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# Using insight today for growth tomorrow

Lijndiagram

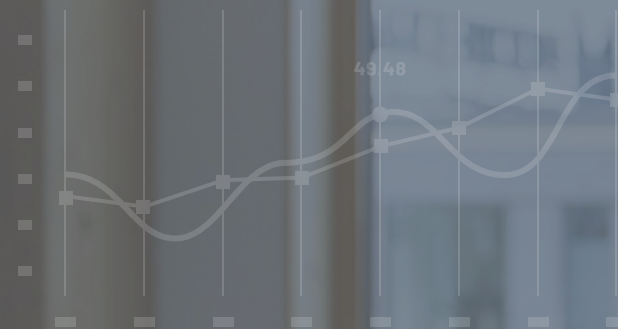


## Annual Accounts 2024

BDO HOLDING B.V.

EINDHOVEN, MAY 15th, 2025

Lijndiagram



Beelddiagram

Spindiagram



## A few words about the design of these annual accounts

The theme of our 2024 annual accounts is *'Using insight today for growth tomorrow'*. This theme is reflected in multiple aspects of the graphic design of these annual accounts.

In the preface, the theme is described, among other things, as follows: At BDO, we believe that insight is key to sustainable growth. By thoroughly analysing and understanding what is going on today, we can make sound, well-considered decisions that lay the foundation for future success. This is a very apt description and the starting point for the design of these annual accounts.



The images used are based on photographs of colleagues in a working environment, which reflect the professional side of our employees. Colleagues are shown consulting systems and analysