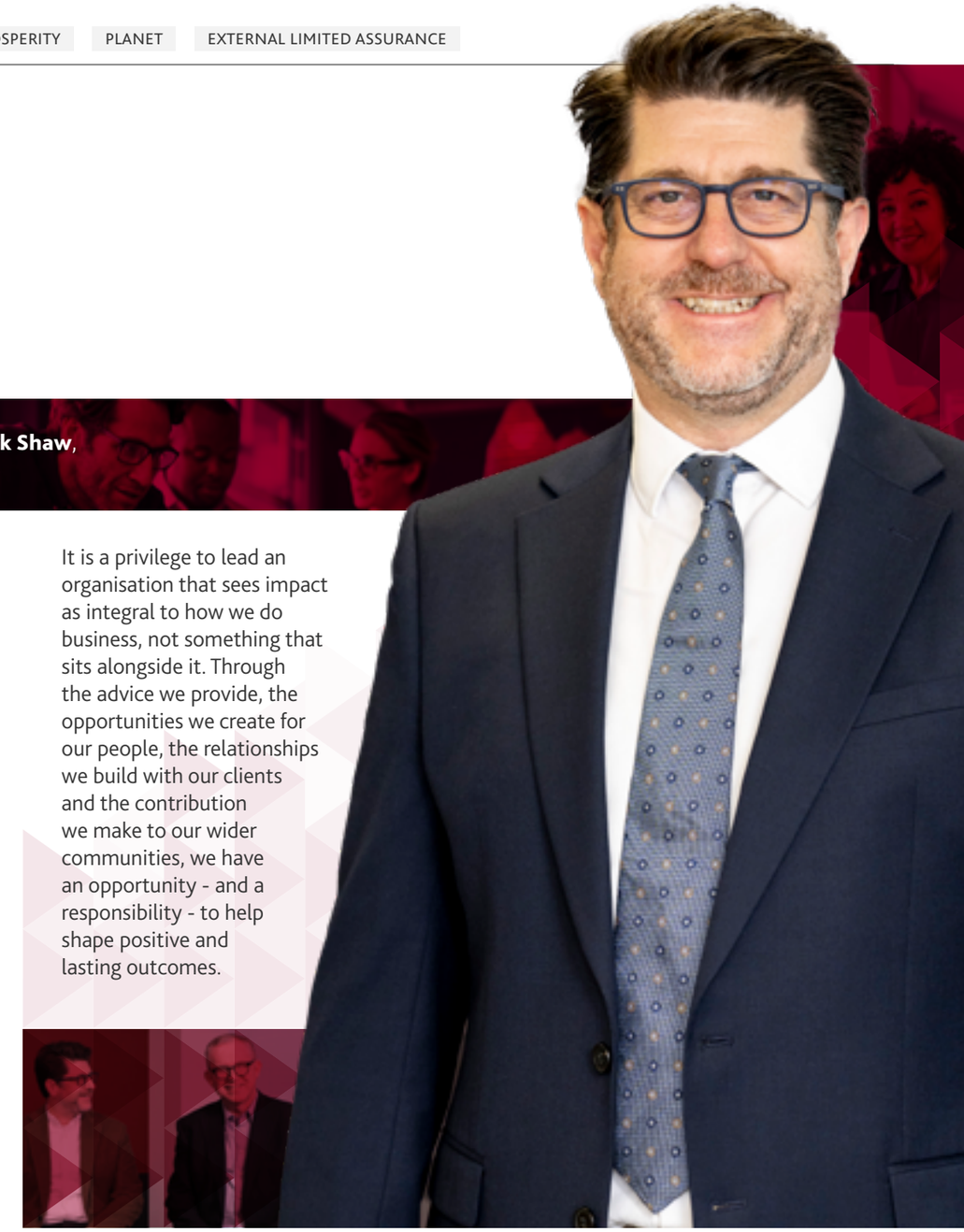
It also comes at a time when the accountancy profession and BDO itself is changing. Evolving technology is opening up opportunity for new services, and the structure of accountancy firms themselves is changing - as seen by our recent merger with BDO Ireland.

Against this backdrop, the theme of this year's report, "Looking Ahead, Acting Now", feels especially relevant. Creating meaningful, lasting impact requires long-term ambition as well as action today. Purpose provides direction; impact is how that purpose comes to life.

We measure our impact through four pillars: People, Planet, Prosperity and Principles. Together, they provide a framework for assessing progress and holding ourselves accountable. Not because we have all the answers, but because progress depends on honest reflection, transparency and continuous improvement. We believe that transparency builds trust, and that trust is the foundation of every relationship we have. This report reflects that commitment.

It highlights the progress we have made over the past year: from accelerating our ESG agenda and embedding sustainability more deeply into the way we operate and advise our clients; to advancing our pathway to net zero; launching new inclusion, belonging and social mobility strategies; strengthening responsible procurement practices; and supporting organisations as they navigate their own sustainability journeys.

It is a privilege to lead an organisation that sees impact as integral to how we do business, not something that sits alongside it. Through the advice we provide, the opportunities we create for our people, the relationships we build with our clients and the contribution we make to our wider communities, we have an opportunity - and a responsibility - to help shape positive and lasting outcomes.



Foreword

Looking Ahead, Acting Now: empowering our people to have an impact

If there is one thing I have been reminded of time and again during my first year as People, Culture and Purpose lead, it is that impact starts - and ends - with people.

Behind every client success, every community partnership, every volunteering day and every innovation are colleagues who care deeply about helping others succeed and making a difference.

Our theme this year, Looking Ahead, Acting Now, encapsulates the way we run our business, one that is forward-thinking and committed to making necessary, impactful change. Every conversation, every opportunity to learn, every act of collaboration and every decision to support one another helps shape the kind of organisation we are and want to be.

looking ahead acting now

Foreword from **Louise Sayers**,
Executive Board member for People, Culture and Purpose

Reading the stories in this report has been one of the highlights of the year for me. Whether it is one of our volunteering stories – forming part of the 13,453 hours spent on community volunteering activities this year – or feedback from many events organised by our 12 employee networks, they all have one thing in common: people choosing to make a positive impact.

Those moments often do not make headlines, but collectively they define who we are. It is those stories that bring to life our BDO culture (what we call 'The Feel') and our People Proposition ('The Deal').

Alongside this, progress is visible: over 2,600 colleagues and partners have been promoted, 75,560 recognitions have been shared on our new recognition platform, and we've seen an 89% reduction in our Scope 1 and 2 carbon emissions. The impact of what we do is clear to see.

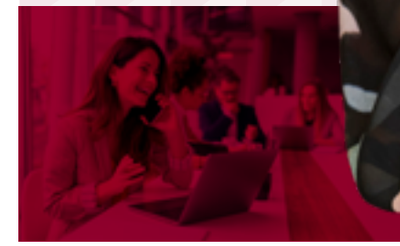


While the numbers matter, I am most inspired by the people behind them. By encouraging open conversations and giving colleagues the confidence to navigate challenging situations with empathy and understanding, we are reflecting the kind of culture we are committed to building.

To every one of our colleagues, thank you. Your professionalism, character and willingness to support one another are what turn our ambitions into reality.

This report captures just some of the impact our people have made over the past year. I hope you are as proud of the impact we have made as I am.

And, if you would like to explore our progress in more detail, including the data behind our commitments, I encourage you to visit our new Reporting Portal.





Introduction

Who we are

We are an accountancy and business advisory firm, helping entrepreneurial and ambitious businesses navigate change, realise their potential and achieve sustainable growth through our four core service lines of Audit, Tax, Consulting, Risk and Outsourcing ('CR&O') and Deals.

We are focused and deliberate in where we operate. Our market heartland is the mid-market[1]: entrepreneurial, ambitious and growing businesses that are the economic engine of the UK, creating jobs, driving innovation and powering growth across the country.



It is a privilege to support and advise them. As these businesses navigate change, we are focused on ensuring we continue to evolve alongside them — investing in our people and the capabilities, insight and quality needed to support their ambitions in the years ahead.

We are an organisation with an annual revenue in excess of £1 billion, with ~8,000 people working for us.

We are the UK member firm of BDO International, a US$16 billion global network[2] of accountancy firms, providing our clients with access to deep expertise and international connectivity where it matters.

This combination of local insight and global reach means we can support clients at every stage of their journey, as their needs and the wider business landscape evolve.



During our financial year, we also announced that we took a major strategic step forward through our merger with BDO Ireland, which completed on 4 July 2026. The bringing together of two successful member firms with shared values and a common ambition creates new opportunities for our people, the buisnesses we serve and the communities we work in. This newly incorporated subsidiary will be fully consolidated into our annual reporting in FY27.



1. BDO defines the mid-market as businesses with revenues of £10m-£500m, including those that are AIM listed or private-equity owned. The latest BDO data identifies 41,849 companies meeting these criteria, approximately 0.7% of UK private sector businesses overall, based on current projections from official government statistics showing 5.7 million businesses in October 2025
2. US$16 billion revenue as at 10 December 2025 (including alliance firms)

Introduction

Our Vision, Purpose and Values

Our Vision

We know what we want to be by the end of 2028: an organisation that achieves sustainable, profitable growth by putting our people and culture at its heart, being committed to quality, and doing the right thing for business and society.

Our Vision recognises that long-term success is not measured by growth alone, but by the positive impact we create through the quality of our work, the strength of our culture, the trust we build, and the opportunities we help create for people, businesses and society.



Our Purpose

Our Purpose is simple: Helping You Succeed. It defines why we come to work every day, guiding our decisions, shaping our culture and connecting our strategy to the impact we create.

Our Purpose is our cultural anchor and guides how we make decisions, how we invest in our people, how we build trust, and how we contribute to a more sustainable and inclusive future.

HELPING YOU SUCCEED

Helping People Succeed

We help our people succeed through our One Firm Culture ('The Feel'), which focuses on growth and collaboration, and through our People Proposition ('The Deal'), which helps us attract, engage, develop and retain talent.

Helping Businesses Succeed

Our client heartland is made up of ambitious, growing and entrepreneurially spirited businesses. We help them succeed by delivering quality work and using our voice to drive positive market change.

Helping Society Succeed

We help society succeed by providing opportunities to young people, championing inclusion and belonging, and contributing to thriving communities through citizenship and accelerating our decarbonisation plans to achieve net zero.



Our Values

Our Values bring our Purpose to life. They define not just what we stand for, but how we deliver for our clients, support our people and build a high performing, inclusive culture.

Our Values are:

- **Being responsible and acting with integrity** | We take responsibility for our actions and their impact, acting ethically, professionally and in the public interest while delivering high quality work.
- **Being collaborative** | We work together to achieve better outcomes, building trusted relationships and sharing knowledge and expertise to deliver greater value.
- **Being genuine** | We are authentic and inclusive, valuing diverse perspectives and creating an environment where people feel respected and able to contribute fully.
- **Being bold** | We are ambitious and forward thinking, embracing innovation and challenging the status quo while upholding ethical and professional standards.

Introduction

Our approach to reporting

Scope of reporting

All narrative and data in this report relates to our financial year 2026 ('FY26'), running from 5 July 2025 to 3 July 2026. Our 2026 Impact Report includes BDO LLP Group and its controlled operations.

As such we report a broader range of data than is reported in our 2026 Transparency Report and 2026 Financial Report, such as our full inventory of carbon emissions data and the inclusion of our extended delivery team in South Africa, BDO Wave.

In some instances, people-related metrics do not include BDO Wave employees, because they are either not collected or reported through the same systems and processes. Any exclusions are clearly identified within the relevant sections.

This Impact Report also covers our dedicated regional hubs across Africa that support our International Institutions and Donor Assurance ('IIDA') work. These IIDA teams are classified under 'UK' for the purposes of this reporting.



We also have a shared interest of 20% in BDO Edge, a joint venture based in India, which has been included under Scope 3 Category 15 'Investments'. This accounts for 20% of BDO Edge's Scope 1 and 2 emissions. For a detailed list of all entities included in the consolidated list of results, see the 2026 Financial Report.

On 4 July 2026, we completed our merger with BDO Ireland LLP. Now one organisation, our Irish colleagues and two additional offices will be included in our FY27 reporting. As such, BDO Ireland has been excluded from this year's annual reporting.

Basis of preparation

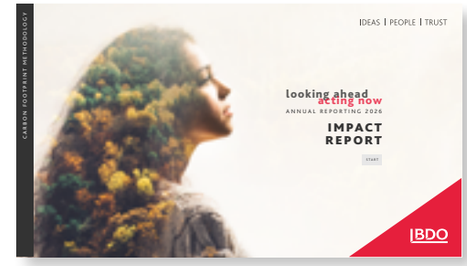
Our 2026 Impact Report provides a transparent account of our performance against our Purpose to Impact sustainability strategy. Our report is structured around four pillars: People, Planet, Prosperity and Principles of Good Governance. Its content is informed by our double materiality assessment ('DMA') and the topics identified as material to our firm and our stakeholders.

The impact materiality component of our DMA draws on the Global Reporting Initiative ('GRI') definition, and this report has been prepared with reference to the GRI Standards. Our GRI Index sets out where the relevant GRI disclosures can be found within the report and accompanying information.

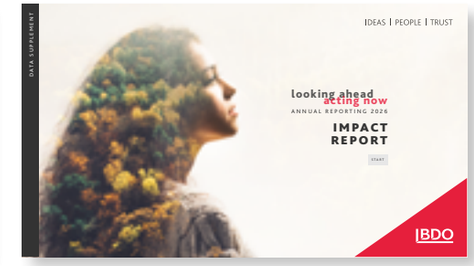
We have also applied the Business for Societal Impact ('B4SI') Framework to measure our community investment and Procurement for Social Impact activities. Applying the Framework has helped us strengthen how we understand, measure and report the contribution of these activities to wider society. For a quantitative view of our sustainability performance, please see our Data Supplement. Here, you can also find more information on our data, assurance, calculations and methodologies.

For any questions regarding our sustainability reporting, contact sustainability@bdo.co.uk.





2026 Impact Report
Carbon Footprint Methodology



2026 Impact Report
Data Supplement

Our commitment to sustainability

We don't think of sustainability and commercial success as a trade-off. Here's why.

Sustainable, profitable growth means building a business that's genuinely resilient, while also doing right by our people, business and society. Being sustainable and profitable are not competing priorities, but two sides of the same commitment; a business cannot thrive in an unstable climate, in communities under pressure or in markets where trust has broken down.

Profit cannot come at the expense of the conditions it relies on to sustain, which is why our core purpose, Helping You Succeed, extends to all our stakeholders: the clients we serve, the colleagues who work for us and the communities we operate in. By embedding sustainability into our governance, strategy and core operations we can ensure it is not just a commitment but part of our culture.

Sustainability spans every aspect of our firm – from reducing the GHG emissions that our operations produce and enhancing supply chain due diligence, to improving our workspaces and policies to ensure our people continue to thrive and feel supported to deliver high-quality work.

Our Purpose to Impact strategy considers stakeholders across our value chain, and the impacts – positive or negative, actual or potential – that we may have on them through our operations.

We take care to identify these through our double materiality assessment and stakeholder feedback, and report on our mitigations, management processes and performance in this Impact Report.

We are also aware that regulatory and stakeholder expectations on climate and sustainability reporting have increased significantly in the past 12 months.

We continue to enhance how we report and demonstrate our commitment to sustainability because we see this as essential for maintaining our reputation as a transparent, credible and trusted adviser. In 2025, we set four sustainability-linked loan targets with our lender, which further incentivise progress and improves accountability.



From Purpose to Impact

To ensure we deliver on our commitments, measure our progress and tell our story, we are guided by our Purpose to Impact strategy.

These commitments include how we develop and support our people to build brilliant careers no matter what their background, how we help businesses and leaders make the most of opportunities in an uncertain world, how we strengthen communities by investing in regional economies and creating skilled jobs for young people, and how we manage our environmental impact and support the wider net-zero transition.

All this must be achieved while maintaining strong ethical standards and accountability. For each area, we set clear goals, put in place robust governance and take conscious action to create meaningful change.



3. 42% of corporate sustainability decision-makers cited investor expectations as a top three motivation for sustainability strategies in 2026, about double the level in 2025, while 49% cited regulatory compliance, up from 23% in 2025. Morgan Stanley Institute for Sustainable Investing (2026) Corporate Sustainability Strategies Continue Globally, But Progress Slows. Available at: https://www.morganstanley.com/insights/articles/sustainable-signals-corporates-2026

Our commitment to sustainability

What's important to us

Our approach to sustainability is guided by our double materiality assessment ('DMA') and our wider business priorities. A DMA considers both how BDO impacts people, society and the environment, and how sustainability-related matters create risks and opportunities for our business. This dual-lens process provides us with a structured, evidence-based view of our key impacts, risks and dependencies, and helps inform our Purpose to Impact strategy, targets and reporting.

This year, we undertook a DMA refresh, building on the more extensive assessment we did in FY25. We focused on what changed materially over the past 12-month period, including new business strategies and investments, as well as external developments such as regulation, societal and client expectations, market changes, technology and more. We retained the FY25 methodology while updating our evidence base, scoring rationales and stakeholder input. We also aligned the financial materiality thresholds to our revised Enterprise Risk Management ('ERM') framework.

Overall, while our refresh confirmed that our material topics remain broadly consistent, it did highlight several areas of increased or emerging importance. So, our revised most-material topics are:

KEY

▲ Increase in financial and /or impact materiality

● New for FY26

▲ Corporate culture, conduct and ethics	Responsible procurement practices	Climate and decarbonisation
▲ Quality-led transparent services	▲● Public policy and engagement	Community impact
▲ Responsible technology, innovation and AI	▲ Social mobility and future workforce	Training and skills development
▲● Nature and biodiversity	Health and wellbeing	Fair and decent work
Equality, diversity and inclusion	▲● Energy management	▲● Privacy and data security



Looking to FY27, we aim to evolve our DMA process as well as ensure readiness for the upcoming UK Sustainability Reporting Standards ('UK SRS').

For more information on our DMA and to view our matrix, visit the Data Supplement.

Our commitment to sustainability

Strong governance to support transparency and accountability

This year, we thoroughly reviewed our governance on climate and sustainability. We identified the need for greater ownership of sustainability topics at an executive level, strengthened our use of subject-matter expertise, and improved reporting and capacity building for responsible leaders.

These recommendations have been built into our new sustainability governance model, which aims to improve oversight, accountability, delivery of our decarbonisation programme and management of climate-related impacts, risks and opportunities.



Roles and responsibilities of our governance, leadership and management teams in delivering our sustainability strategy as at 3 July 2026

Body	Chair	Reports to	Role
Oversight			
Oversight Board ('OB')	**Matt White**	Members (Equity Partners)	The OB provides independent oversight, strengthening transparency and reinforcing alignment with public interest responsibilities.
Audit Committee ('AC')	**Arbinder Chatwal**	OB	Our AC, a subcommittee of the OB, provides independent oversight of BDO's financial and non-financial reporting, including the interaction with external auditors and internal audit functions. Its responsibilities include assessing the adequacy of BDO's Streamlined Energy and Carbon Reporting ('SECR') and compliance with climate-related financial disclosure requirements under the LLP Regulations.
Public Interest Committee ('PIC')	**Eamonn McGrath**	OB	Our PIC provides independent oversight of our governance and leadership, people, values and behaviours, and operational resilience.
Leadership			
Executive Board ('EB')	**Mark Shaw**	Held to account by OB and Equity Partners	Overall accountability for sustainability rests with the EB, which is responsible for the design and delivery of the firm's sustainability and ESG strategy. The firm's Equity Partners elect the Managing Partner, who in turn selects Board members to oversee a range of portfolios. Our EB portfolio member for People, Culture and Purpose ('PCP') has a remit that includes ESG. This EB member ensures that the Board has competence and confidence in sustainability topics and that sustainability considerations are integral to decision-making. Regular portfolio reviews allow the EB member to raise topics for the Board's attention. Other EB members also have ESG objectives that are considered as part of individual performance reviews.
Management			
People, Culture and Purpose Executive ('PCPE')	**Louise Sayers**	EB	Our EB portfolio member for PCP is responsible for driving our ESG agenda and regularly reporting progress to the EB through planned portfolio reviews. This role is supported by the PCPE. The PCPE has cross-stream representation and sets the direction of our sustainability strategy, ensuring it is embedded across the firm. The EB member is responsible for BDO's Principal Risks relating to Sustainability and Climate and to People and Culture, escalating matters to the EB where required.
Operations Executive ('OE')	**Andy Butterworth**	EB	Our OE agrees the operational strategy for climate and decarbonisation and receives regular performance updates from the Decarbonisation Subgroup.

Our commitment to sustainability

Delivery and operations

Strategies and plans are delivered through a comprehensive group of subject-matter experts.

This year we have consolidated and simplified the structure of our Sustainability team, creating a Purpose to Impact team that reports to the EB member and Chair of PCPE. Our delivery groups and subgroups are chaired or attended by a Partner Sponsor and support the embedding of our strategies across the firm.

To enhance accountability, EB members had a collective ESG KPI embedded into their FY26 performance objectives, recognising the role these measures play in managing, assessing and challenging our overall progress and performance. The objectives included ensuring BDO meets relevant sustainability requirements and takes a market-leading position on issues such as social mobility and inclusion and belonging. In addition, for FY26, our Finance Partner and Chair of the Decarbonisation Subgroup has a specific objective relating to leading our net-zero programme.

Body	Role
Purpose to Impact (Sustainability) team	The Purpose to Impact team considers how our Purpose, Helping You Succeed, is translated into measurable impact. This team comprises individuals with expertise covering all of our priority topics: Inclusion and Belonging, Social Mobility, and Climate and Decarbonisation. This team also drives our strategy, data gathering, reporting and compliance around sustainability. It reports regularly to key oversight bodies and, through its reporting line to the EB member for People, Culture and Purpose ('PCP'), shares progress updates with the EB as needed.
Inclusion and Belonging Delivery Group	The Inclusion and Belonging Delivery Group is responsible for implementing the Inclusion and Belonging strategy agreed with the PCPE. Membership of our delivery group includes Partner Sponsors representing each of our business streams.
Decarbonisation Subgroup	Our Decarbonisation Subgroup is responsible for delivering on BDO's net-zero roadmap and the operational aspects of climate transition planning. It meets bimonthly and reports to the OE. This subgroup includes cross-functional representatives from property and facilities management, finance, travel, procurement and advisory services.
Social Mobility Delivery Group	The Social Mobility Delivery Group is responsible for implementing the social mobility strategy agreed with the PCPE. The Delivery group is chaired by the Partner Sponsor for Social Mobility and Citizenship and includes representatives across our business.

Comprehensive management of non-financial risks

Helping our people, businesses and society succeed depends on our ability to anticipate, manage and respond to risk. For BDO, risk management is not just about protecting the firm; it underpins the quality of our work, supports confidence in markets and enables us to act in the public interest. It feeds into how we build resilience and deliver sustainable, profitable growth.

All organisations operate in an increasingly complex and uncertain environment, shaped by economic volatility, regulatory change, and emerging risks and opportunities such as cyber security, climate change and artificial intelligence. Our Enterprise Risk Management ('ERM') framework provides a structured and forward-looking approach to understanding these uncertainties – helping us identify potential threats and opportunities, assess their potential impact and respond effectively. This enables better decision-making, stronger performance and greater resilience across the firm.



We apply ERM to systematically manage our risk exposure to an acceptable level, in accordance with BDO's Risk Appetite Statement.

To see our Principal Risks register, visit the Transparency Report.

Our commitment to sustainability

Certifications, accreditations and third-party assessments

Our third-party sustainability assessments provide us with valuable validation and insights into how to improve our performance. We prioritise assessments and accreditations that are most relevant to our business priorities.

We are particularly proud of the progress we have made this year, with improvements in our EcoVadis, Carbon Disclosure Project ('CDP') and Social Mobility Foundation scores.



EcoVadis Sustainability Rating

Silver medal achieved having improved our score, placing us in the top 15% of all respondents.

CDP scores

CDP awarded a 'B' score for our Climate Change disclosure and an 'A' in the Supplier Engagement Assessment.

Global Leadership Foundation

International Council Member of the Global Leadership Foundation, supporting governance and leadership around the world.

B4SI benchmarking

We submit our community investment to the B4SI benchmark, allowing us to benchmark against peers.

MindForward Alliance member

achieving the 'Health Creating' standard through workplace assessments that drive wellbeing improvements.

UN Global Compact

This is our 8th year participating in the United Nations Global Compact Communications on Progress.

ISO standards and benchmarking

We use ISO standards to benchmark and continually improve our performance. We hold ISO certificates 14001, 50001, 27001 and 45001.

Charters

We are signatories of Women in Finance and Race at Work Charters.

Disability Confident Employer

We are a Disability Confident Employer, using benchmarking to progress and strive for continual improvement.

Social Mobility Foundation

Ranked in the top 75 on the Social Mobility Employers Index 2025.

Highlights from FY26

Principles

99.9% OF EMPLOYEES COMPLETED THEIR **MANDATORY TRAINING**[4] COVERING TOPICS SUCH AS ANTI-MONEY LAUNDERING **DATA PROTECTION** MODERN SLAVERY AND **ETHICS**

86% OF **OUR** CR&O, DEALS AND TAX CLIENTS SURVEYED SAY OUR SERVICE QUALITY IS CONSISTENT '**MOST**' OR '**ALL** OF THE TIME'

UP 6% SINCE **FY25**[5]

People

7,658 PEOPLE WORK FOR BDO LLP GROUP[6]

1,277 NEW HIRES
50% OF THESE ARE EARLY IN CAREER HIRES

2,690 PARTNER & EMPLOYEE **PROMOTIONS**[7]

WOMEN ACCOUNT FOR
26.3%† OF OUR PARTNERS & **48.2%** OF OUR **TOTAL** WORKFORCE

Prosperity

13,453 HOURS SPENT ON VOLUNTEERING ACTIVITIES UP 12% ON FY25

13% OF VOLUNTEERING HOURS SPENT ON **EDUCATION** AND **SKILLS DEVELOPMENT** OF YOUNG PEOPLE

137 INDIVIDUALS FROM UNDER-REPRESENTED SOCIO-ECONOMIC GROUPS **TOOK PART IN OUR PLACEMENT PROGRAMMES**†

£890,000+ SPENT ON SOCIAL ENTERPRISES UP 4% ON FY25

WE CONTRIBUTED £405m IN TAXES TO THE UK EXCHEQUER[8]

Planet

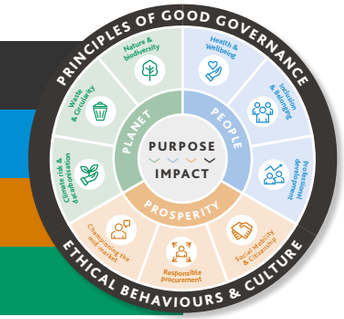
89% REDUCTION IN SCOPE 1 AND 2 EMISSIONS (MARKET-BASED) **SINCE OUR BASELINE**

6% REDUCTION IN SCOPE 3 INTENSITY EMISSIONS COMPARED TO **OUR BASELINE**

60% SUPPLIER EMISSIONS COVERED BY SCIENCE BASED TARGETS

44% NON-BDO MEMBER FIRM SUPPLIER EMISSIONS COVERED BY SCIENCE BASED TARGETS†

0.73 TCO_2E/FTE BUSINESS TRAVEL EMISSIONS INTENSITY†
A 46% REDUCTION COMPARED TO OUR BASELINE



4. BDO's Firmwide Mandatory Training FY26 included the Quality & Risk Management ('QRM') modules on Introduction to the Mandatory Learning, Data Protection and Cyber Security, Modern Slavery, Anti-Money Laundering and Terrorist Financing, Economic Crime and the Failure to Prevent Fraud, and Ethics, and Welcome to BDO – Helping You Succeed.
5. BDO UK Client Insights FY26
6. Employee headcount for reporting year, including Partners (members) and excluding Non-Executive Directors (NEDs), Pensioners, Work Experience, Casuals, Contingent Workers, and Term-time only.
7. Includes 2,670 employees and 20 individuals admitted to the partnership.
8. Includes VAT, PAYE, National Insurance and Partnership Tax.

† Sustainability linked loan ('SLL') target, subject to external limited assurance by Forvis Mazars.

Principles of good governance

Corporate culture, conduct and ethics

Why good governance matters

Good governance underpins how we deliver high-quality services, serve the public interest and build trust in BDO, our profession and the markets we serve.

Trust in business is particularly important in a time shaped by economic uncertainty[9], social pressure, climate change and geopolitical instability. But where trust in business has diminished, trust in accountancy firms remains very high[10].

Our approach to building and retaining trust is grounded in integrity, accountability, professional judgement, quality and responsible decision-making. These principles are embedded through our governance structures, policies, systems, training and culture, and are reinforced through leadership oversight and clear expectations of all our people.

BDO's code of conduct

Our refreshed Code of Conduct sets the standard expected of our people, while our Values support a culture of integrity, objectivity, professionalism, confidentiality and competency.

Our Code is grounded in our Values and aligns with the ICAEW Code of Ethics. It supports our people to make sound decisions, apply the right behaviours, and know where and how to seek guidance when faced with complex challenges.



9. Edelman (2026) Edelman Trust Barometer 2026. Available at: https://www.edelman.com/trust/2026/trust-barometer

10. BDO UK BDO Brand Study 2026. Internal research

Our Code of Conduct reinforces the expectations we have of all our partners and employees. At the very core of this report is our recognition of the importance of transparency and trust in everything we do.

As a major accountancy and business advisory firm, we accept and embrace the responsibility of serving the public interest.

Put simply: the importance of acting in the public interest, applying professional judgement, handling information securely, engaging in continuous learning to deliver quality work and demonstrating integrity in all interactions



David Isherwood
Ethics Partner



We operate a zero-tolerance approach to bribery and corruption and have policies and procedures designed to ensure that partners and colleagues, and those acting on our behalf, do not offer, accept or facilitate any form of improper inducement.

This includes clear guidance on gifts, hospitality, expenses, charitable contributions and other situations where a perceived or actual conflict could arise.

During FY26, we continued to strengthen our ethical framework. This included investing in our Ethics team, continuing monitoring activity linked to the International Standard on Quality Management 1 ('ISQM (UK) 1') and launching an updated Independence Policy and Guidance Platform to improve how guidance is accessed and used.

Principles of good governance

Corporate culture, conduct and ethics



Equipping our people through training and awareness

We invest in training for our people, so they each have the right skills and competence to carry out their roles effectively. As professionals, we want to do the right thing and deliver the highest quality work we can. And, as a highly regulated professional services firm, we operate a system of quality management across all aspects of our business.

This means we have the governance, controls and processes in place to make sure that we act in the public interest by delivering quality work to all our clients and audited entities. Our firm-wide mandatory training content is reviewed annually to confirm it remains accurate and fit for purpose.

The firm-wide Mandatory Learning suite for FY26 included these core modules:

- **Ethics** reinforcing professional conduct, ethical judgement and decision making
- **Anti money laundering and terrorist financing** maintaining vigilance in preventing financial crime
- **Data protection and cyber security** protecting information and managing cyber risk
- **Modern slavery** outlining our obligations under the Modern Slavery Act
- **Economic crime and the failure to prevent fraud**

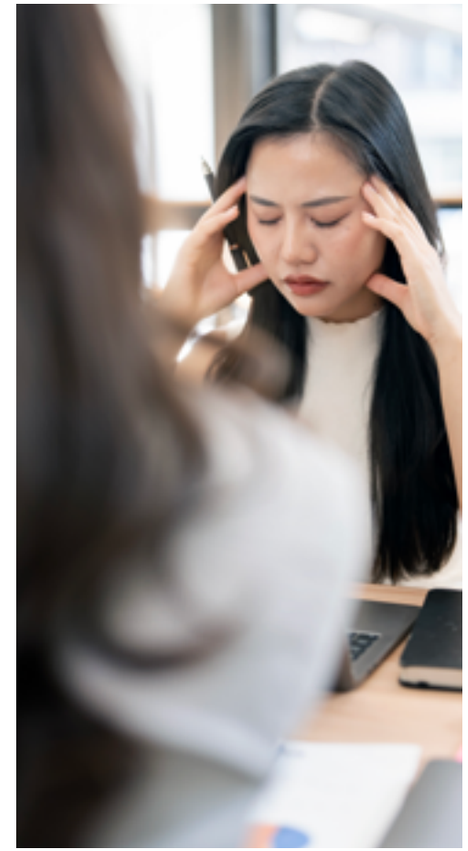
We are pleased that 99.9% of employees completed our firm-wide mandatory training in FY26.

Speaking up

A culture of openness, challenge and accountability is critical to maintaining high ethical standards and supporting consistent quality in our work. We encourage our people to speak up where something does not feel right, and we are committed to handling concerns fairly, consistently and without fear of retaliation. Our Speak Up Policy applies to all our people, including partners, consultants, contractors, agency staff and anyone working temporarily for us.

Speaking up is not just encouraged; it is expected and is part of The Deal. Everyone, regardless of their role, has a duty to express concerns and report questionable situations. Not only does this align to our Values, but it also helps to protect our people, clients and overall reputation.

Our employees can raise concerns to their people managers, to the Ethics or HR teams, or anonymously using our Navex reporting portal. All concerns and complaints are handled responsibly and in the interests of all involved. Our Whistleblowing Policy provides clear guidance on how to raise concerns and the protections and support offered to those who speak up.



During FY26, we strengthened our speak-up environment through enhanced guidance and communications, improved tools and reporting processes, continued investment in allyship and active bystander training, and reinforcement of our zero-tolerance approach to retaliation. We continue to see engagement with formal speak-up mechanisms, including confidential and anonymous reporting routes.

Our approach to non-financial conduct covers matters including discrimination and harassment, bullying and victimisation, professional behaviour and integrity. This year, we strengthened processes for triaging, reporting, investigating and resolving misconduct.

This included developing a specialised triaging panel to consider non-financial conduct matters involving partners, to help ensure that such matters are consistently and appropriately considered and the outcomes notified to senior leadership within the firm. We also developed enhanced monitoring to align with FRC reporting requirements, and continued leadership training focused on behaviours and accountability.

Principles of good governance

Quality-led, transparent services

Quality is central to our responsibilities as advisers, auditors and employers and as a credible voice for the UK mid-market. It is the foundation on which we build trust with clients, colleagues, regulators and the wider market, and supports our role in serving the public interest and doing the right thing for business and society.

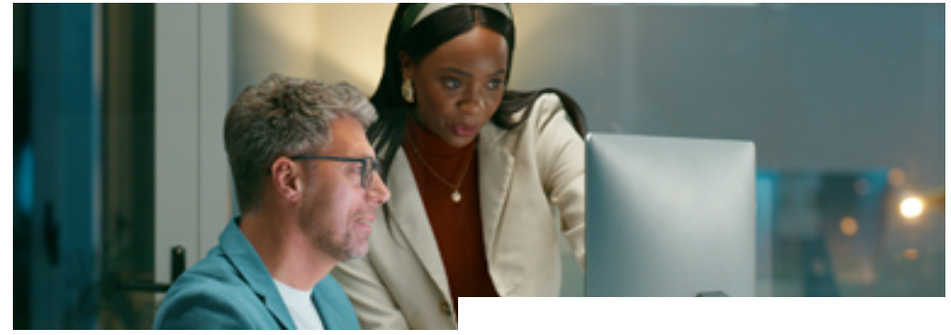
Clients expect seamless service across disciplines, geographies and specialisms. They expect the subject-matter experts in the room with them. They want quality conversations and strong, trusted relationships with their advisers. Our client and engagement acceptance and engagement performance processes are designed to support integrity, objectivity, independence and consistent high-quality delivery.



These processes include conflict checks, non-audit service approval processes, independence controls and escalation routes for complex judgements; delivering high-quality engagements by ensuring we have skilled and experienced teams; and applying professional judgement to our work. Collectively, our System of Quality Management ('SoQM') processes, culture and professional standard requirements enable us to serve the public interest – they ensure quality is the foundation on which we build trust within our firm and with our clients and regulators.

We continue to embed and enhance our SoQM, including the above processes, to ensure our teams are supported and trained, and to strengthen governance, oversight and SoQM control testing and reporting across the firm.

We are also embedding feedback from our regulators on areas where we can still develop. We have also strengthened quality through our High Performing Teams framework, training, recruitment, performance reviews, reward and recognition.



Turning to audit specifically, the consistent delivery of high-quality audits is essential to serve the public interest and build trust in both BDO and the wider auditing profession. Our unwavering commitment to this informs everything we do.

Achieving a consistent high quality standard across all aspects of our audit portfolio is a multi-year endeavour. Guided by a clear multi-year plan introduced in October 2024 following the appointment of our current leadership, this is being delivered through our integrated suite of strategic initiatives as set out in last year's Transparency Report.

Our external audit quality inspection scores are not, and have not been, where we would expect and recurring findings highlight the need to improve the consistency of our execution.

While we are encouraged by signs of progress to date, it takes time for changes of this scale to fully embed and translate into the consistent outcomes which we, our clients and our regulator rightfully expect. So, looking to next year, we will continue to empower our people to think critically about what they need to do to deliver their work to the highest quality, and to enhance our quality-led processes to mature our SoQM.

We are encouraged by the progress which has been made but recognise there is more work to do to achieve consistent high quality across all our audits.

We remain committed to the ongoing execution of our plan and strengthening our system of quality management to fully address the FRC's findings.



Dominic Stammers
Head of Audit

For more detail on our quality management, our ongoing plan to improve audit quality and our independence arrangements, visit our 2026 Transparency Report.

Principles of good governance

Responsible technology, innovation & AI

Technology, digital transformation and artificial intelligence ('AI') are creating significant opportunities to enhance how we work, support our people and deliver value to clients.

Through our Innovation and Digital Office in IT, which comprises five Innovation Labs, we identify opportunities to improve quality, productivity and client outcomes through technology.

Our Labs work directly alongside specialists in Tax, Audit, CR&O and Deals, with our AI Lab focusing on research, development and product innovation in emerging technologies, including Generative AI and AI Agents.



This approach – supported and maintained by a dedicated Digital Product team – has enabled us to build a portfolio of digital solutions designed to help our people and clients work more effectively.

These digital solutions include EVA, which is our secure agentic workflow platform, Personas, our firmwide generative AI platform, and AssureAI, an AI-powered controls assurance solution. We have also enabled the whole organisation with access to Microsoft M365 Copilot Chat, which leverages the latest and most powerful OpenAI GPT models, and provided training through Microsoft.

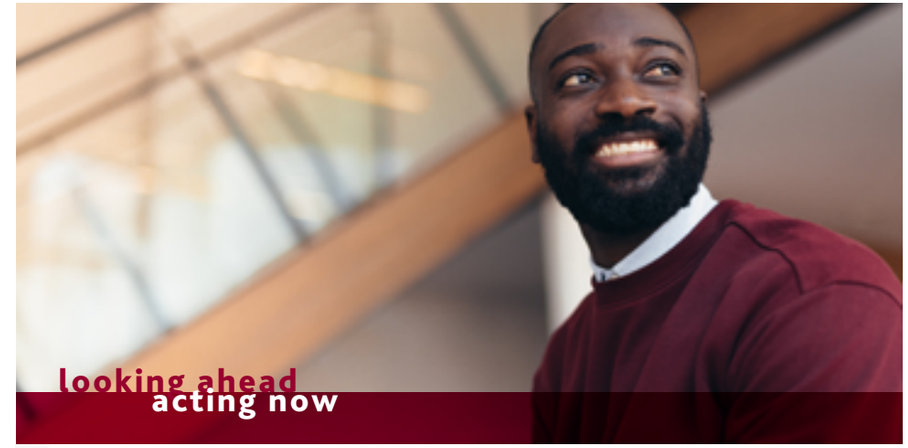
We recognise that as innovation accelerates and technology evolves, it also introduces important ethical, quality, security and workforce considerations. Maintaining trust requires robust governance, clear accountability and the responsible adoption of emerging technologies. We are building our people's digital capability by investing in learning and resources to help them be future-ready in a tech-enabled environment. For more details, see our professional development section.



In FY26, our IT Service Desk achieved the Service Desk Institute's (SDI) World Class 5-star Service Desk Certification, the highest level awarded under SDI's global best practice standard.

The audit recognised the maturity of our technology support operations, highlighting strong governance, customer advocacy, continual improvement, a people-centred culture, and innovation through tools such as BDO Verify, Digital Experience monitoring and Virtual Tech Bars.

Our accreditation demonstrates responsible technology in practice, helping ensure the digital services our people rely on are secure, reliable, accessible and designed around user experience, while supporting quality, resilience and trust across the firm.



At our heart we are, and will always be, a people business, using our professional judgement to give bespoke advice to our clients.

Naturally, however, we see the opportunity to help our people work effectively when we bring together innovation and strong governance to deliver technological progress responsibly and with long-term impact in mind.

To complement our AI Policy and Acceptable Use Policy, we've developed an AI strategy with the Executive Board and look forward to bringing this to life in the coming year.

Coupled with ongoing investment in learning and resources, these measures help ensure that new technologies are deployed safely, ethically and in accordance with our professional standards, while reinforcing the importance of human judgement, professional scepticism and accountability in decision-making.

Principles of good governance

Responsible technology, innovation & AI

Data privacy and information security

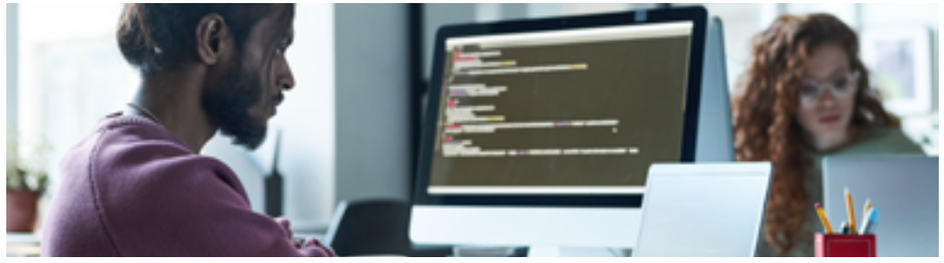
Safeguarding information is fundamental to the trust our people, clients, suppliers and the wider market put in BDO. As our services, operations and collaboration tools become increasingly digitally enabled, we recognise that privacy and information security are not only compliance requirements, but core components of responsible business, quality and sustainable growth.

Our approach is designed to protect client and personal information from internal and external threats to confidentiality, integrity and availability. Our approach is supported by firm-wide policies, technical and organisational controls, governance processes, mandatory training and regular awareness activity.

These training and awareness activities include cyber security and data protection learning, when onboarding and at least annually, targeted communications and phishing simulations to help our people recognise and respond to evolving threats.

We continue to be certified to Cyber Essentials Plus and ISO 27001 for information security management, reflecting our commitment to structured, risk-based and continually improving controls.

Together, these certifications provide an important framework for how we manage information security risks across the firm, while also supporting consistent expectations for our people and the way we work with clients and suppliers.



looking ahead
acting now





We will continue to strengthen our controls, awareness and governance so that information security remains embedded in how we operate and how we innovate.

We know there is always more to do as threats, regulation and technology continue to evolve, and we are committed to being open about the risks we face, the actions we are taking and the standards we expect of ourselves.

For more information on our governance approach, explore the Transparency Report

Our Transparency Report shares how our firm is governed and how we manage key areas including audit quality, ethics and independence, risk management, regulatory compliance and serving the public interest.

The report provides a fair, balanced and transparent account of our performance, highlighting the progress we have made, the challenges we continue to address, and the actions we are taking to drive further improvement.

In doing so, it offers readers clear insight into how we continue to strengthen our governance, enhance quality and build a more resilient firm for the future.



People

Our One Firm Culture and People Proposition

Bringing our culture to life through The Feel and The Deal

At BDO, curating a strong, inclusive and high-performing culture is fundamental to how we help for our people, our clients and wider society succeed.

Our One Firm Culture ('The Feel') and People Proposition ('The Deal') directly support areas that our people and clients told us in our double materiality assessment are important, including corporate culture, learning and skills development, health and wellbeing, social mobility and future workforce, and inclusion and belonging.

By enabling our people to work, thrive and win together, we strengthen both individual experience and collective performance, ensuring we remain a resilient, purpose-led organisation.

Our ambition is to create an environment where all our people feel supported, included and able to perform at their best. Over the past 12 months, we have continued to strengthen the foundations of our culture through a more coordinated and evidence-led approach.

This is brought to life through:

- The Feel: our cultural ambition
- The Deal: our shared expectations between BDO and our people
- High Performing Teams: our firm-wide behavioural framework.

Together, these define what good looks like at BDO: teams that collaborate effectively, challenge constructively, act with accountability and recognise each other's contribution.





Enabling and supporting High Performing Teams

Our culture is expressed as we work, thrive and win together. This means we are a supportive workplace where we succeed as High Performing Teams, living our Values to do the right thing – together.

High Performing Teams help bring our culture to life by setting clear expectations for both what we deliver and how we work together. They are built on recognition, collaboration, constructive challenge and accountability, creating an environment where our people feel supported to do the right thing and deliver consistently high-quality work.

Our firm-wide behaviours provide a practical framework for teams to apply these expectations every day, helping to drive a high-performing culture across BDO in a consistent and tangible way.

Our internal Influencer network are helping to embed The Feel and The Deal across our streams and operational business units.

Through their role, Influencers are bringing key messages to life locally, supporting day-to-day conversations within teams, sharing examples of positive behaviours and strengthening the feedback we receive from across the business – which ensures local insight helps shape how we continue to work, thrive and win together.

A tenet of successful High Performing Teams is greater psychological safety. By encouraging open dialogue, feedback and inclusive behaviours, teams continue to create environments where individuals feel able to contribute fully. This is essential not only for engagement, but also for innovation and performance.



People

Our One Firm Culture and People Proposition

We have continued to embed The Feel and The Deal this year through:

- A clearer approach to culture storytelling, using The Deal as the firm-wide framework to align strategic priorities, reinforce expectations and bring One Firm Culture to life
- Increased integration of cultural expectations into leadership discussions and governance forums
- The use of culture dashboards and insights to inform decision-making and track progress
- Cross-stream collaboration to share learning, good practice and successful approaches
- Alignment with wider initiatives, including evolution of our agile working policy, to ensure consistency of experience and expectation.





Our Culture and Impact Awards in 2025 continued to honour colleagues throughout the firm who dedicate their time, passion and energy to fostering a positive impact at BDO and within the communities we serve.

the Culture & Impact awards 2025

























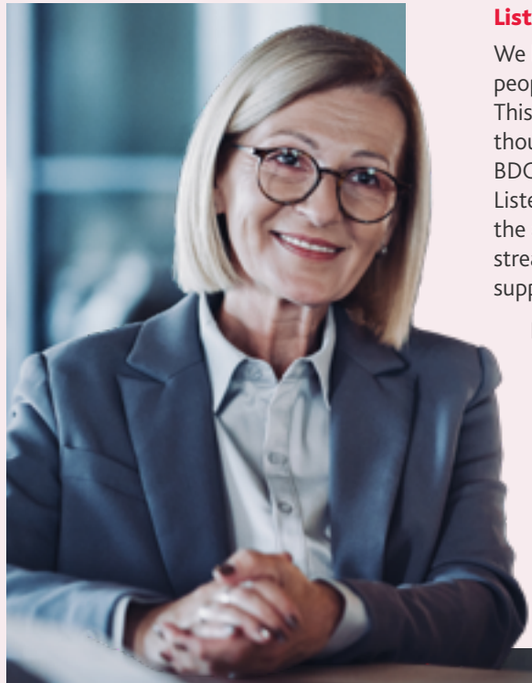
Leeds Culture Club, winner of 'Group of the Year'



The Leeds Culture Club has helped Leeds deliver one of BDO's highest employee engagement scores. The team runs citizenship projects with Leeds University Business School and the Social Mobility Foundation, Dragons' Den workshops, inclusive socials and wellbeing classes. They created LeedsMentorMatcher, a women's network and Coffee Roulettes, building community and giving people leadership chances. Their programme is broad, practical and welcoming, and it showcases the best of BDO culture day in, day out. By connecting people and creating space to learn and grow, the club has made Leeds a vibrant, supportive hub.

People

Our One Firm Culture and People Proposition



Listening to our people

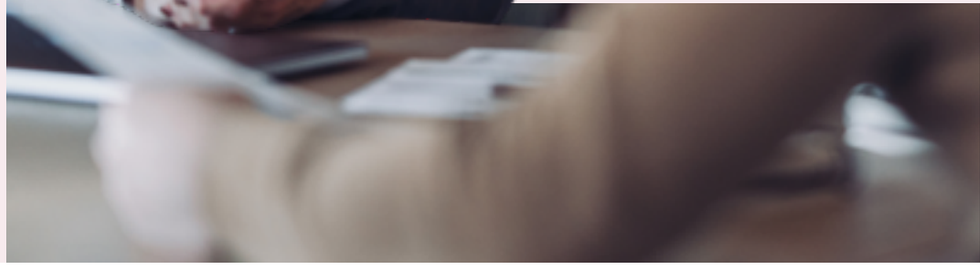
We have also continued to listen to our people through our Annual Listening Survey. This year 79% of our people shared their thoughts on how they feel about working at BDO. We use the feedback received from our Listening Survey to help drive and develop the areas we want to change, with each of our streams developing their own action plan to support continual improvement.

Feedback from the survey reinforces the positive impact of our Values-led culture, with responsibility, acting with integrity, collaboration and delivering high-quality work continuing to resonate strongly across the firm.

Importantly, the depth and quality of insight gathered through the survey has enabled us to take targeted, evidence-based action, translating feedback into tangible improvements in how we work together.

For example, these insights have directly informed the continued embedding of our High Performing Teams behaviours and helped to shape the evolution of our agile working framework for the next financial year – enabling us to stay true to how our culture is delivered and shows up in our working lives.

As we look ahead, the Listening Survey will remain a central pillar in how we listen, learn and evolve. By combining this rich insight with our culture dashboards and governance frameworks, we are ensuring that feedback drives measurable progress, supporting our ambition to create a workplace where our people can truly work, thrive and win together.





looking ahead acting now

Over the next year, we will focus on accelerating consistency and deepening the impact of our One Firm Culture.

This will include continuing to embed High Performing Teams behaviours more systematically through leadership and performance processes, so that expectations around how we work, thrive and win together are reinforced in the moments that matter.

Our Influencer network will continue to play an important role in scaling good practice across the firm, creating more opportunities to share learning, celebrate what works and support teams as they embed new behaviours.

Together, these priorities will help create an environment where our people can continue to win, work and thrive together as High Performing Teams.



People

Creating opportunities for professional development

'Opportunity to learn and grow' is one of our commitments in The Deal, the two-way contract we have at BDO.

Our approach to professional development is grounded in the 70:20:10 model of learning, recognising that most development happens through day to day experience, supported by strong professional relationships and high-quality formal learning.







2026 Learning Excellence Awards

BDO's Audit Learning & Development team won the 'Accounting' category at the Learning Excellence Awards in April 2026. The award recognised Connect, Audit's flagship learning programme supporting around 2,000 colleagues through timely, practical development.

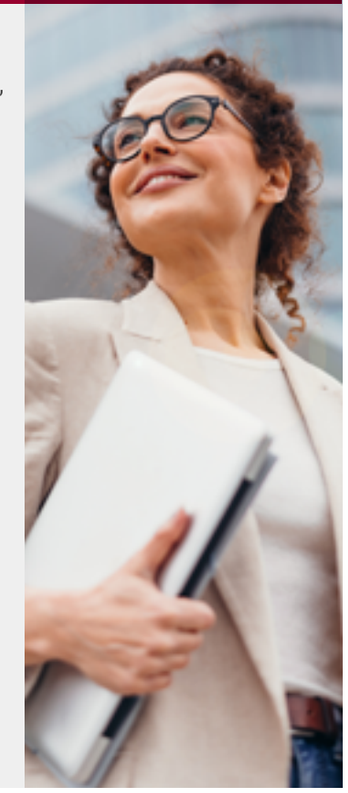
Combining digital learning with face-to-face sessions led by senior audit leaders, Connect uses real-world examples, case studies and coaching to build technical knowledge, confidence and judgement.

During the year, more than 21,000 feedback responses were received, with 96% of participants reporting the learning was worth their time.

The award reflects the commitment of colleagues, facilitators and leaders across the programme.

highlights from FY26

- **Four hours** of mandatory ethics and risk management learning for all colleagues and partners, with more learning already released in FY27[11]
- **908** individuals completed formal digital learning in FY26 and 294 individuals upskilled through our Data Academy, covering more than 2,400 learning programmes between them
- **1,700+** individuals studying towards professional qualifications[12], helping build foundation knowledge and skills for the future
- **392** individuals exam-qualified
- **95** managers across Tax, Deals and Consulting, Risk & Outsourcing were supported through our new Elevate programme
- **437** completions of Core Competency programmes focused on developing professional skills and behaviours
- **91.5%** of partners completed our Growth Culture and Collaboration skills programme
- **2,670** colleagues were promoted and **20** individuals admitted to the partnership, reflecting our commitment to recognising performance and enabling progression.



11. FY27 Mandatory Learning suite includes new modules on Use of AI, preventing harassment and employee rights, as well as topics such as data protection, anti-money laundering and professional conduct

12. Average of all individuals studying towards a qualification throughout the year

People

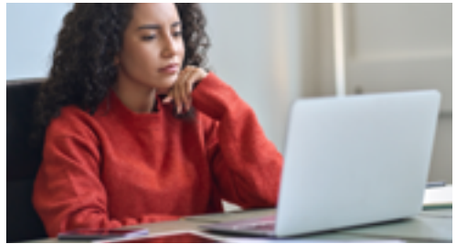
Creating opportunities for professional development

Our approach to learning

We create opportunities for people to stretch in their role, learn from colleagues and access structured development through virtual and in-person programmes, on-demand resources and career pathways.

Together, this approach helps our people build skills, progress their careers and deliver consistent, high-quality outcomes for our clients.

Mandatory and stream-specific learning ensures our people meet professional, regulatory and technical requirements. Alongside this, colleagues are encouraged to pursue broader development opportunities to build new skills, strengthen professional capabilities and support career progression.



The 70:20:10 model of learning

70%: On the job learning

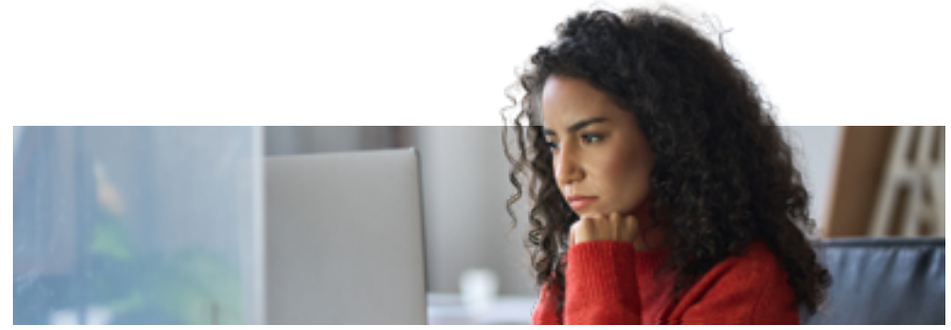
Employees gain practical experience by taking on challenging roles and applying new skills directly in client work, supported by their managers.

20%: Professional relationships

Regular coaching, feedback and peer learning fosters a collaborative environment. Insight, confidence and capability are built through shared experiences and ideas.

10%: Formal learning

A blend of virtual and in-person programmes, on-demand resources and structured development pathways complement wider learning, providing base knowledge and skills to apply in practice.



Boosting skills to deliver and grow

During FY26, we prioritised our Growth Culture and Collaboration programme to strengthen the behaviours, skills and mindsets needed to succeed in the market and support our One Firm Culture.

Alongside a partner programme focused on leadership, collaboration and business development, our learning offering has been aligned with the Find It, Win It, Grow It sales methodology and we are refreshing our competency framework to align with these objectives.

FY26 also saw continued investment in our core skills offering for trainees, with Early in Career ('EiC') Academies now in place across Tax, Deals and CR&O, complementing an established EiC curriculum in Audit, which these programmes now sit alongside.

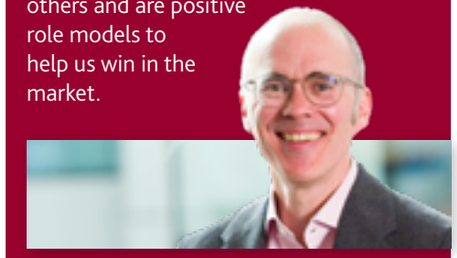
These academies build strong professional foundations early on and support consistent, high quality client delivery. In addition, our new Commercial Management Foundation training has been designed to build a baseline of commercial understanding among our trainees. .

For our more experienced colleagues, and building on the successful Core Competency programmes in the Audit stream, we launched Elevate, our New to Manager development programme, across our Tax, Deals and CR&O streams. As our managers begin their leadership journey - one of the most critical career transition points - our programme helps to strengthen their leadership and business development capabilities. We intend to extend similar programmes to senior managers, directors and assistant managers to support career transitions, talent retention and inclusive leadership.



Elevate is a development journey for our newly promoted managers, focused on three themes: Leading Self, Leading Others, and Leading the Business.

Elevate equips them with the leadership skills to be successful, builds their confidence, helps them have quality conversations, and connects them with peers across the firm. We know our managers play a critical role in supporting others and are positive role models to help us win in the market.



David Ellis
Tax People Partner
& Elevate Sponsor

People

Creating opportunities for professional development

Creating leaders of tomorrow

We supported future leaders through our immersive Director Talent Development programme and Welcome to Partnership programme. In both programmes, individuals worked alongside a group of peers to explore new approaches, share insight and develop their leadership capability and collaboration skills, receiving live feedback to support their personal development. These programmes sit alongside our Growth Culture and Collaboration programme, which, aligned with our sales methodology, focuses on enhancing understanding of our market and honing business development skills. A cohort of ten partners also participated in the Global Executive Leadership Programme at Harvard Business School.

We also enhanced career development by launching a new director learning brochure, completing learning pathways across all grades. These brochures provide clear guidance for our people on grade expectations, and learning and resources available to help them to succeed. All these experiences combine formal learning, coaching and peer mentoring to strengthen leadership capability and collaboration.

Driving high performance

This year we continued to promote the importance of regular, high quality feedback conversations, enabling greater self-awareness and encouraging individuals to take more ownership of their performance and development. We streamlined the year-end process by combining performance reviews and objective-setting discussions into one conversation, enabling more meaningful discussions with people managers on performance, development and clear actionable goals for the year ahead.

We continued to invest in the skills and development of our people managers too, by analysing our people manager population. In FY27, we will review the role of people managers and the learning provided to them, reflecting the importance we place on the work they do and the skills they need to support employee development.

We are also reviewing our competency framework, to make sure it is aligned with our strategy and helps our people build the competencies they need – and to strengthen the connection between our learning offering, career pathways and strategic priorities.

Improving digital and data literacy

Innovative technology, AI use, and digital and data literacy are increasingly important areas for how we deliver services and solutions to our clients, how we transform our ways of working and how we leverage the opportunities digital and AI tools afford to us – always remembering the value of human insight. We have introduced a range of learning opportunities for our people, so they can develop future-ready skills in all these areas. From a dedicated Innovation Week in November 2025 to our LearnAI learning platform and Data Academy, we are developing knowledge and skills to support working with technology daily.

Our FY27 firm-wide mandatory learning suite includes a dedicated 90-minute module on the use of AI.

This learning is focused on supporting the safe, responsible and human-centric adoption of AI tools, reflecting the need for ongoing professional and human judgement and for exploring ethical considerations.

Our Microsoft Copilot adoption has been supported with multiple learning methods, such as peer-to-peer learning, drop-in sessions, and online tools and guidance documents – which is also supported by an 82-member community of practice.

In April 2026, we launched the **Data Academy** to strengthen data literacy across the firm.

The Academy provides structured learning in data fundamentals, Power BI and data visualisation through role-based pathways aligned to business needs. It is supported by a 900+ member Data Community of Practice, which encourages knowledge sharing and collaboration. Since launch, we have recorded more than 500 course enrolments, with 91% of learners reporting increased confidence in their skills.



looking ahead
acting now



In the coming year, we will launch our refreshed competency framework, streamline performance processes, strengthen support for people managers, expand our career transition programmes and continue embedding learning in the flow of work.

We have started a firm-wide learning needs analysis and will launch our inaugural Learning Week in November 2026, creating more opportunities for collaboration, knowledge sharing and development.

People

Promoting health and wellbeing

The Feel and The Deal drive us to create a healthy, inclusive and supportive working environment; indeed, 'support to succeed' is one of our commitments in The Deal.

External research consistently demonstrates that organisations that prioritise employee health and wellbeing achieve better outcomes for both their people and their business.

Our approach to benefits, health and wellbeing is designed to help our people feel safe, valued and connected, while supporting sustainable performance across the firm.

We recognise that wellbeing includes mental, physical, social and financial health, and that people need different types of support at different moments in their lives and careers[13].

highlights from FY26

- ReFlex, our employee recognition platform, was **named Best Motivation or Recognition Scheme at the 2026 Employee Benefits Awards** in its first year, recognising the strong culture of appreciation created by colleagues across the firm.
- Employees appreciated colleagues with **75,560 recognitions on ReFlex**, covering 95% of all employees and generating around 23,000 recognition post interactions.
- We **retained the highest 'Health Creating' accreditation** from the MindForward Alliance in 2026, recognising our continued commitment to creating a healthy, sustainable and high-performing workplace where colleagues can thrive.
- We **strengthened our wellbeing and inclusion offering** through the introduction of a Menopause Support Policy and increased engagement with the Flexcel benefits platform to 79% (up from 75%).



Be Well, Stay Well

Our wellbeing proposition is brought to life through Be Well, Stay Well.

Through a combination of culture, recognition, inclusive policies, flexible benefits and accessible wellbeing support, Be Well, Stay Well helps create an environment where colleagues can maintain their health and wellbeing and perform at their best.

Recognising that wellbeing means different things to different people, our approach is designed to support colleagues throughout their individual wellbeing journey.



At BDO, we felt it was important to bring our wellbeing and benefits approach together because the two are intrinsically linked in supporting our people to thrive both professionally and personally. By combining these areas into a single, integrated strategy, we are creating a more holistic and accessible proposition that is easier for our people to understand, engage with and use.

This approach enables us to provide consistent support across every stage of the employee lifecycle, ensuring that our investments in benefits actively enhance wellbeing outcomes while reinforcing BDO's commitment to creating a healthy, inclusive and high-performing culture.



Tom Pridmore
Director of Reward, Performance and Wellbeing

13. The benefits included in this section, such as healthcare, apply to BDO Services Ltd employees only, and currently exclude BDO Wave or other overseas employees.

People

Promoting health and wellbeing

Building the foundations to Be Well

We continue to invest in the systems, support and workplace practices that help colleagues thrive, recognising that positive wellbeing underpins engagement, performance, inclusion and long-term organisational success.

We aim to:

- Provide a market-leading, accessible wellbeing and benefits proposition
- Empower our people through proactive health and wellbeing initiatives
- Foster a culture of openness and psychological safety
- Create consistency of experience across all our office hubs.

This is underpinned by continued investment in policies, tools and programmes, such as Flexcel (our flexible benefits platform), ReFlex (our recognition platform), DigiCare+ and our Employee Assistance Programme.



Plus, we have targeted initiatives that include our Menopause Support Policy, Mental Health First Aiders, local Wellbeing Champions' community-driven initiatives and Thrive in Five, our winter wellbeing programme that is a new science-backed series of bite-sized wellbeing techniques designed to help us all get the most from every day.

We track our progress through a combination of quantitative metrics, including benefit uptake, engagement levels and training participation, and qualitative feedback to ensure our approach remains relevant and impactful.

We are active members of the MindForward Alliance, a global not-for-profit organisation that works alongside member businesses to build healthy, sustainable and high-performing teams.

Through our membership, we undertake an annual independent Thriving at Work Assessment, which lets us know how we are performing and where we can make improvements. We are proud to retain the highest accreditation of Health Creating again this year.

Enhancements we've made this year:

Menopause support

Menopause including perimenopause is a natural life stage, yet its impact can often be overlooked or misunderstood. Symptoms can be physical, cognitive or emotional, and for some colleagues they can be unpredictable and challenging. Our new Menopause Support Policy is about nurturing a supportive and inclusive workplace, where colleagues feel supported and understood. We now offer practical support as well as five days' paid leave where colleagues need additional time off to manage symptoms.

This has been complemented by two bespoke menopause-focused sessions delivered in partnership with DigiCare+, supported by Managing Partner, Mark Shaw, who spoke about creating a shared experience of work. The session had strong attendance and positive feedback. One attendee commented:

> I found the session extremely informative and supportive, with lots of useful tips that made me understand my symptoms better – some I didn't even know were part of the menopause journey.

Senior care support

Our partnership with Seniorcare by Lottie, an elder care support service, has provided tailored assistance with senior care and dementia-related needs, delivering significant impact for those who access the service.

Feedback remains consistently positive, and the initiative supports the work of our Dementia network.



People

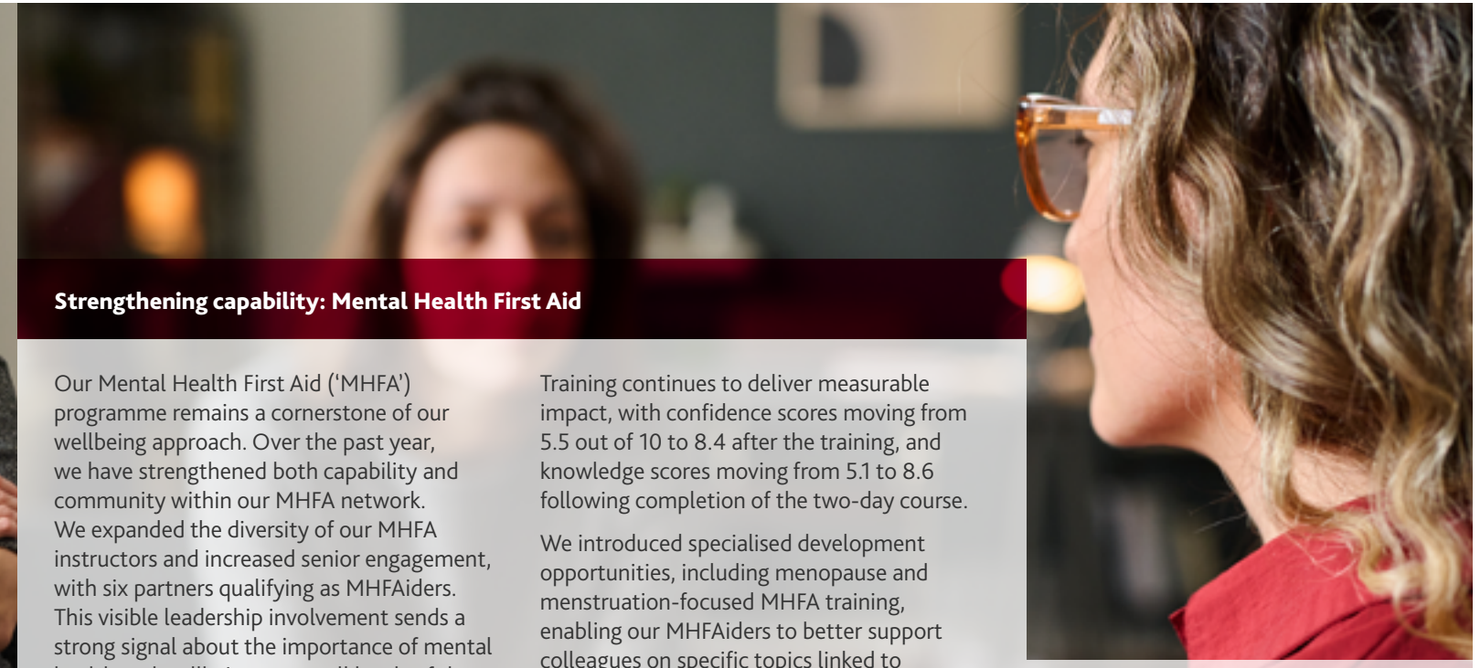
Promoting health and wellbeing

Our Employee Assistance Programme

Transitioning to a new Employee Assistance Programme, HealthHero, has enabled our people to have access to a wider range of support and resources they can access anytime through its online portal. Since moving to HealthHero, we have seen an increase in use compared to the same period in the previous year.

The combination of HealthHero and DigiCare+ has expanded the range of pro-active and reactive support available to employees. We continue to build awareness of DigiCare+ and the support available, with approximately 50% of our employees now engaging with this benefit.





Strengthening capability: Mental Health First Aid

Our Mental Health First Aid ('MHFA') programme remains a cornerstone of our wellbeing approach. Over the past year, we have strengthened both capability and community within our MHFA network. We expanded the diversity of our MHFA instructors and increased senior engagement, with six partners qualifying as MHFAiders. This visible leadership involvement sends a strong signal about the importance of mental health and wellbeing across all levels of the organisation.



Training continues to deliver measurable impact, with confidence scores moving from 5.5 out of 10 to 8.4 after the training, and knowledge scores moving from 5.1 to 8.6 following completion of the two-day course.

We introduced specialised development opportunities, including menopause and menstruation-focused MHFA training, enabling our MHFAiders to better support colleagues on specific topics linked to mental health. Storytelling has also been central to reducing stigma and fostering inclusion. Initiatives such as 'Behind the Badge' have provided powerful personal insights from MHFAiders through video, helping to humanise wellbeing challenges and strengthen empathy across our organisation.

Our ongoing MHFA programme provides a structured cadence of connection, learning and experience sharing. It creates a safe space for MHFAiders to build confidence, exchange insights and support one another in their role.

People

Promoting health and wellbeing

More recognition, more connection

In July 2025, we launched ReFlex, our new peer-to-peer recognition programme. While peer-to-peer recognition has become the standard for forward-thinking organisations, we took this a step further: we made reward peer-to-peer, too. ReFlex gives every employee a monthly 'use-it-or-lose-it' recognition budget, allowing them to send thanks and align this to one of our Values – with or without a monetary value – directly to colleagues. Every employee across BDO has engaged with ReFlex in some way.

Across the reporting period we facilitated events and webinars to raise awareness and introduce tools and resources to help colleagues to thrive – from Creating Sustainable Wellbeing to a Bereavement Cafe in collaboration with Hospice UK.

These are an important reminder that wellbeing is not just about provision, but about creating a culture where people feel able to speak openly and seek support when they need it.

The annual benefits renewal saw engagement with the Flexcel platform increase compared to the previous year. The relaunch of the benefits page on Viva Engage delivered strong engagement, with increased interaction and visibility of offerings.

Our regional pop-up events also create valuable opportunities for connection, bringing benefits and wellbeing into local offices in an accessible and engaging way. Our ambition is to visit every hub, having begun with Manchester, Liverpool, London, Gatwick and Birmingham.

The impact of our ReFlex programme has been externally recognised, winning 'Best Motivation or Recognition Scheme' at the Employee Benefits Awards.

In only its first year, our award-winning programme has:

- Seen **75,560 employee recognitions** shared
- Supported **95%** of all colleagues to get recognised
- Generated around **23,000** employee interactions with recognition posts.



People

Promoting health and wellbeing

Thrive in Five Winter Wellbeing Programme

Over 480 colleagues participated in our science-backed, bespoke Winter Wellbeing Programme, Thrive in Five. Designed to introduce simple, bite-sized wellbeing techniques, the programme helped colleagues develop practical skills to support their wellbeing and get the most out of every day.

The programme consisted of five short modules, each taking less than 10 minutes to complete, and released over a five-week period. Each module included a concise expert-led video alongside a downloadable PDF guide, providing more information, practical tips and actions that colleagues could easily incorporate into their daily routines.





looking ahead acting now

Our focus remains on deepening engagement, strengthening measurement and ensuring that every colleague feels supported – not only to be well, but to stay well and thrive within their own circumstances.

This starts with bringing our health and wellbeing services together into a single, more accessible experience for our people. This will combine DigiCare+, HealthHero, Thrive Wellbeing and Private Medical into one central access point, available anytime and making it easier for colleagues to find the support they need when they need it.

We will continue to evolve ReFlex, with plans to launch our quarterly awards through the platform. This will bring recognition and nomination processes together in one place and make it simpler to celebrate outstanding colleagues and teams.



Together, these developments will strengthen our ability to take a more data-informed approach to both our health and wellbeing agenda and our recognition strategy, which will enable us to better understand colleague needs, measure impact and continually improve the support and recognition we provide.

People

Inclusion and belonging

Creating an inclusive environment where all our people feel they belong remains a strategic priority for BDO. Inclusion and belonging ('I&B') is central to our Purpose and is embedded in both our culture – The Feel – and our People Proposition – The Deal.

It supports how we attract, support, develop and retain our people, and how we create the conditions for everyone to work, thrive and win – together.

The evidence is clear: when people feel they belong and are able to be themselves at work, they are more engaged and better able to perform. This benefits our people, supports better outcomes for our clients and strengthens the wider business.

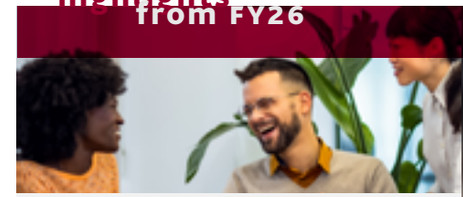
Our approach to I&B helps us build stronger teams, make better decisions, and reflect a vertical slice of society and the diverse communities and markets we serve.

Our approach is focused on creating meaningful and lasting change. This means listening to our people, using data and insights to understand different experiences across the firm, addressing barriers to opportunity and progression, and strengthening accountability.

We recognise that inclusion is an ongoing journey and that sustained focus is needed to ensure everyone feels able to succeed at BDO.



highlights from FY26



- Launched our refreshed I&B strategy: **Every one, Every day**
- Won the British Diversity Awards **'Company of the Year'** Award
- Launched our **Workplace Adjustments Hub**
- Introduced **a new Menopause Support Policy** and shared Things I Wish I Knew video series on menstruation
- Celebrated colleagues through our **Culture & Impact Awards** and I**nternational Women's Day** Awards.



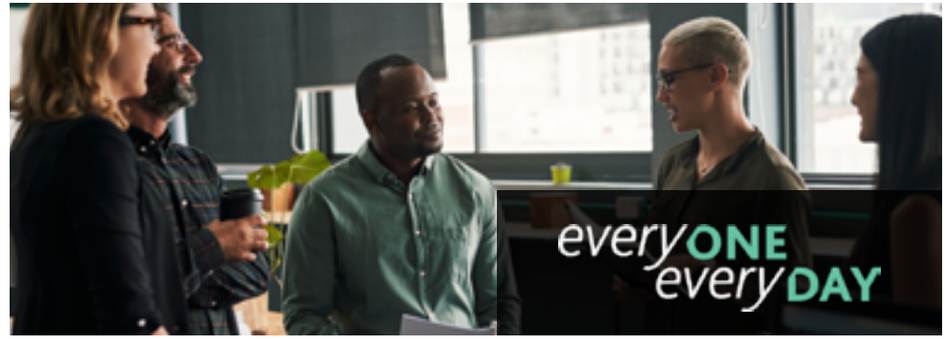
People

Inclusion and belonging

Our refreshed I&B strategy

This year marked an important milestone in our I&B journey. We launched our refreshed five-year strategy - *every***ONE**, *every***DAY** - providing a clear roadmap to make progress and embed inclusion into every aspect of our business.

The strategy sets out how we will create a workplace where every colleague can work, thrive and win together, regardless of background, identity or lived experience.



Our strategy is built around three pillars

1. Inclusive & Accountable Leadership

Drive inclusive leadership at all levels, accelerate diversity and ensure accountability



2. Shared Sense of Belonging

Create a supportive environment by actively promoting inclusive communication, listening, learning and recognising everyone's contributions



3. Equity in Action

Implement policies, practices and systems that remove barriers, ensuring fair access to opportunities



Developed in partnership with senior leaders, employee networks and colleagues across the firm, the strategy reflects what matters most to our people and where we can have the greatest impact.

It's important that each one of us feels like we belong and can bring our full authentic self to BDO.

As the I&B Partner Sponsor for Audit, my immediate focus is to ensure our Audit partners are able to demonstrate understanding of the refreshed I&B strategy and set the tone to lead our teams.



Rida Rahmani
Audit Partner

It strengthens accountability, introduces a more consistent approach across the firm and provides a framework for measuring progress over the years ahead.

Most importantly, our strategy signals our ambition.

We recognise that creating a truly inclusive culture requires sustained focus and continual improvement, and we are committed to driving meaningful change for our people now and in the future.



People

Inclusion and belonging

Our I&B ambitions and progress

Ambition
30% female partners by end of 2030

Progress
26.3%†, up from 25.7% in FY25[14]

Ambition
10% partners from ethnic minority backgrounds, with 10% of this group being from Black heritage backgrounds by end of 2026

Progress
10.8% partners from ethnic minority backgrounds, up from 8.6% in FY25, with **8%** of this group being from Black heritage backgrounds

† Data subject to external limited assurance by Forvis Mazars.

NB: Gender and ethnicity ambitions are measured on a calendar-year basis, while progress is reported using BDO's financial-year reporting cycle

14. FY25 female partner % has been restated due to a calculation error. Figures reported for FY26 now include manual correction and should be considered latest and correct.

This year marks the last year of our current stated ethnicity ambitions and, as part of our new strategy, we will be redefining both our gender and ethnicity ambitions.

In November 2021, we set our current ambitions for both gender and ethnicity, and have made steady progress each year, increasing to 26.3%† female partners and to 10.8% partners from ethnic minorities.

We know there is still more to do to improve both the representation of women and ethnic minorities at senior levels in BDO.

We are also on track to meet our overall ethnicity ambition, set for the end of the 2026 calendar year, and are currently at 8% against our target of 10% of ethnic minority partners to be from Black heritage backgrounds.

While there is more work to do, we remain encouraged by this progress. With the reset of our ambitions, and the commitment to include a new Black heritage ambition within these, we will work with renewed focus to improve representation.

Alongside developing our five-year strategy, we have worked with others around the firm, including our Wellbeing team, to strengthen how I&B is embedded within our One Firm Culture.

This year we are proud to have:

- Launched our Workplace Adjustments Hub, with a new practical suite of neurodiversity and accessibility resources, including a neurodiversity toolkit, a set of workplace adjustment materials and a Workplace Adjustments Passport
- Expanded our menopause support, including introducing five days' paid leave for employees experiencing menopause symptoms
- Enhanced our paternity entitlement to four weeks of paid leave
- Continued our commitment to external diversity mentoring programmes with Moving Ahead, and taking part in the Mission Gender Equality and Mission Include programmes, designed to support and accelerate underrepresented talent in the firm
- Piloted a transitional coaching programme for high-potential women, supporting individuals during periods of significant change or transition in their lives.



We also continue to support and learn from external commitments and partnerships, including the Women in Finance Charter, Race at Work Charter, Disability Confident scheme, Onvero, Radius, Business Disability Forum, Moving Ahead and SeniorCare by Lottie.

People

Inclusion and belonging

Our networks and communities

Our 12 employee networks continue to support cultural change at BDO, raising awareness, acting as advocates where appropriate and celebrating diversity across the firm. This image represents just some of their fantastic work over the year:



Celebrating
our networks

Finding your voice
200+ attendees
first event with **all** other I&B networks

WORKING PARENTS & CARERS
Partnership with Enabled: **Autism support** event for working parents & carers and **dementia workshops**
Working Mothers event
Social media content for World Parents Day

AFRICAN CARIBBEAN HERITAGE NETWORK
"Standing Firm in Power and Pride"
Real Talk Podcast

Unshakeable:
Natasha Jonas & Marcel Vormawah Jonas for **Black History Month**
– An insightful session with powerful perspective

ENABLED NETWORK
Expert led webinars and learning sessions on **Alzheimer's and Dementia**
Finalists in the **Outstanding Ability Network** at the 2026 **British Diversity Awards**
Won **"Highly commended"** in the **Outstanding Ability Network Category** at the **2025 Employee Network Awards**
Our March 2026 **Neurodiversity Event** in was attended by 125 people and rated a **9.74/10** overall (4.87 out of 5)

CEDAR
CELEBRATING ETHNIC DIVERSITY AND ROOTS
45 employees throughout the country taking part in CEDAR Mentoring scheme
We celebrated **WORLD CULTURE DAY** **DIWALI and VAISAKHI**
Reverse mentoring **pilot**
Supported firmwide supply of **Miss Macaroons for** launch of **I&B strategy**

TRUSTEE NETWORK
Membership increase by **48.5%** in the last year
Updated our guidance on being a **trustee and school governor**
25+ potential or existing trustees attended our **Networking BBQ**

PRIDE
PROGRESS. RESPECT. INCLUSION. DEVELOPMENT. EMPOWERMENT. BDO PRIDE.
Hosted event for Why Pride Matters:
"Visibility, Identity and Honest Living"
Circulated an array of **Pronoun pins in Trans Awareness Week**
Collaboration with Blake Morgan's **LGBTQ+ network** to produce **Pride History videos**

INSPIRE
Culture and Impact award 2025
Network of the Year
International Women's Day event with WB directors focus on active career management: average event score of **4.6/5**
Pathway to parenthood event
NEW **menstruation guidance**
Free period products in **all** offices with **Hey Girl**

MUSLIM NETWORK
Our **membership** now stands at **446** colleagues
Formal regional **representation established** across **86%** of **BDO UK hubs**
164 **non-Muslim colleagues** took part in our **Fasting Challenge**

ESEA
EAST AND SOUTHEAST ASIAN NETWORK
ESEA Network **Careers Panel Event** with very special panel members Alain Lam (Managing Partner, **BDO Luxembourg**), Chi Ha (Partner, BDO UK), and Alex Wong (Director, BDO UK)
We celebrated **Mid-Autumn Festival** **Lunar New Year**
167 members

CHRISTIAN NETWORK
150+ Fellowship/ Bible meetings
1st Alpha course held
10 regional lead representatives across the UK offices
35000+ interactions on Viva Engage

bridge social mobility
Social Mobility Foundation Employer Index **up to #53 last year,** our first time in the **top 75**
Enactus partnership
Enactus award for partner of the year
Social Mobility Day **#storiesmatter**

Chanukah **event** in December with **Rabbi Yitsy David** from 'Chazak'
Passover (Pesach) **event** in March with **Rabbi Malcolm Herman** of 'Seed'

JEWISH COMMUNITY NETWORK
Continued support for **colleagues** during an extremely difficult **2.5 years**

BDO

People

Inclusion and belonging

Our networks are a vital part of our inclusion and belonging journey. Through their dedication and advocacy, they help foster an inclusive culture across all areas of diversity, and I am so proud to work alongside them. It has been inspiring to see their continued collaboration, strengthening connections, embracing intersectionality and creating an even greater collective impact across the firm.

This culminated this year in an event called Finding your Voice, which included all networks. The positive feedback spoke for itself, with themes focused on the importance of storytelling, vulnerability and authenticity



Alex Gwynne
Inclusion & Belonging Manager



looking ahead acting now

In addition to refreshing our gender and ethnicity ambitions, our I&B programme of work for FY27 includes:

- Publishing our disability and sexual orientation pay gap to increase transparency
- Updating our competency framework to embed inclusive leadership as a core competency
- Publishing our representation data for ethnic minority talent to support accountability and drive measurable progress.

We will also continue to listen, learn and evolve, as we continue to empower our networks, support our leaders and invest in our people.

And we will continue to build a culture where every colleague, regardless of background, identity or lived experience, can work, thrive and win – together.

Prosperity

Social Mobility and Citizenship

We recognise that our impact extends beyond the work we do for clients and in supporting the mid-market.

Through our community partnerships, volunteering initiatives and local social impact programmes, we aim to use our skills, experience and time to create positive change in the communities we serve.

We have an opportunity – and a responsibility – to help widen access to skills, knowledge, networks and opportunities, particularly for people and communities who may face barriers to progression.





This is an important part of how we contribute to a fairer society and support long-term inclusive growth.

Our approach is focused on making a meaningful difference through the strength of our business relationships and our people. By sharing professional expertise, supporting community organisations and creating opportunities for our colleagues to volunteer, fundraise and mentor, we can help build confidence, capability and aspiration.

At the same time, this work helps our people connect with the issues that matter most to them and the communities around them, bringing people, purpose and culture together.



highlights from FY26



- Launched **a new Social Mobility strategy**
- Ranked in the **top 75** on the Social Mobility Employers Index 2025
- **13,453 hours of employee volunteering** delivered across local communities
- Welcomed **108 students** on to our social mobility programmes, including Explore BDO
- Continued our membership of **Rise**, supporting young people in unlocking their potential and developing employability skills, with 35 workshops attended this year by BDO volunteers
- Received **Gold Payroll Giving Quality Mark Award** for 2026
- **More than £100,000 donated to charities**, including matched giving through the BDO Charitable Trust
- **Contributed £50,000 to Trussell**, supporting the delivery of 3,571 emergency food parcels to people in need
- Supported **Chapter One**, with **26 volunteers** contributing approximately **152 hours of reading support** to children across London and Leeds.

Prosperity

Social Mobility and Citizenship

Widening access into accountancy with our social mobility strategy

At BDO, we believe that a person's background should not determine their ability to succeed.

Our new social mobility strategy focuses on widening access to opportunity, building confidence and helping people develop the skills and networks they need to progress – both within our firm and across the communities we serve.

Addressing social inequality is complex and often intersects with other initiatives and strategies, such as our Citizenship programme and our inclusion and belonging agenda.

So, we established a Social Mobility Delivery Group to strengthen governance, oversight and strategic delivery.Social mobility remains a material issue for professional services, and we are committed to reducing workplace barriers, broadening access to our profession and creating opportunities that level the playing field.



At BDO, social mobility is about more than opening doors; it's about ensuring people feel supported, represented and empowered to succeed once they walk through them.

We are committed to breaking down barriers and creating pathways for talented individuals from all backgrounds to thrive



Abdullah Mir
Social Mobility Manager

Prosperity

Social Mobility and Citizenship

Young Minds 2026 Report: The unequal advantage

Now in its fourth year, Young Minds is a survey of 2,000 young people aged 18 to 25. It explores the topics of social mobility, early career experiences and feelings of inclusion and belonging in the workplace. As a snapshot in time, this year's report examines the barriers, influences and aspirations of young people in the UK regardless of their background.











The findings show us that today's young people continue to rely heavily on both career guidance and personal connections as they navigate the transition from education into work. Their career decisions are based on a mix of personal relationships, technology and the visibility of pathways available. Differences across socio-economic backgrounds, ethnicity and neurodivergence suggest that structural inequalities affect how young people experience or access career pathways and guidance.

Our report found that regional disparities remain, with young people in some areas like the North East facing barriers in accessing meaningful work experience and having fewer opportunities to build their own social capital with local employers. This reflects long-standing structural disadvantage, and is also highlighted by the 2025 Social Mobility Commission's State of the Nation report, which points to the region's industrial legacy and persistently low levels of social mobility during the past two decades.

These regional variations are one of the reasons why BDO's early career pathways and social mobility initiatives have been so successful across our offices. In addition, the findings show that local business engagement remains the most influential factor in shaping the career decisions of this generation of young people – yet those from lower socio-economic backgrounds are less likely to benefit from these relationships. To broaden access and awareness BDO, committed to a new three-year modernised work experience programme with our strategic partner Connectr Early Engagement ('CEE'). Our Bridge to BDO programme introduced new face-to-face insight experiences and workshops for years 9, 11,12 and 13 across the UK, focused on increasing awareness of the accountancy profession in a break away from traditional student insight offerings.

Together with Connectr, we aim to reach 3,000 students across the UK by 2029 and are on target to reach more than 690 students in the first year. In addition, in July 2026 we welcomed ~1,100 school, college and university students aged 16 and over to learn about what a career in professional services could look like.

Our Young Minds report also highlighted the inequality young people from a lower socio-economic background face to taking part in structured career preparation. FY26 saw our 5th Explore BDO programme, which aims to open access to students from a lower socio-economic background, and in 2025, we set a sustainability-linked loan target to ensure that we see an increase in the number of students offered places on programmes like this one.

BDO has advocated for the introduction of an apprenticeship clearing-style scheme to better match candidates with employers. We welcomed the UK Government's announcement in February 2026 to pilot a new matching service, and now feel this should be implemented with a sense of urgency to improve access and reduce friction during the recruitment process.

Explore the Young Minds report in more detail at Young Minds: The Unequal Advantage.

Prosperity

Social Mobility and Citizenship

Accelerating progress through partnerships

We continue to accelerate our progress by collaborating with industry peers, charities and community organisations across the UK.

Our partnerships with organisations including **Enactus**, with which we won Partner of the Year award, **The Social Mobility Foundation** ('SMF'), **Rise**, **Chapter One** and **Ahead Partnership** continue to create meaningful opportunities for young people from lower socio-economic backgrounds.



I was the first in my family to attend university and, in my mind, my future was secured. But the next step was much more difficult than I had anticipated. I found it hard to access my chosen profession. The challenges I faced in my early career are not unique and there remains so many of those barriers in place today.

But when employers, policymakers and the education system commit to working together - to create equitable opportunities, value diversity and create environments where people genuinely feel they belong - we will create a future which is stronger, fairer and more inclusive for everyone.



Dan Brookes
Interim Regional Managing Partner for Yorkshire & NE and Partner Sponsor for Social Mobility and Citizenship

During the year, we continued to expand our social mobility initiatives and strengthen our impact across the firm and wider communities.

This included delivering employability workshops in partnership with the SMF in London and Leeds.



In partnership with Access Accountancy and Grant Thornton, we hosted a senior leaders accountancy sector roundtable in our Leeds office to ensure we are influencing with impact across the profession.

University of Westminster Students hosted at our Baker Street office







Explore BDO programme

This year we bolstered our Explore BDO programme, which offers year 11 to 13 students a three-day hybrid insight into what a career in accountancy, and BDO, might be like. This is specifically targeted at young people who classify as belonging to a low socio-economic background.

The programme can be done from anywhere in the UK and we can support with equipment for those who may not have access to a laptop and headset. In FY26, we had 33 students take part in Explore BDO who met our social mobility requirements, out of which 2 have offers to join the firm this September as school leavers.

We have scaled up the programme in 2026 by spreading to Birmingham and Leeds to provide wider breadth of opportunity across the country.

Prosperity

Social Mobility and Citizenship

Rise

Rise is an award-winning social mobility initiative championed by ICAEW, founded in 2021 to support student aspirations, unlock talent, and develop skills and confidence. Schools in disadvantaged UK areas are targeted, including coastal and rural areas where there are fewer employment opportunities.

Students are from lower socio-economic backgrounds and take part in team activities that help them develop skills such as teamwork and problem solving for their future careers.

This year, 35 workshops with Rise were attended by BDO volunteers, directly engaging with students to help highlight different career pathways and key employability skills. Overall, Rise delivered 328 workshops across the UK, reaching 19,271 students.

Enactus

Earlier this year BDO and Enactus announced the expansion of our partnership with the roll out of the Next Gen Leaders programme. Together, we will provide a targeted schools programme in social mobility 'cold spots' throughout the UK over the next three years.

We will engage with schools in selected UK regions, taking a scalable approach to incorporate more regional locations and to encourage our people to use their 5+5 days to deliver this community impact programme in all BDO hubs across the UK.

The programme gives young people the chance to work in teams on real social and environmental challenges affecting their own communities. It helps the students develop problem solving, teamwork and communication skills, while helping them see how their ideas and actions can create positive change.





BDO hosting an Enactus Next Gen Leaders event in Leeds

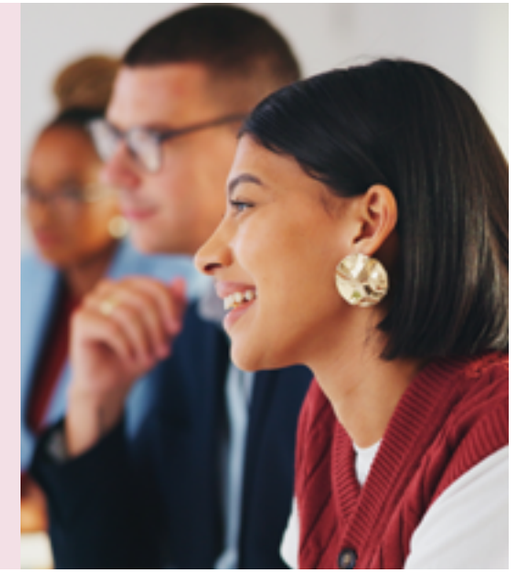
The Social Mobility Foundation

The Social Mobility Foundation ('SMF') is one of our key strategic partnerships.

We committed to taking on six university students as part of our cohort of summer interns starting in July 2026.

We also hosted events in our Leeds and London offices for the SMF, at which our colleagues volunteered.

The SMF also provides our employees with volunteering opportunities through mentoring.



Prosperity

Social Mobility and Citizenship

Measuring our impact

We know that social mobility and citizenship programmes require sustained effort and partnership. That is why we are focused on building long-term relationships, listening to community needs and targeting our activity where we can have the greatest impact. We use the B4SI framework, as well as our own internal metrics, to measure and monitor the impact and positive outcomes we have on individuals and communities.

BDO takes part in the annual Social Mobility Foundation Employers Index, which provides us with detailed feedback on our work in this space, helping inform our social mobility strategy and enabling us to make improvements.

The SMF has played a significant role in shaping who and where I am today. When I was a teenager, I aspired to study at the London School of Economics – I had good grades and thought that would be enough, but as nobody in my extended family had attended university, knowing how to get there was a challenge.

I quickly found myself worried about how feasible my goals really were, and whether building a strong career path was even an option for me. I came across the SMF and was accepted on to their residential internship programme. They provided me with opportunities I would never have had access to, including a mentor who was pivotal in developing my confidence.

Without organisations like the Social Mobility Foundation, access to opportunities is limited for people who find their choices restricted by factors they have no control over. Young people from more deprived areas or those that don't have inherited networks deserve the same opportunities and chances as those who can more readily access them.



Saleisha Ford
M&A Executive

5+5



5+5 Programme

Our 5+5 Programme continues to empower our people to make a meaningful difference within their local communities.

Colleagues are provided with five 'action days' each year to volunteer or fundraise for causes they care about, alongside five 'strategic days' to contribute professional expertise through activities such as charity trusteeship, mentoring and employability support.

This year, our people contributed 13,453 volunteering hours across initiatives focused on social mobility, education, environmental stewardship and community wellbeing.



Prosperity

Social Mobility and Citizenship

the Culture & Impact awards 2025

This year's award winners

Volunteer of the Year Winner:

Faye Orton



Faye is described as a "dynamic force for social good, who has consistently championed and delivered meaningful change".

She led green space revitalisation with Aspire Oxford to support people facing homelessness, and helped create a contemplation garden for hospital staff at George Eliot Hospital.

She organised the team's restoration of facilities at Belgrave Community Allotment and helped prepare Homestart Tamworth's Charity shop storeroom for trading.

Faye has previously organised and volunteered with the team at a book sale for Rotherham Hospital's Charity Fund.

Her profound personal commitment is demonstrated through her ability to inspire her team, fostering a culture of compassion and shared responsibility.

Highly Commended:

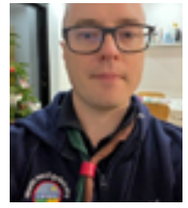
Jason Partington



Jason stepped in as a Beaver Scout Leader to keep a local group open, giving children vital support and a positive outlet.

He drove community impact through fundraising, litter picks and work with WaterAid, elderly groups and wildlife charities.

Jason helped Scouts lobby the UK Government for a right to request volunteer days, showcasing BDO's citizenship days at a parliamentary reception where Scouts highlighted BDO among other companies.



He inspired BDO volunteers to staff a cub camp, and promoted the partnership through videos on social media and employee communication channels. Jason turned local action into national influence.



We remain focused on our ambition to become an exemplar organisation for social mobility, using our scale, regional footprint and professional expertise to widen access to opportunity.

In FY27, we will continue embedding our new social mobility strategy, strengthening the governance and delivery structures that support it and building on the progress made through the Social Mobility Foundation Employer Index.

Our aim is to keep improving the maturity and impact of our approach, including working towards 'Progressive' banding status in the SMF's new rankings.

We will also emphasise transparency, measurement and accountability. This includes continuing to improve how we understand socio-economic diversity across the firm and publishing our first socio-economic pay gap report, which will help us better identify where barriers may exist and where more action is needed.

Alongside this, we will continue to use internal metrics and external frameworks, including B4SI, to assess the impact of our social mobility and citizenship activity and ensure our programmes are creating meaningful outcomes for individuals and communities. We will continue working with organisations such as the SMF, Rise, Chapter One, Enactus and Ahead Partnership to create opportunities for young people from lower socio-economic backgrounds, while also using our voice and insights with external advocacy and thought leadership across the profession.

Internally, we want to make it easier for our people to contribute to this agenda. We will develop a network of social mobility champions across the firm, create more opportunities for colleagues to use their 5+5 days, and expand the reach of volunteering, mentoring and employability activity through our offices. This will include hosting Insight Days in more UK locations, giving people in our local communities the chance to meet our colleagues, learn more about professional services and build practical employability skills.

Prosperity

Championing the mid-market



Kyla Bellingall
Executive Board Member: Growth, Regions and Markets

Our Purpose is helping people, business and society succeed. When businesses thrive, communities reap the benefit. With this as our starting point, we see our impact as something that is built day by day through the success of the businesses we work with.

When these businesses succeed, the effects extend far beyond their own balance sheets, supporting economic growth and employment across the UK and Ireland.

Our client heartland is the UK mid-market, one of the most powerful yet understated forces in the economy. Defined by ambition, adaptability and entrepreneurship, these businesses punch well above their weight.

New BDO analysis identifies that, for the UK, these businesses employ 11.1 million people and generate £2.44 trillion in turnover – which represents more than one in three jobs and more than 40% of revenues of all UK private sector businesses. Moreover, despite rising costs and geopolitical uncertainty, they have grown in number by 4.4% in the past year alone.

What makes this growth particularly significant is where it happens. Mid-market businesses are deeply embedded in regional economies across the country.





Whether it is manufacturers in the Midlands, technology firms in the North West, professional services hubs in Scotland or family-owned enterprises in the South West, I have seen first-hand the impact these businesses can have on the communities they serve and employ.

Yet for all their contribution, mid-market firms continue to face a persistent challenge: visibility. Against a difficult backdrop of geopolitical uncertainty, supply chain disruption, shifting tariff regimes and rising domestic costs, they are falling between the cracks of policymaking; simultaneously too small to get the ear of government, but too big to qualify for the targeted support available to start-ups.

This is where BDO has a critical role to play. At the time of this report's publication, we have a footprint of 19 UK and Ireland offices and, working with thousands of mid-market businesses, we are uniquely positioned to understand the realities these businesses face.

Just as importantly, we act as a conduit to amplify the voice of the mid-market, gathering insights and translating these into practical, evidence-based recommendations for policymakers.



As the UK Government sharpens its focus on its industrial strategy and economic growth, mid-market firms are at the centre of how these ambitions will be realised and, crucially, how they'll be sustained.

Our ongoing engagement with clients and policymakers, including in our capacity as a member of the British Chambers of Commerce's Business Council, aims to ensure the mid-market is not only heard but also recognised as the economic engine of this country. We are committed to championing that potential, helping mid-market businesses navigate uncertainty, seize opportunity and continue to drive meaningful, lasting impact across the UK and Ireland.



Prosperity

Championing the mid-market

Unlocking the full potential of the mid-market is essential to achieve economic growth across the country and for the UK and Ireland to remain globally competitive. To deliver this, we need targeted government policies that remove unnecessary burdens, simplify the tax system, address skills shortages and provide long-term regulatory stability. Given the mid-market's disproportionate economic contribution, increasing this support is the most direct route to boost regional productivity and employment opportunities, and to encourage investment in the UK and Ireland. It should be actioned with urgency.



Gervase MacGregor
Executive Board Member: Legal, Governance, Quality & Risk

Using our voice to influence positive change

The UK and Irish employment markets are hindered by persistent skills shortages and regional disparities. In addition, pressure is mounting on businesses to employ people with advanced digital skills to remain competitive.

Mid-market firms often experience these pressures most acutely. This is not a new problem but is intensified at a time when firms are already facing rising costs, including National Insurance Contributions and pension reforms, alongside ongoing economic uncertainty exacerbated by geopolitical instability.

Regional inequalities compound the issue. Areas with higher levels of unemployment may appear to have a wider pool of available labour, but in practice this often reflects a mismatch between the skills people have and the roles employers need to fill. This disparity restricts the ability of mid-market firms, key local employers, to grow and reach their full potential.

Case study

Helping Hands Home Care is one of the UK's leading home care providers, supporting more than 15,000 individuals across the UK. BDO has supported the organisation across a range of service lines, including Consulting, Risk Advisory Services (RAS), Deals and Tax. Our Consulting team initially delivered a finance transformation project, which created opportunities to introduce colleagues from Tax and RAS to address broader business needs.

Building on this relationship, our RAS team facilitated a series of management workshops to review and refine Helping Hands' principal risks, supporting the documentation and ongoing management of these risks within the Rhiza platform. In parallel, BDO worked with process owners to map and document the payroll and order-to-cash processes, helping to strengthen the organisation's risk and control environment.

As a result of the strong relationships established and the value delivered, BDO has been engaged to provide an ongoing programme of internal audit services, delivering independent assurance over key strategic and operational risk areas. BDO is also delivering ongoing corporate tax services to Helping Hands.

This engagement demonstrates how delivering high-quality client service, responding proactively to evolving business needs and connecting clients with the right subject matter experts can deepen relationships, drive cross-service line growth and position BDO as a trusted adviser.



Our Mid-Market Manifesto sets out a series of recommendations for policymakers to help enable these businesses to achieve their full potential. Explore our latest data and policy recommendations.



The contribution of mid-sized businesses to the economy should not be overlooked, neither should the challenges they face. BDO's research has found that recruiting and retaining people with the right skills are some of their biggest barriers to growth.

To address this, we need closer coordination between business, government, local authorities and Skills England to deliver more targeted access to training provision, recruitment support and sector-specific apprenticeships. Doing so is not only essential for business growth and the long-term creation of employment across the UK and Ireland, but also for improving social mobility.

There is both a commercial and a moral imperative to ensure people from all backgrounds can develop the skills they need to succeed

Louise Sayers
Executive Board Member: People, Culture & Purpose

Prosperity

Responsible procurement

At BDO, we recognise that our impact on society and the environment extends far beyond our own operations. Through the goods and services we purchase, our supply chain has the potential to shape outcomes across some of the most pressing environmental and social issues, including climate change, labour standards, human rights and ethical business conduct.

We recognise that with this influence comes responsibility. As a result, we continue to embed responsible procurement into our decision-making and work with our suppliers to drive ESG standards, reduce risk and create positive, lasting change across our value chain.



highlights from FY26



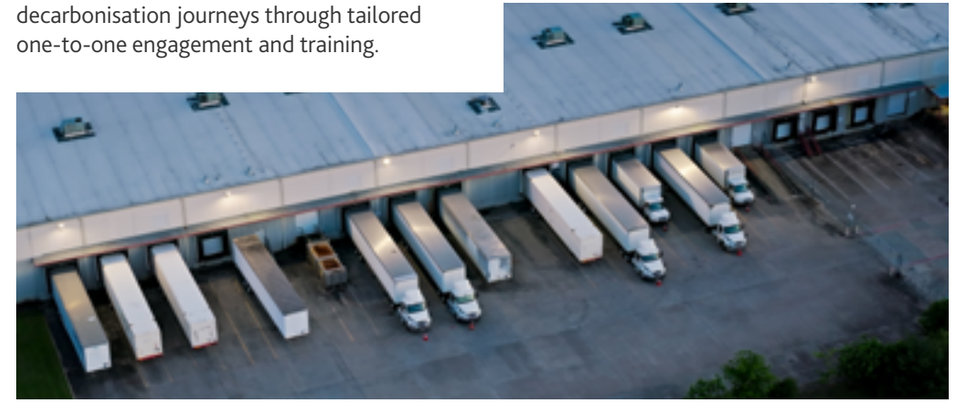
- Member of **Social Enterprise UK** and the **Buy Social Corporate Challenge**
- Shortlisted for the **UK Social Enterprise 'Buy Social' Market Builder Award**, which recognises our efforts in supporting the growth of the social enterprise market
- Spent **over £890,000** with social enterprises over the past 12 months
- Achieved **an 'A' score from CDP for Supplier Engagement**, demonstrating our leadership in sustainability supplier engagement
- **92%** of new suppliers signed BDO's Supplier Code of Conduct
- **100%** of our Procurement team completed Enhanced ESG Training in the past 12 months
- **Delivered Modern Slavery training to 150 key buyers and events champions**, enhancing awareness of modern slavery risks and strengthening BDO's ability to identify, escalate and address potential concerns.

Over the past year, we have continued to strengthen our approach to responsible procurement by embedding ESG considerations into procurement processes by design and equipping our Procurement team with the skills, knowledge and tools to integrate environmental and social factors into decision-making.

We have engaged directly with strategic suppliers to encourage commitments to science-based targets and support their decarbonisation journeys through tailored one-to-one engagement and training.

We have also built on our partnership with Social Enterprise UK by exploring further opportunities to support social enterprises through our procurement and supply chain activities.

Alongside this, we have strengthened our management of modern slavery risks through enhanced due diligence and targeted training for key buyers working in higher-risk categories.



Prosperity

Responsible procurement

Upskilling our procurement team

We continued to strengthen ESG capability across our Procurement team, recognising the important role procurement plays as the primary interface with BDO's supply chain.

Training focused on key ESG principles, connecting these to BDO's Purpose to Impact framework and highlighting how procurement contributes to delivering our sustainability objectives.

Practical role-play exercises reinforced learning, building confidence in addressing common ESG challenges and embedding ESG considerations into supplier engagement and procurement decision-making.

100% of our Procurement team completed Enhanced ESG Training in the past 12 months



The sustainable procurement training has significantly improved my understanding of ESG and how it can be integrated into procurement activities.

I now actively embed sustainability into procurement projects, ensuring suppliers can clearly demonstrate their alignment with BDO's ESG goals when competing for BDO business.

Ian Maris
Procurement Business Partner Manager

Improving supplier due diligence, sourcing and contracting

During FY26, we continued to consider ESG across the procurement lifecycle, ensuring sustainability principles are incorporated into supplier sourcing and onboarding. Our purchasing processes are aligned to the value and risk profile of each procurement requirement, enabling suppliers to be assessed in a consistent and transparent manner while supporting regulatory compliance, risk management and the collection of key ESG data.

We have enhanced our approach to supplier due diligence to better align with our decarbonisation strategy and reporting requirements, providing greater visibility of supplier practices. We also require suppliers onboarded through BDO's procurement management system to accept our Supplier Code of Conduct, which sets out minimum expectations relating to ethical business conduct, labour and human rights, environmental responsibility and legal compliance.



In addition, we developed a dedicated request for proposal ('RFP') schedule that can be incorporated into competitive sourcing processes.

When this schedule is used, suppliers are asked to meet a set of mandatory ESG requirements to move through the sourcing process, while additional scoring is awarded to suppliers that demonstrate performance against preferred ESG criteria.

We also introduced a sustainability clause into BDO's General Terms and Conditions of Purchase, reinforcing our expectations and promoting greater accountability for ESG performance throughout our supply chain.

Prosperity

Responsible procurement

Maintaining vigilance on modern slavery risk

The Modern Slavery Act 2015 places a responsibility on businesses like ours to play their part in preventing modern slavery within their operations and supply chains.

This is a duty we consider integral to fulfilling our Purpose of Helping Society Succeed and reflects our commitment to acting ethically and with integrity in all aspects of our business. As a professional services firm, we consider our inherent risk of modern slavery in our operations and supply chain to be relatively low.

Our greatest area of exposure is within our supply chain, particularly in higher-risk procurement categories such as events.

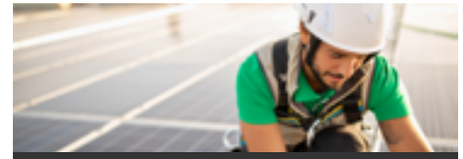
We have established policies, procedures and governance arrangements to identify, report and mitigate modern slavery risks across our operations and supply chain.

Our actions, progress and next steps are published in our annual Modern Slavery Statement.



Supplier engagement on decarbonisation

Our supplier engagement efforts have primarily been shaped by our Science Based Targets initiative ('SBTi') commitments, and our near-term Scope 3 supplier engagement target. This has rightly placed significant emphasis on decarbonisation, supplier emissions data and engagement with suppliers that are most material to our value chain footprint.



SBTi Supplier Engagement Target

80% of suppliers, by emissions, to have set science-based targets by FY27.



To support this process, we have focused on increasing engagement both internally and across our supply chain.

Alongside internal procurement team training, we have partnered with the UN Global Compact for the second consecutive year to deliver a Sustainability Training programme for our suppliers.

To date, 165 individuals from 130 organisations have enrolled in the programme, which concluded in September 2026.

This training is complemented by tailored one-to-one support for suppliers where additional guidance is requested, helping to strengthen sustainability capabilities across our supplier base.

Through this engagement, we are supporting suppliers to be ready to help us make progress towards our near-term climate goals. For more information on our performance against our supplier engagement target, and key initiatives helping us to get there, visit page 59.

Prosperity

Responsible procurement

Supporting social enterprise

In line with our commitment to creating positive social impact, we continued our participation in the Buy Social Corporate Challenge, Social Enterprise UK's flagship social procurement initiative. Through the programme, BDO joins a network of leading businesses committed to increasing spend with social enterprises, with the collective ambition of directing £1 billion of procurement spend towards organisations that deliver both commercial value and measurable social impact.

Over the past year, we are proud to have spent £890,000+ with social enterprises and not-for-profit organisations. We were shortlisted for the 2025 UK Social Enterprise 'Buy Social' Market Builder Award, which recognises organisations for their work in growing market opportunities for social enterprises.





Our focus on enhancing these partnerships includes new relationships with:

- **Redemption Roasters**, the new coffee supplier in our Baker Street office, which is a social enterprise dedicated to reducing reoffending by training, employing and supporting prison leavers and individuals at risk of offending, through the coffee industry
- **Serious Tissues**, which provides hand towels and hand soap to our Baker Street office, reinvests profits into impact initiatives such as tree planting and creates employment opportunities for people facing barriers to work.

Procurement is not simply about sourcing products and services at the right price; it is an opportunity to influence positive change and create meaningful outcomes for the communities around us

Social enterprises in our offices

In Autumn 2027, we will move into our new London HQ on Marylebone Lane. We saw this as a significant opportunity to maximise positive social impact and strengthen engagement with a diverse supplier base.

As part of the project, we undertook a local needs analysis and identified key social value priorities. These included procuring from local voluntary, community and social enterprises ('VCSEs'), exploring local artwork, and partnering with diverse and responsible suppliers that share our sustainability ambitions. The project is enabling us to create a blueprint for how our offices can support local businesses and contribute to community prosperity.

Craig Lloyd
Senior Facilities Manager



looking ahead
acting now



We will continue to build on the progress made by embedding responsible procurement more fully into our processes, systems and decision-making.

A priority will be continuing to implement a new procurement tool, which will support our journey towards integrating supplier-specific sustainability data into both our procurement decisions and wider sustainability reporting. This will help us make more informed choices, improve consistency and strengthen the way we assess sustainability considerations across our supplier base.

We will also continue expanding our supply chain mapping to improve visibility of our suppliers and better understand sustainability risks across key categories.

This deeper insight will support more targeted engagement, helping us identify, assess and manage risks more effectively while focusing our efforts where we can have the greatest impact. As part of this, we will maintain momentum in our supplier engagement journey, with a particular focus on supporting delivery of our 2027 SBTi supplier engagement target.

Strengthening our data and reporting capabilities will remain central to our approach. By improving how we track, measure and communicate impact, we can continue to embed best practice, build on existing initiatives and improve the consistency of responsible procurement across the firm. We will continue to learn from experience, adapt our approach and focus on driving long-term, meaningful impact across our supply chain.

Planet

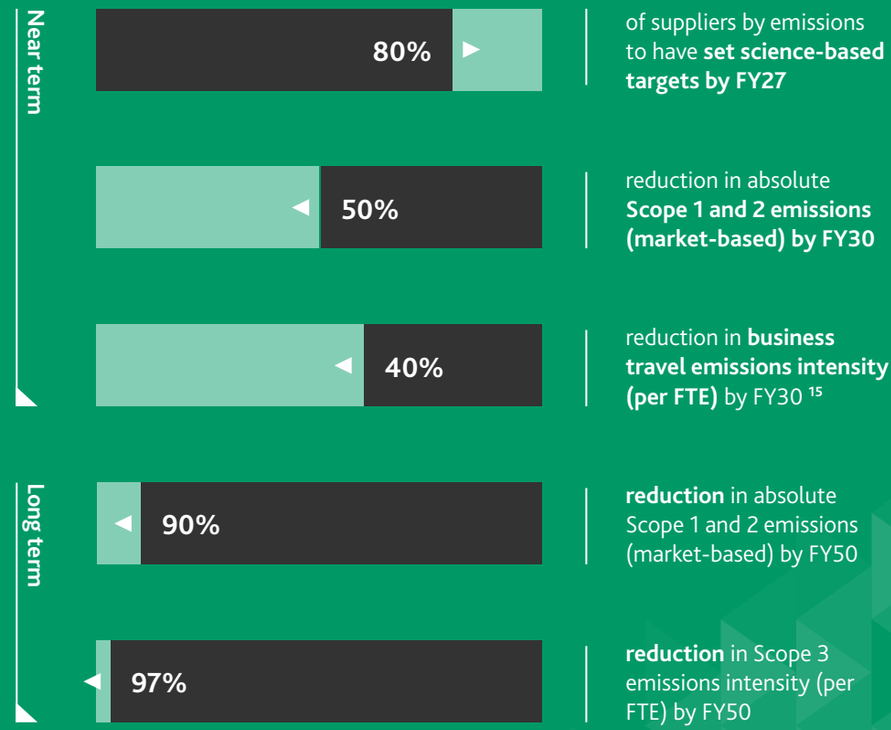
Climate and decarbonisation

We are committed to becoming a net-zero business by 2050. This means reducing our own emissions and embedding sustainable behaviours across everything we do.

We are working towards our SBTi-validated targets with a clear operational decarbonisation programme that is underpinned by interim milestones to keep us accountable along the way.



Our commitment to net zero: Our targets



highlights from FY26



- **89%** reduction in Scope 1 and 2 emissions since our baseline
- **6%** reduction in Scope 3 emissions intensity since our baseline
- **46%** reduction in business travel intensity since our FY20 baseline
- **93%** of our electricity is on renewable tariffs
- **60%** of our supplier emissions are covered by science-based targets – up from 31% last year
- Shortlisted for **two Edie 26 Awards**
- Relocated to **Scotland's first BREEAM Outstanding rated office building** in Edinburgh.

We are not alone in our ambition. BDO Global developed a Net-Zero Policy that made it mandatory for member firms to establish a net-zero programme, calculate their emissions, and set and validate science-based targets ('SBTs'). The Policy was updated this year to introduce a climate risk reporting requirement. BDO UK was the first to set SBTs and continues to lead the way, offering guidance and support to other member firms.

We are already ahead of our FY30 Scope 1 and 2 targets thanks to strong progress to reduce energy consumption across our offices. It is now about maintaining this momentum and challenging ourselves to continue to seek out new and innovative ways to cut emissions and foster sustainable, low-carbon ways of working.

15. Business travel reduction target has been set by BDO's leadership team outside of our validated SBTi targets.

Planet

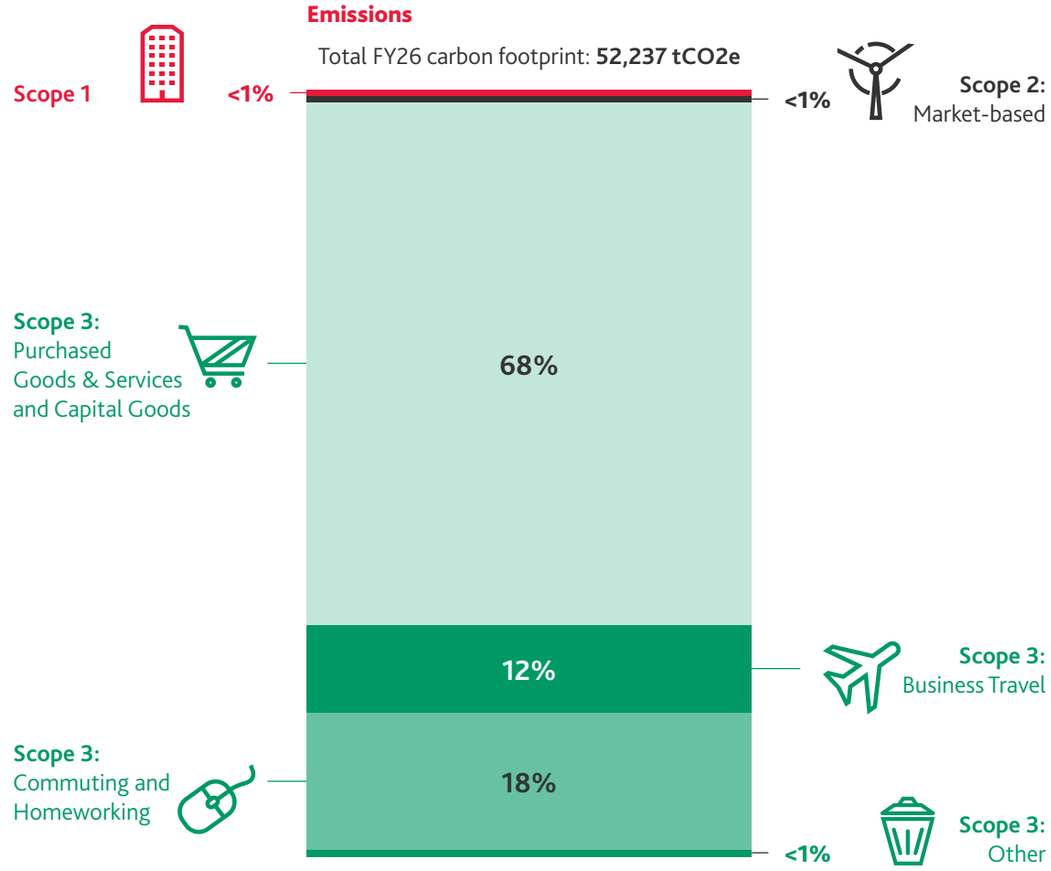
Climate and decarbonisation

Our carbon footprint

This year we moved to using a different carbon accounting platform for our Scope 3 emissions, as well as a different methodology for our Scope 3 Categories 1 and 2 spend-based emissions. We rebased and restated our data back to our baseline, so that all years' scopes are comparable. Our Scope 3 intensity trend has changed slightly from our old spend-based methodology. It now shows that our most recent years are lower than our baseline, despite growth in headcount and spend.

This is because the emissions factors reflect decarbonisation of suppliers over the years. In the next couple of years, we aim to introduce more supplier-specific, rather than spend-based, emissions factors, to avoid any significant future changes between spend-based methodologies.







Planet

Climate and decarbonisation

Trends and performance

Are we on track?

This year we made progress in understanding our supply chain and building our supplier engagement programme.

Our data indicates that our Carbon Smart Travel Policy remains effective, and our supply chain engagement is paying off because we have seen an increase in the percentage of our supplier emissions covered by SBTs. We have also set sustainability-linked loan ('SLL') KPIs this year, showing our commitment to our targets.

Category of emissions	FY20 restated	FY24 restated	FY25 restated	FY26	Variance		Target
					Base year	Prior year	
Scope 1 & 2 emissions (market-based) (tCO_2e)	2,337	184	195	250	-89% ▼	28% ▲	SBT, 50% reduction in absolute scope 1 and 2 emissions by FY30 and 90% by FY50
Scope 3 emissions (tCO_2e)	40,213	58,473	51,339	51,987†	29% ▲	1% ▲	N/A
Scope 3 intensity (tCO_2e/FTE)	6.33	6.52	5.75	5.93	-6% ▼	3% ▲	SBT, 97% reduction in scope 3 emissions per FTE by FY50
Supplier engagement (%)	/	/	31%	60%	/	29% points ▲	SBT, 80% of suppliers by emissions to have science-based targets by FY27
Non-BDO member firm supplier*	/	/	40%	44%†	/	4% points ▲	SLL, 40% of non-BDO member firm suppliers by emissions to have SBTs or committed to SBTi by FY26 and 53% by FY27.
Business travel intensity (tCO_2e/FTE)*	1.36	0.97	0.86	0.73†	-46% ▼	-15% ▼	SBT and SLL, 40% reduction in business travel intensity per FTE by FY30
Total emissions (tCO_2e)	42,550	58,657	51,535	52,237	23% ▲	1% ▲	N/A
Total intensity (market-based) (tCO_2e/FTE)	6.70	6.54	5.77	5.96	-11% ▼	3% ▲	N/A

† Data subject to external limited assurance by Forvis Mazars.



In FY26, we agreed to a SLL, which is connected to four KPIs across the firm.

Information on environmental KPIs can be found in the table to the left, indicated with a *, as well as in our Data Supplement.

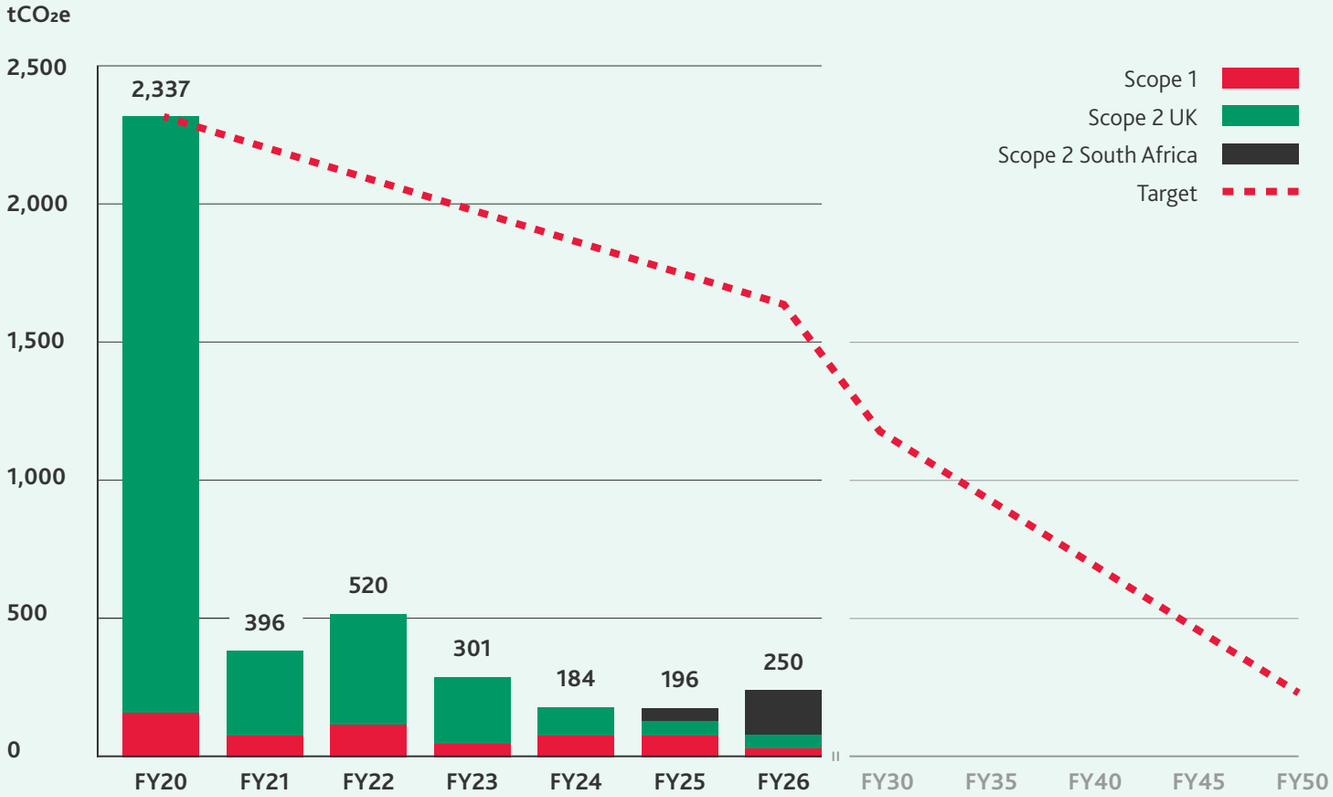
The first of our environmental KPIs is a variation of our supplier engagement target and specifically focuses on our non-BDO member firm suppliers.

The second KPI is our business travel decarbonisation intensity target, which we have reported on in previous years.

Planet

Climate and decarbonisation

Near- and long-term emissions reduction trajectory for Scope 1 and 2 emissions (market-based)



NB. Historic years have been restated

We continue to be ahead of our Scope 1 and 2 targets and have reduced our emissions in this area by 89% since our FY20 baseline.

This continues to be because of our investment in renewable electricity, moving to more sustainable office spaces, removing gas and improving energy efficiency.

Our emissions from natural gas fell again, because of our continued efforts to relocate away from natural gas-powered offices. We reported in our FY25 Impact Report that we had seen an increase in our electricity emissions because of our expansion into South Africa.

We continue to see the effects of this increase in our emissions, so are monitoring it and working to move to renewable energy in these offices.



Target

Reduce absolute Scope 1 and 2 (market-based) emissions by 50% by FY30 and 90% by FY50.

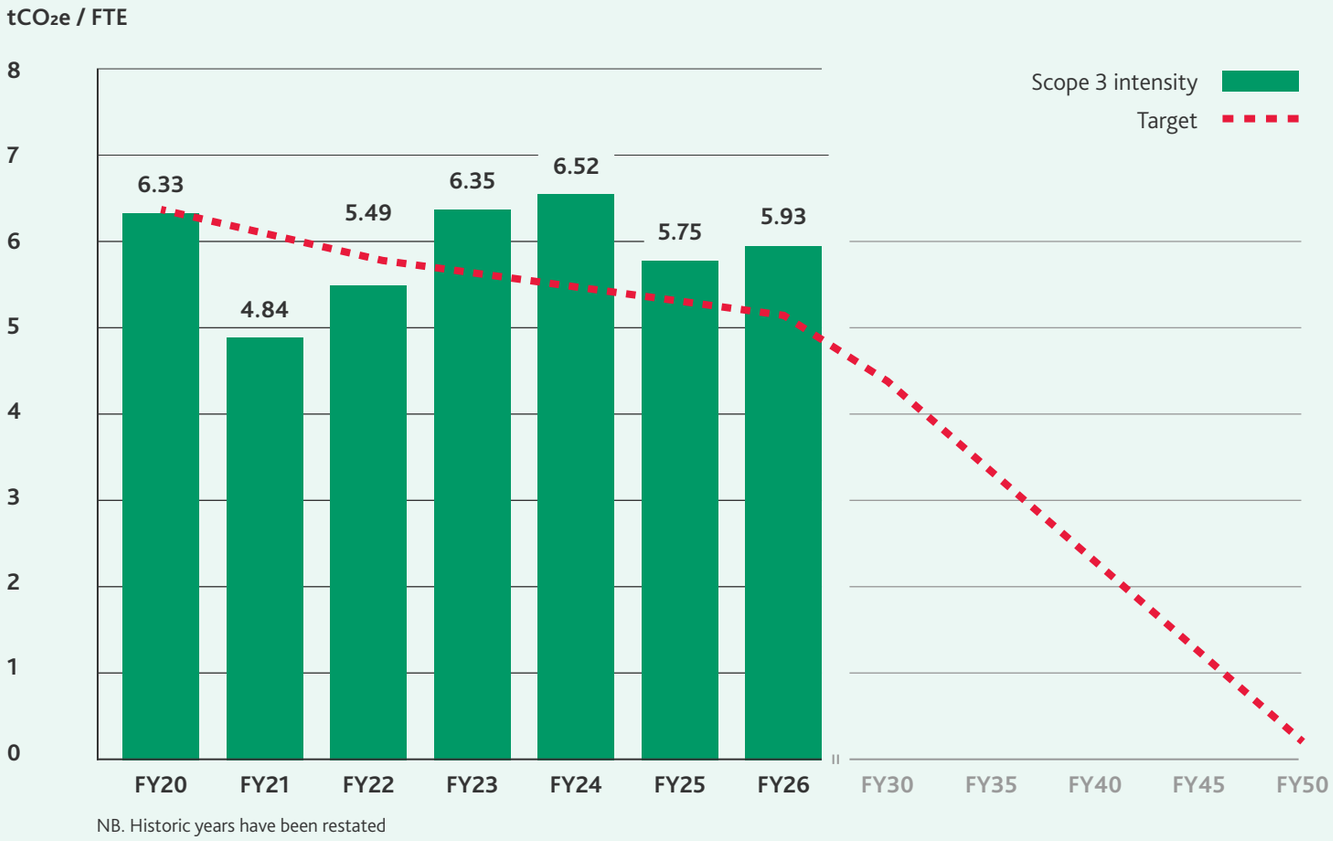
Performance

Ahead of near-term target

Planet

Climate and decarbonisation

Long-term emissions intensity reduction trajectory for Scope 3



NB. Historic years have been restated

We've seen a 6% reduction in our Scope 3 intensity emissions since our baseline, but have increased by 3% since FY25.

This indicates that we need to continue our work related to supplier engagement and low-carbon travel and understand our employee commuting and homeworking emissions.





Target

Reduce Scope 3 emissions intensity by 97% per full-time employee ('FTE') by FY50.

Performance

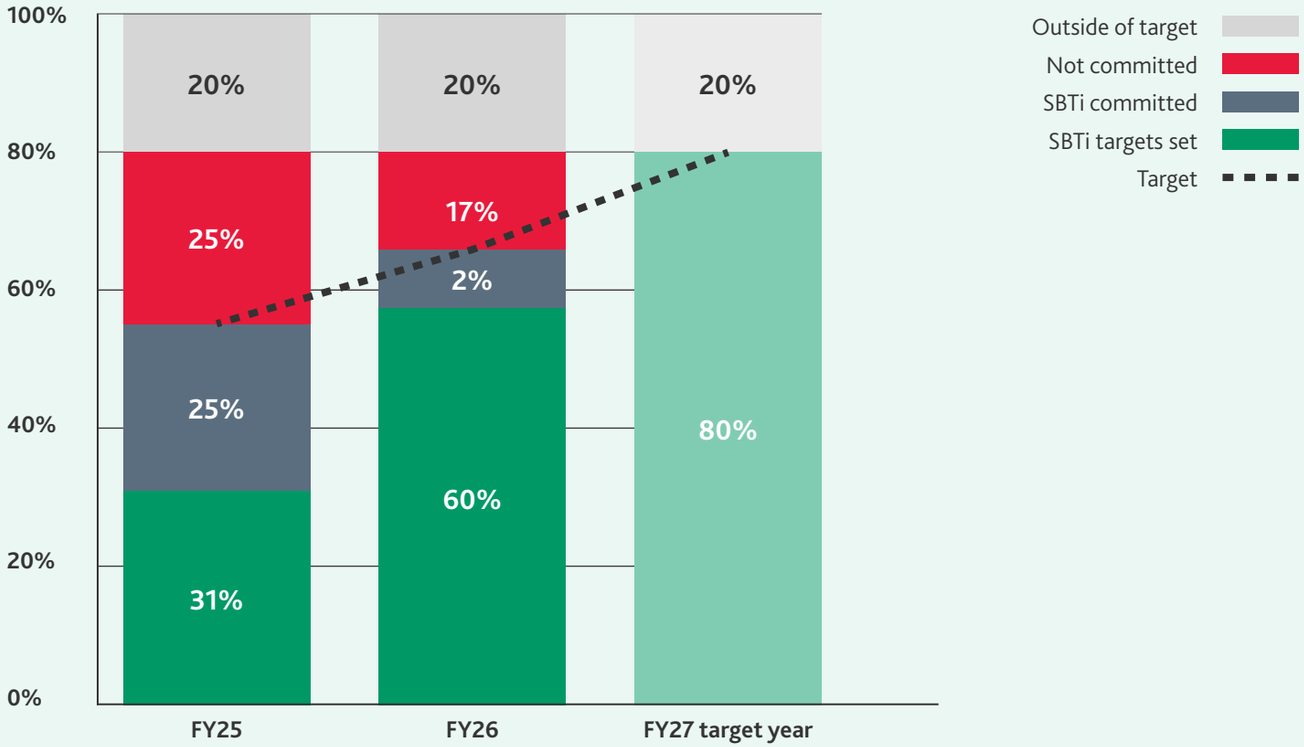
Working towards

Planet

Climate and decarbonisation

Supplier engagement target[16]

% of emissions covered by SBTs



NB. Due to a new methodology, FY25 has been restated

We are pleased to see that our Scope 3 supplier engagement has increased significantly since FY25, with many suppliers now having approved SBTs.

We monitor our most material suppliers frequently and engage with them regularly to encourage suppliers without SBTs to work towards this.

Suppliers have continued to engage with the United Nations Global Compact supplier training, and we are seeing the impact of this with new suppliers signing up to SBTs each quarter. Currently, 60% of our supplier emissions are covered by SBTs.





Target

80% of suppliers by emissions to have set science-based targets by FY27.

Performance

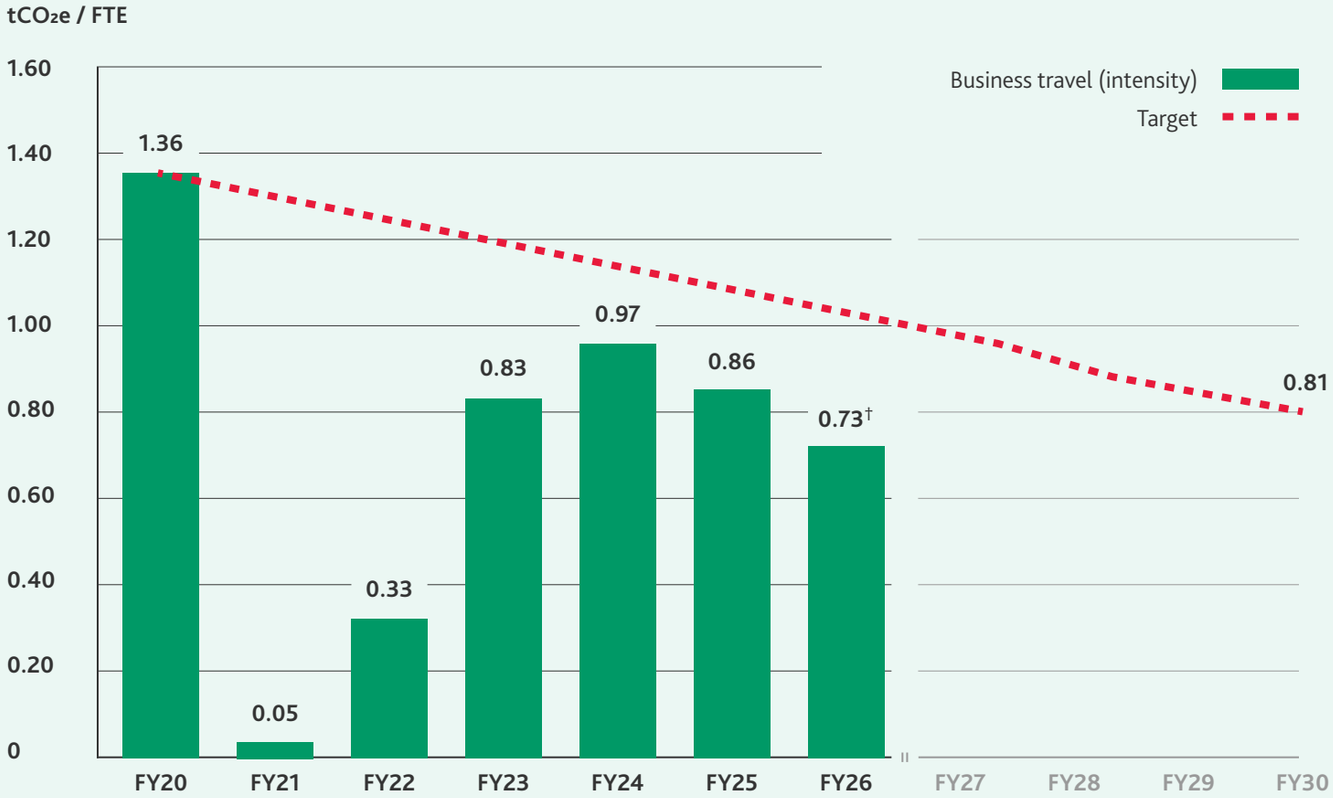
Working towards

16. This graph uses rounded percentages, so totals may not total 100%.

Planet

Climate and decarbonisation

Business travel intensity reduction trajectory against FY30 target



NB. Historic years have been restated

† Data subject to external limited assurance by Forvis Mazars.

We are still ahead of our business travel reduction target, with a reduction this year of 46% against our baseline.

This is driven by a reduction in flight emissions, and we have seen an 18% reduction since last year. We are pleased to see that our Carbon Smart Travel Policy continues to be effective, and that it is encouraging behaviour and attitude change towards travel.

We have also partnered with Addison Lee as our taxi provider, meaning our taxi emissions should reduce as we use their electric fleet. This remains an area that we monitor, particularly as the business expands.





Target

Reduce business travel emissions by 40% per FTE by FY30.

Performance

Ahead of target

Planet

Climate and decarbonisation

Our approach to decarbonisation

How we work

Sustainability considerations are central within our property strategy, with a focus on climate and decarbonisation impacts. When we consider new office spaces, we prioritise buildings with a BREEAM Excellent rating or above and 100% renewable electricity.

This continued in FY26, as we moved to Scotland's first BREEAM Outstanding-rated office building in Edinburgh.

This office has 100% renewable electricity and is the first NABERS UK-accredited office building in Scotland.







BDO Edinburgh, 30 Semple St, Edinburgh



BDO London, 6 Marylebone Lane



Artists Impression

Manchester

Eden Building

One of the UK's most sustainable office buildings, with BREEAM Outstanding rating, a living green wall and designed to be net zero in operation.

Edinburgh

30 Semple Street

The first BREEAM Outstanding, NABERS 5* and AirScore Platinum-accredited office building in Scotland.

Guildford

Bottleworks

Achieved BREEAM Excellent, and has EPC A, Fitwel and WiredScore ratings.

Southampton

Arcadia House

Working with the landlord, the office was refurbished to be EPC A and BREEAM Excellent, moving from gas to onsite renewable energy.

Coming soon: new London HQ

The M Building

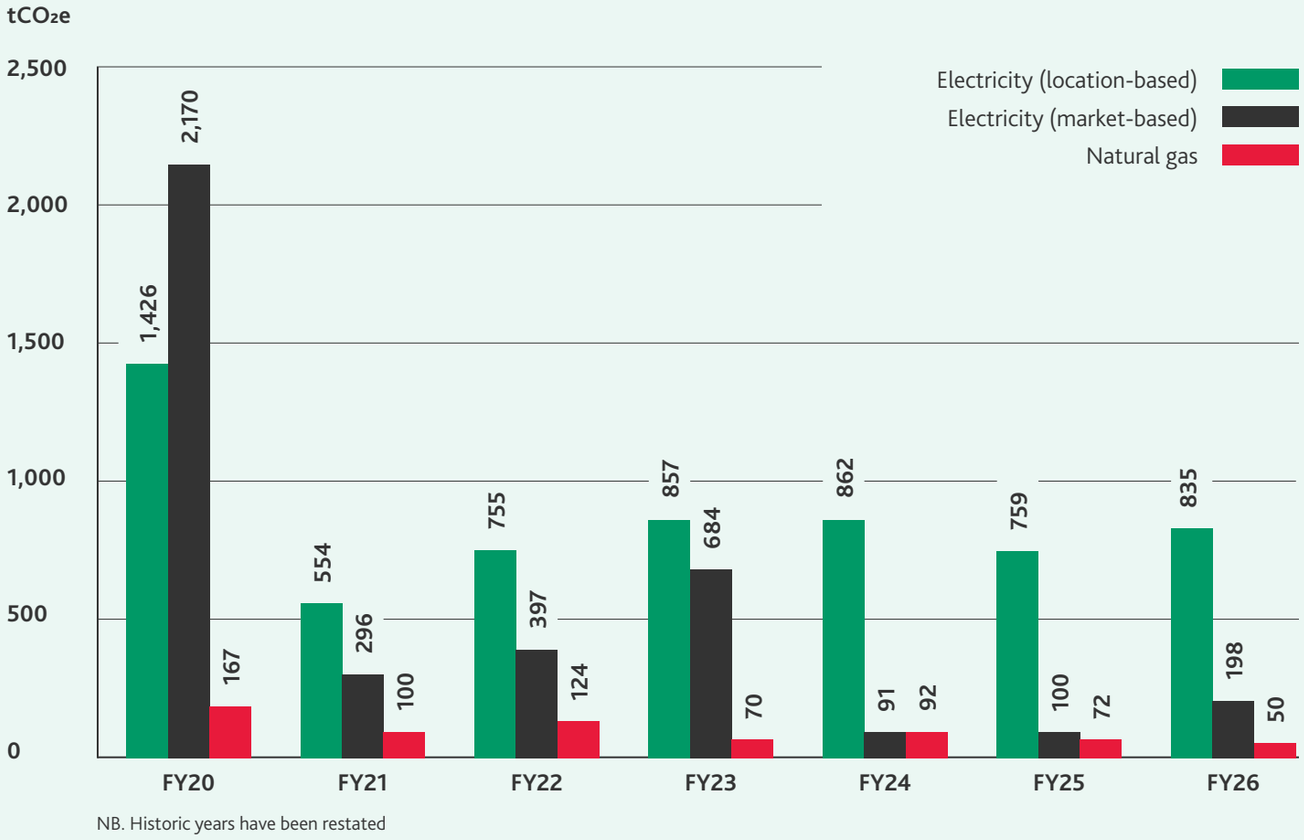
Ready Autumn 2027, our new London HQ is targeting BREEAM Outstanding, NABERS 5* and WELL Platinum.

Fully electric building, moving away from gas use in our current London office.

Planet

Climate and decarbonisation

Electricity and gas emissions in tCO_2e



NB. Historic years have been restated

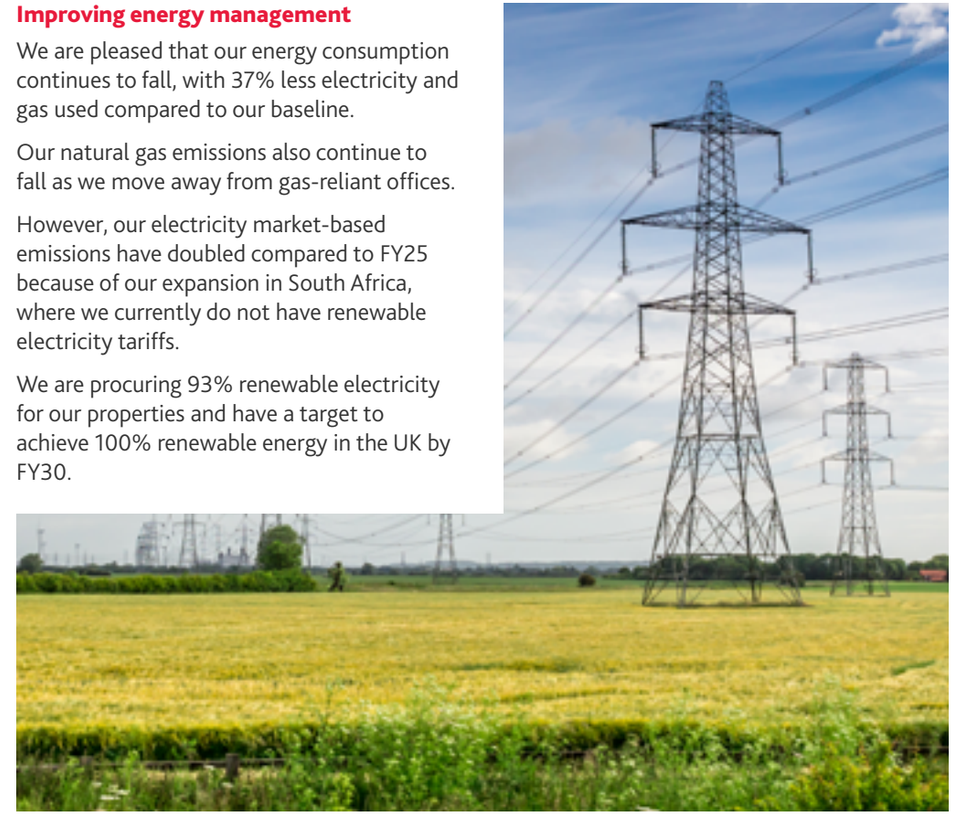
Improving energy management

We are pleased that our energy consumption continues to fall, with 37% less electricity and gas used compared to our baseline.

Our natural gas emissions also continue to fall as we move away from gas-reliant offices.

However, our electricity market-based emissions have doubled compared to FY25 because of our expansion in South Africa, where we currently do not have renewable electricity tariffs.

We are procuring 93% renewable electricity for our properties and have a target to achieve 100% renewable energy in the UK by FY30.



Planet

Climate and decarbonisation

Engaging employees

We continued to run our Net Zero Activation Workshops which aim to educate employees on how carbon is measured, what our decarbonisation targets are, and how they can contribute individually and as a team.

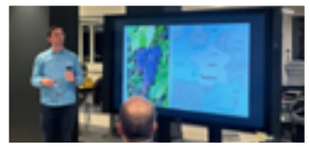
This year we delivered these workshops to more than 400 people, including to internal teams and Early in Careers student groups. We received positive feedback from these sessions, and they continue to support teams to work towards our overall net-zero targets.

In November 2025, we held a climate wine tasting event for our employees to learn more about the impacts of climate change, and how this is affecting the wine industry.

This was a different way to engage employees on how widespread the effects of climate change are, as well as celebrating the great work that our colleagues had done in 2025 towards our environmental targets.









In May 2026, we relaunched our Environmental Champions Community, which has more than 300 members. These community members share their local environmental activities, stories, tips and ideas.

In June 2026, we hosted a World Environment Day webinar for our employees, titled 'Every job is a climate job: Find out your six superpowers'. Hosted by our Managing Partner, Mark Shaw, and our Purpose to Impact team, the session explored six sustainability superpowers that are practical ways to make a meaningful impact both personally and at work. Employees learned where their efforts are best spent and ways to increase their impact at work and at home, supporting our ambition to become a net-zero business by 2050 and embed responsible, sustainable behaviours into our day-to-day activities.



Encouraging thoughtful employee commuting and home working

Employee commuting and home working is a large emissions category for us, representing 18% of our market-based footprint. It is also an area where we will be heavily dependent on employee behaviours, government policy and local infrastructure investments to make necessary reductions. To better calculate our emissions in this area, as well as understand employee behaviours and barriers to sustainable choices, we undertake an employee commuting and home working survey.

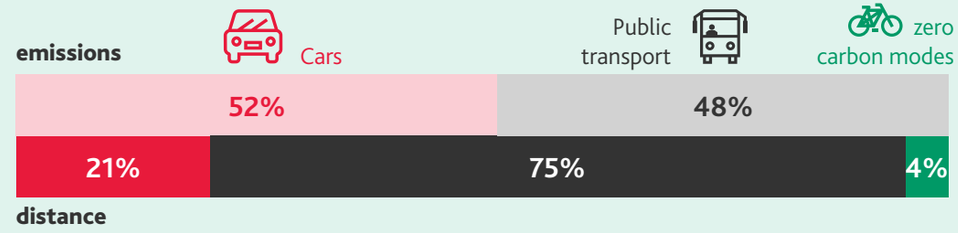
We last surveyed our people in February 2026 and were pleased to see that our electric-vehicle- only salary sacrifice car scheme had increased by 69% in the past two years when we last held the survey. We found that 24% of our total commuting distance by car is now done by employees using either hybrid or fully electric vehicles.

However, 52% of our employee commuting emissions are from cars that only make up 21% of the distance travelled by our employees. This shows that commuting by petrol or diesel car is a key area to tackle to decarbonise in this area.

Some 17% of employees who responded are on a renewable or low-carbon electricity tariff. This is great to see, but the survey also highlighted that approximately 57% of respondents were unsure as to the specific electricity tariff they were on.

This is an area that we need to educate our employees on to understand if we can influence changes to lower-carbon tariffs. We will continue to review how we can offer support to decarbonise in this area.

Split of employee commuting emissions and distance by transportation type



Planet

Climate and decarbonisation

How we travel

Business travel accounts for **12%** of our market-based footprint, making it a key focus area in our journey to net zero.

Our target: 40% reduction in business travel emissions per FTE by 2030

Since our baseline year of FY20:

- Absolute business travel emissions have reduced by 26%
- Business travel emissions intensity has reduced by 46%
- Travel behaviours have become more sustainable
- We remain ahead of our FY30 target pathway.

Our progress can be attributed, in part, to our Carbon Smart Travel Policy. Updated in February 2024, the policy is built around three principles: travel less, travel with care and understand your impact.



We encourage our people to avoid or combine journeys where possible, prioritise rail over air for travel within the UK and to Northern European destinations accessible by Eurostar, and choose lower-carbon cabin options when flying.

Strengthened approval requirements, together with our travel emissions dashboard and internal carbon price, help teams understand the impact of their journeys and support greater transparency and accountability for business travel.

Progress made this year

- We launched our transport partnership with Addison Lee, providing passenger car services across the UK. Addison Lee's standard passenger fleet is zero-emission capable, supporting our net-zero targets and providing accurate data for our emissions tracking and reporting
- We established rail agreements with Avanti West Coast and LNER, covering our key domestic travel routes of London to Manchester, Leeds, Glasgow and Edinburgh. These agreements include pricing advantages, and we promote this within our travel management system to encourage rail-first choices where viable
- Our airline agreements include directing employees to use preferred carriers with stronger sustainability credentials and encouraging the use of more efficient routes and aircraft, reducing unnecessary connections. This optimisation all contributes to reducing our business travel emissions
- Negotiated rates through the AMEX GBT UK Hotel Consulting Programme with hotels close to our BDO hubs, meaning our employees are closer to our offices when they are travelling between hubs. This programme also reviews sustainability certifications of hotels, which we use to then encourage our employees to book these preferred hotels.

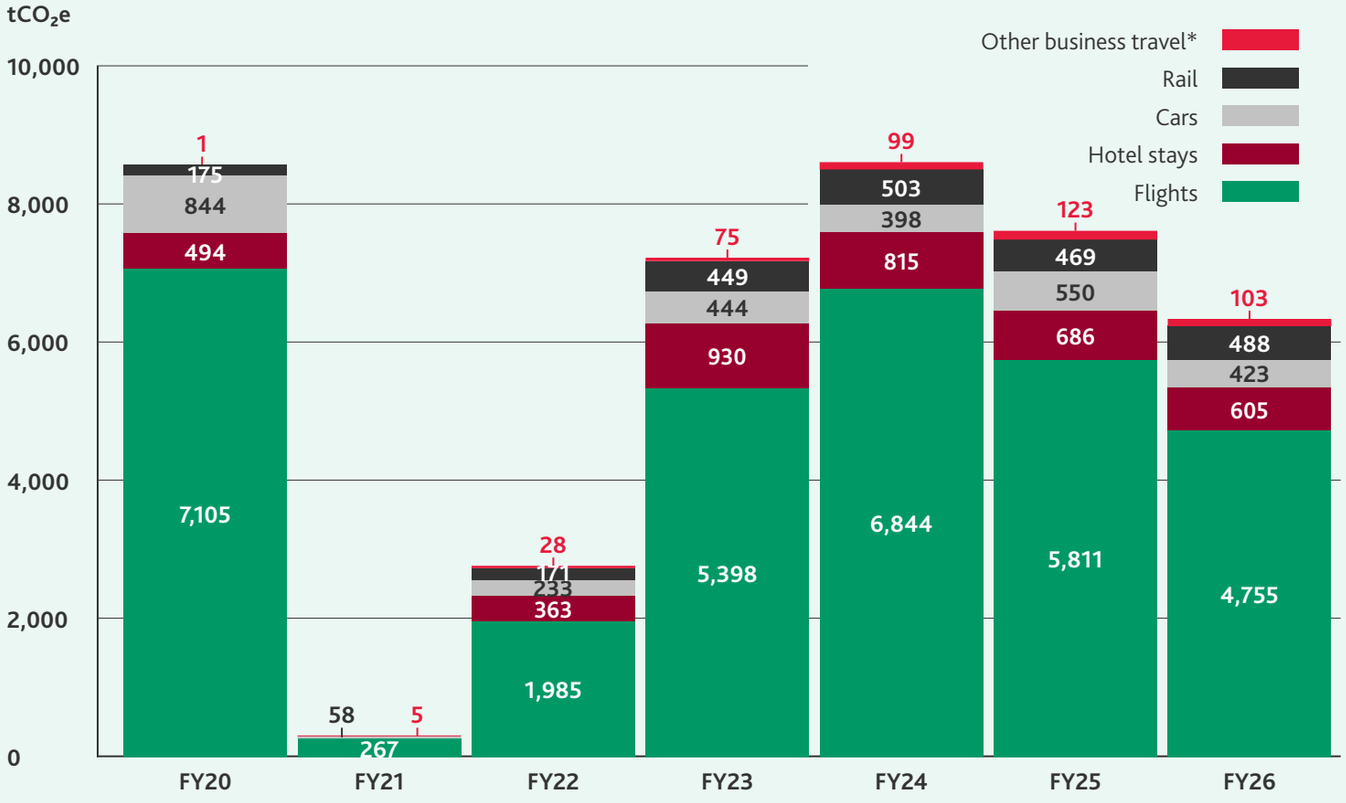




Planet

Climate and decarbonisation

Business travel emissions by year



NB. Historic years have been restated

We continue to influence employee behaviour by encouraging the use of lower carbon travel options. This happens during an approval process within our travel management company, Egencia, and reviews of travel expenses.

We actively monitor our travel data to identify trends and areas where employee travel choices can be better aligned with our travel policy and decarbonisation targets.

In November 2025, we were honoured with the prestigious Global Business Travel Association ('GBTA') Sustainability Acceleration Award. We received this in Hamburg, celebrating our leadership in sustainable business travel practices.

This award recognised our commitment to implementing best-in-class practices such as our Carbon Smart Travel Policy, travel emissions dashboards, conference attendance and electric vehicle partnership. It highlights our efforts to reduce emissions and promote sustainable travel solutions across the firm.



Verity-Phillips-Davies, Travel Manager, receiving the GBTA Sustainability Acceleration Award.

* Refers to taxis and other unspecified spend on travel

Planet

Climate and decarbonisation

How we buy

We recognise that a large part of our ability to achieve net zero by 2050 relies on wider value chain decarbonisation. Our Scope 3 purchased goods and services emissions remain the single largest source of emissions, making up 68% of our total market-based footprint. Because of this, our suppliers are critical to reducing our emissions and meeting our targets.

We have two Scope 3 SBTs: The first requires us to engage with our supply chain to ensure that 80% of our supplier emissions[17] are covered by SBTs by FY27. The second requires us to reduce our overall Scope 3 intensity (per FTE) by 97% by 2050.

We also have a supplier engagement KPI as part of our sustainability-linked loan that is specifically for supplier emissions from non-BDO member firms. We have achieved our target for FY26, and more on this KPI can be found in our Data Supplement.

We aim to continually improve our data in this area, and this year we updated our spend-based methodology. As a result, we saw a reduction in absolute emissions across all years, but our emissions in this area continue to follow the same trend from our previous methodology. We did this work to ensure our calculations were using an emissions dataset with a transparent methodology and to apply more relevant emissions factors.



In FY26, we made good progress against our engagement target, with **60% of our supplier emissions now covered by SBTs**, up from **31%** in FY25[18]

Engaging with suppliers on decarbonisation

In FY26, 92% of new suppliers signed our Supplier Code of Conduct, which sets out BDO's expectations on sustainability as well as the requirement to set SBTs.

To remain on target and engage with our supply chain, we:

- Evaluate our most material suppliers by emissions each quarter, review how these could change in the coming months and how our engagement is progressing and report this to our Decarbonisation Subgroup each quarter
- Request all new and strategic suppliers sign our Supplier Code of Conduct, which commits them to setting SBTs
- Continue to engage with our suppliers to ensure they have completed United Nations Global Compact supplier training
- Roll out our SBTi Equivalence Pathway across our supply chain and track this within our supplier engagement target
- Use EcoVadis to track the SBTi status of our suppliers more efficiently.



We recognise that formal SBTi validation is not feasible for all suppliers. In some cases, there is no suitable validation pathway available, while smaller businesses and sole traders may not have the resources to complete the validation process.

To ensure these suppliers can still take meaningful climate action, we have introduced an SBTi Equivalence Pathway. This allows suppliers to set and implement science-based emissions reduction targets aligned with SBTi principles and criteria, without the need for formal validation. The approach ensures suppliers are taking credible and measurable steps to reduce emissions, while supporting our wider net-zero ambitions.

Where suppliers are eligible to obtain SBTi validation, we continue to expect them to do so. The Equivalence Pathway is intended as an alternative only where formal validation is not currently feasible.

While we are still using a spend-based methodology for our Scope 3 Category 1 and 2 emissions, we are using EcoVadis as a tool to introduce more supplier-specific emissions data. We anticipate that this should provide more accurate emissions calculations and support our engagement strategy.

For more information on our responsible procurement practices, see page 43.

17. This target covers emissions within our Scope 3 Categories 1, 2 and 6
18. Due to a methodology change, our FY25 figure has been restated

Planet

Climate and decarbonisation



looking ahead
acting now

— PROJECT —
MARYLEHOME



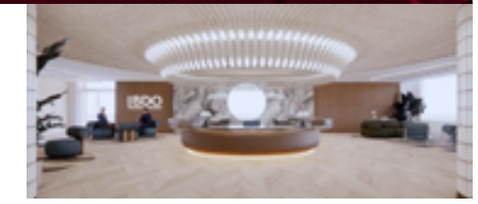


In June 2026, we picked up the keys to our new London HQ at 6 Marylebone Lane. The fit-out process has started and our designs are coming to life, putting sustainability, inclusivity and experience at its core.

A reimagined version of the historic Debenhams building on Oxford Street, the building has been thoughtfully retained and retrofitted, preserving embodied carbon while creating a space designed for the future.

Over the next 12 months, ahead of moving in to our new home in Autumn 2027, we will work closely with the landlord and other tenants to embed our shared Building Charter.

We continue to challenge each other during this project, and are on track to meet our environmental and social objectives, including exploring an innovative product passporting approach.











We will also continue to deepen engagement with suppliers and support select suppliers to follow our newly developed SBTi Equivalence Pathway, recognising that meaningful emissions reduction depends on collaboration across our value chain.

Beyond this, our focus turns to improving the quality and completeness of our emissions data, rebaselining where needed to reflect changes in our business, and developing our transition planning approach so that our near-term activity is clearly connected to our longer-term climate goals.

And, because BDO Ireland joined our UK firm in July 2026, we are reviewing how this changes our reporting boundary, data requirements and decarbonisation priorities, ensuring our approach remains fit for the future.

Planet

Climate and decarbonisation

How we advise

Our transition does not stop at our own operations.

As advisers to thousands of mid-market and entrepreneurial businesses across the UK and now Ireland, we have a role to play in accelerating change well beyond our own walls – through the work we do with clients, the standards we set across our supply chain, and the role we play in industry and policy conversations that will shape the conditions for a successful transition.



Climate is becoming more embedded in our clients' strategy, risk management and reporting. We are seeing businesses engage more deeply with the subject, driven by heightened awareness, evolving disclosure requirements – not least preparation for UK SRS – and the growing expectations of their stakeholders.

Many face significant climate-related risks, but they can be made manageable through effective planning, mitigation action and partnership. There are also significant opportunities for businesses that can serve the needs of society by aiding the transition to net zero and adapting to the impacts of climate change.

We see every client interaction as an opportunity to learn, to help find solutions together and to help our clients develop resilience and communicate responsibly.



Howard Lungley
Director, Carbon & Climate Advisory

Planet

Climate and decarbonisation

Case study

Supporting Babcock International Group to navigate climate risks and opportunities through scenario analysis

As climate-related reporting requirements continue to evolve, organisations are increasingly expected to understand not only their carbon emissions, but also how climate change could affect their operations, financial performance and long-term strategy.

We were engaged by Babcock to conduct a quantitative climate scenario analysis and risk assessment. The project was designed to strengthen Babcock's climate-related disclosures and provide decision-useful insights to support business planning and risk management.

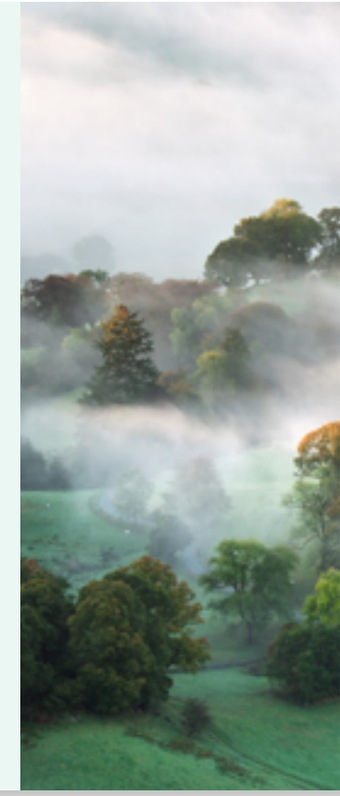
We assessed physical and transition risks and opportunities at both Group-level, encompassing the company's global operations, and for Australia specifically, using a consistent methodology.

The work enabled Babcock Australia to produce its first mandatory Australian Accounting Standards Board ('AASB') S2 disclosure as a Group 1 reporter under the Corporations Act, and Babcock International Group to prepare for similar mandatory requirements affecting UK-incorporated businesses under UK SRS S2.

The approach

We used a data-driven approach, calibrated by stakeholder judgement, and our in-house tool, the Climate Risk ESTimator ('CREST'), to assess the distribution of financial impacts. We worked in close collaboration with our client to:

- Identify and refine definitions of climate-related risks
- Select scenarios aligned to Taskforce for Financial-related Disclosures ('TCFD') and AASB S2 requirements, and designed to explore credible futures with differing risk profiles
- Identify the types of financial impact associated with each risk
- Collate and present third-party data relating to the impact of each risk in each scenario
- Develop stakeholder consensus on the financial impacts, using expected, upper and lower estimates
- Identify and evaluate control measures to reduce the negative impacts (risks) and enhance the positives (opportunities)
- Calculate and sense-check aggregate impact distributions, pre- and post-control, in two scenarios and three time horizons.



The outcome

Stronger climate disclosures: preparing high quality climate related disclosures that signal robust risk management to the market.

Improved stakeholder engagement: targeted engagement with key stakeholders, awareness raising and discussion of controls in an area of significant climate-related risk and opportunity to the business.

Better-informed decision-making: identifying opportunities to enhance existing controls, strengthening resilience and capturing emerging opportunities associated with the transition to a low-carbon economy..

Future readiness: positioning Babcock to meet evolving reporting requirements while building the insights needed to support long-term strategic decision-making.

BDO supported our FY26 quantitative climate scenario analysis. We were impressed by their professional approach, capability to meaningfully engage internal stakeholders, and technical ability to address the financial uncertainty inherent within climate-risk quantification.

This reinforced the internal business case for climate action and helped to build senior executive confidence in the control strategy and resulting business resilience. It was a pleasure working with the team, who were able to draw on complex technical information to support wide-ranging discussion of practical strategies to respond and manage the risks/ opportunities.

Luke Tattersall
Group Environment Director,
Babcock International Group

Planet

Nature and biodiversity

Healthy and thriving ecosystems support economic activity and climate resilience and provide the natural resources on which people, societies and businesses depend. As expectations continue to evolve, organisations like ours have an important role to play in understanding and managing their impacts and dependencies on nature.

While our most direct environmental impacts come through our energy use, business travel, procurement, waste and the offices we occupy, we recognise that climate, nature and biodiversity are interconnected. Our approach is grounded in reducing the impact of our own operations and value chain first, while continuing to improve how we understand nature-related dependencies, risks and opportunities across our business.

Our priority remains decarbonisation – reducing emissions through changes to how we work, how we travel, how we buy and how we advise – rather than relying on offsets as a substitute for action. However, since 2021 we have also voluntarily purchased Gold Standard nature-based carbon removal credits to recognise our operational emissions.

These credits have supported afforestation projects in Costa Rica, Colombia and Mexico, helping to remove carbon while also contributing to wider nature and community benefits. We see this as a complementary part of our environmental approach: supporting verified nature-based solutions while continuing to focus our efforts on absolute emissions reduction.



In FY26, we retired 7,075 tCO_2e of carbon credits (2021 vintage) to recognise our Scope 1, 2 and operational Scope 3 emissions.



Vichada Reforestation, Colombia

Expanding across 76,356 hectares, the project combines reforestation activity for timber production with biodiversity protection and ecosystem restoration.

It provides a natural habitat for native animals and plants, protects and enriches the soil, saves and filters water, and helps mitigate the greenhouse effect.



Chihuahua Improved Forest Management programme, Mexico

Across around 100,000 hectares, the local communities, known as Ejidos, lead and develop forest conservation projects.

Activities are implemented on communal lands with the aim of improving carbon stocks and restoring degraded lands.







While we do not have a standalone nature strategy, we will use the next 12 months to continue to explore our Taskforce for Nature-related Financial Disclosures ('TNFD') readiness insights, develop leadership and operational capability, and build nature considerations into our wider climate transition plan.

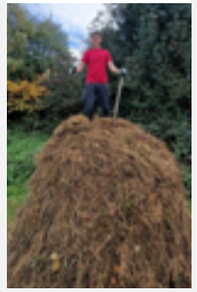
This will include exploring alignment with emerging frameworks and best practice, strengthening nature-related considerations within our responsible procurement approach, and assessing how biodiversity and ecosystem considerations can be embedded into future sustainability decision-making.

Planet

Nature and biodiversity

Restoring nature with 5+5

Our Southeast and Central Finance teams spent the day at Hatchlands Park in Surrey helping to create hay bales from the recently mown grass, as well as creating 'dead hedges' to provide hiding places and nesting habitats.





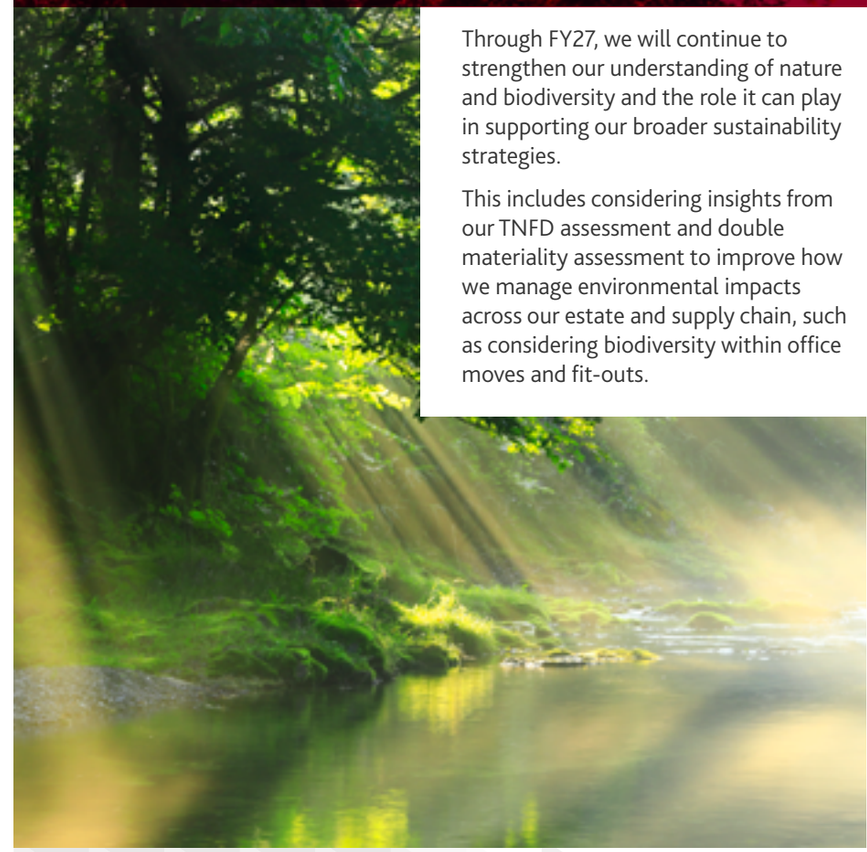
5+5

Some 22 members of our Audit Stream Learning and Development team spent a day at the Penfold Age Well Centre in Marylebone. They spent the morning gardening (including in rain and hail), where they cleared various plots, planted vegetables and herbs, and created a bee-friendly garden for the residents and visitors to the centre.





looking ahead
acting now



Through FY27, we will continue to strengthen our understanding of nature and biodiversity and the role it can play in supporting our broader sustainability strategies.

This includes considering insights from our TNFD assessment and double materiality assessment to improve how we manage environmental impacts across our estate and supply chain, such as considering biodiversity within office moves and fit-outs.



We recognise the increasing integration of nature, biodiversity and water in disclosures and third-party assessments. As standards and stakeholder expectations develop, we will continue to take a proportionate, evidence-led approach that reflects where we can have the greatest impact as a professional services firm.

Over the next 12 months, we aim to assess what other initiatives, closer to home, would complement our current high-integrity nature restoration initiatives and decarbonisation strategy.

Planet

Waste and circularity

Waste and circularity is often one of the most tangible topics for our colleagues to engage with when it comes to sustainability and environmental action – whether at home or in the office.

From how we manage waste streams and tackle recycling challenges, to how we maintain our office equipment and choose suppliers who are offering sustainable products and services, waste and circularity touches many different business functions.

Improving our performance requires the concerted efforts of us all and we feel we have made great strides this year.

Listening Surveys and other feedback forums tell us that this is a topic our people care about – it is a practical demonstration of our sustainability efforts and what we do, or do not do, gets noticed by colleagues.

Their feedback on waste practices, policies and initiatives means we are held to high expectations and continually improve how we work.

highlights from FY26



- **One year** since the launch of our **Waste and Circularity Policy**
- **95% diverted from landfill**, up from 92% in FY25
- **65% reduction in total waste** (tonnes) since our FY20 baseline.
- Our **Choose Reuse campaign** helps us to avoid more than **230,000 disposable coffee cups** going to waste every year.

In 2025, we launched our Waste and Circularity Policy, setting out our ambition to divert 100% of waste from landfill by 2030. To support this, we established a cross-functional Waste and Circularity Working Group in 2025, bringing together colleagues from IT, Procurement, Property Management and our ESG and Sustainability team. Meeting bimonthly, the group has focused on driving collaboration, sharing insights and progressing key initiatives across the business.

The policy aims to reduce waste and improve circularity across our operations by:

- Achieving zero waste to landfill by 2030
- Increasing recycling across all offices through better infrastructure and reporting
- Reducing waste by removing single-use plastics and improving recycling practices
- Promoting circularity by extending the life of IT assets through refurbishment and recycling
- Embedding circular economy principles into procurement and supplier decisions
- Raising employee awareness of waste reduction and circularity best practices.

One year on, we are proud of the progress made, with several initiatives delivered across our operations:

Introducing reusable alternatives

Our Baker Street café has transitioned from disposable to reusable solutions through the roll out of the Choose Reuse campaign, aimed at eliminating single-use coffee cups. Led by our Property Management team and catering supplier, the campaign aimed to eliminate single-use coffee cups and encourage colleagues to bring in their own cups or borrow one provided.

We have found that solving a problem requires more than one solution, phased in over time. We started by installing Instarinse cup-wash machines in our coffee shop area in December 2025 so people can reuse their cup throughout the day. We also trialled a skip-the-queue incentive for people who bring in their own reusable cup. Together, these initiatives have led to an increase in employees bringing their own cups- demonstrating how small behaviour changes can have a meaningful impact.

In July 2026, we launched phase two of our campaign, which removed single-use coffee cups completely. Employees now have the option to bring their own cup or borrow one. So far, the Choose Reuse campaign has delivered measurable results – avoiding more than 230,000 disposable coffee cups going to waste every year.

We also identified the opportunity to remove single-use cutlery from our café and switched to reusable metal cutlery in February 2026. By making this switch, we will have saved more than 20,000 pieces of disposable cutlery in the year.



Planet

Waste and circularity

Reducing food waste through redistribution

Our partnership with Olio has enabled us to redistribute surplus catering, ensuring that products and fresh produce are donated to local families and communities rather than being disposed.

In FY26, we donated an estimated 2,200kg of surplus food across 791 families, supporting both waste reduction and community impact.





Catering chefs at Fibonacci's - our Baker Street café

Bringing sustainability to the kitchen

Our Catering team has developed a Waste Knot menu, an initiative focused on maximising ingredients to create fresh dishes while ensuring zero waste. By optimising leftovers and rethinking their menu daily, they are leading the charge in workplace sustainability.

They are already planning more initiatives to reduce waste, such as Veggie Wednesdays and Bring Your Own Container programmes.

As of April 2026, we had saved around 43 tonnes of 'wonky' fruit and vegetables through our Waste Knot initiative.

Embedding better practices across the business

We have continued to build awareness and engagement through improved waste segregation, clearer signage and ongoing collaboration with catering and workplace partners. These efforts help embed more sustainable day-to-day behaviours across our offices. To tackle paper waste, we are collaborating with the IT team to explore printing prompts, rules and default settings.

We are working towards meeting our zero-waste-to-landfill target and will continue to work closely with landlords and building management to support this ambition.





I'm proud of how far we have come in our waste and circularity journey, from developing our policy to the support and enthusiastic engagement from our working group.

Waste is one of the ways everyone can get involved, by being an advocate for best practice or a champion in their team.

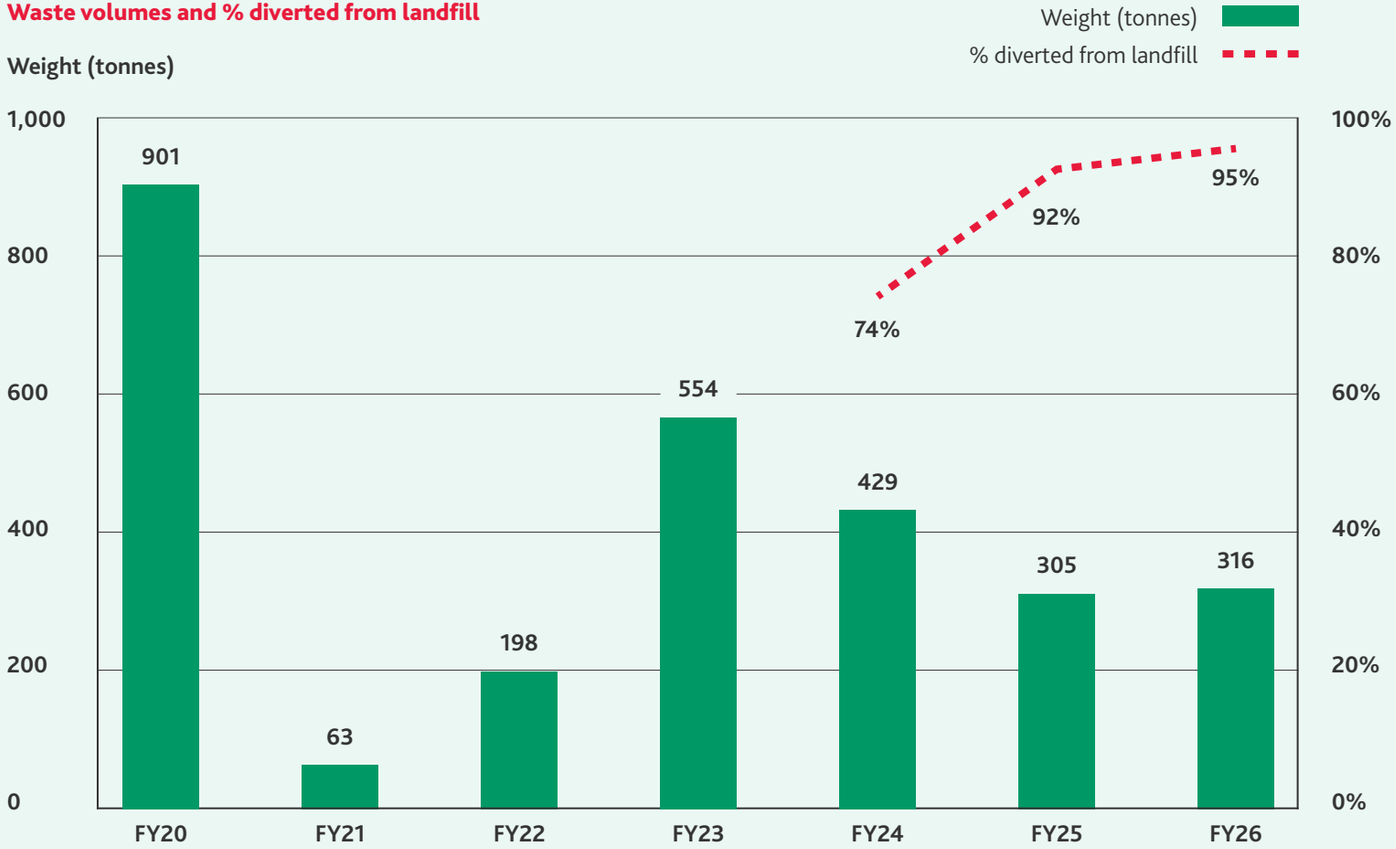


Hegeshni Govender
Assistant Manager, ESG and Sustainability

Planet

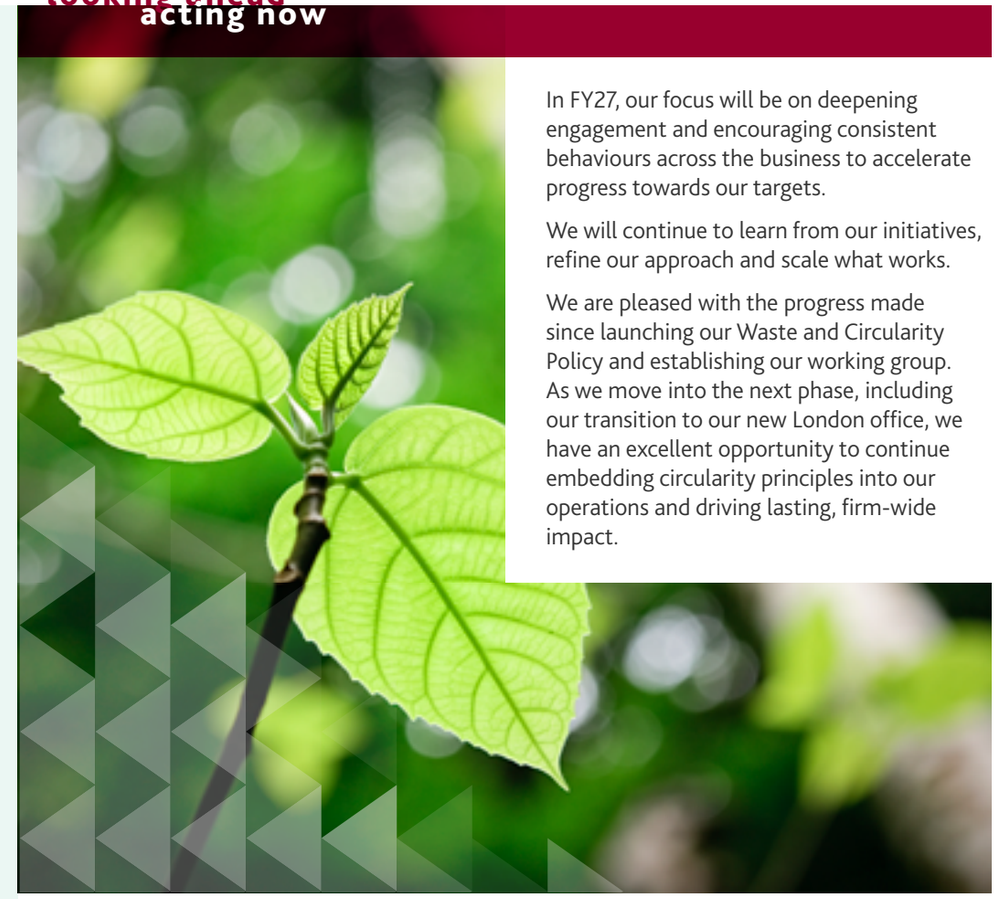
Waste and circularity

Waste volumes and % diverted from landfill



NB. Historic years have been restated

looking ahead
acting now



In FY27, our focus will be on deepening engagement and encouraging consistent behaviours across the business to accelerate progress towards our targets.

We will continue to learn from our initiatives, refine our approach and scale what works.

We are pleased with the progress made since launching our Waste and Circularity Policy and establishing our working group. As we move into the next phase, including our transition to our new London office, we have an excellent opportunity to continue embedding circularity principles into our operations and driving lasting, firm-wide impact.

External limited assurance

We have obtained limited assurance from Forvis Mazars on our Scope 3 GHG emissions and our sustainability-linked loan KPIs, labelled with †.

The following Scope 3 categories were assured: Category 1: Purchased Goods & Services, Category 2: Capital Goods, Category 3: Fuel and Energy-Related Activities, Category 5: Waste Generated in Operations, Category 6: Business Travel, Category 7: Employee Commuting and Category 15: Investments.

Our full GHG inventory is located in our Data Supplement and Forvis Mazars' external limited assurance report can be read here. For any questions regarding sustainability reporting, contact sustainability@bdo.co.uk.



Members' Statement on BDO LLP's Scope 1, 2, and 3 greenhouse gas (GHG) emissions within the Impact Report

As the Members of BDO LLP, we confirm that we are solely responsible for the preparation of the Impact Report including this Members' Statement and for reporting Scope 1, 2, and 3 GHG emissions in accordance with the methodology and ensuring that the reported information is supported by appropriate books and records.

We confirm, to the best of our knowledge and belief, that we have:

- Designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the Scope 1, 2, and 3 GHG emissions that is free from material misstatement, whether due to fraud or error
- Established an objective methodology that is appropriate for preparing and presenting the Scope 1, 2, and 3 GHG emissions in accordance with the World Resources Institute's reporting standard, the Greenhouse Gas Protocol, including clear definition of the entity's organisational boundaries, and applied them consistently
- Presented information, including the methodology, in a manner that provides relevant, complete, reliable, unbiased/ neutral, comparable and understandable information
- Reported the Scope 1, 2, and 3 GHG emissions in accordance with the methodology.



Stuart Collins

Finance Partner
For and on behalf of BDO UK LLP

October 2026

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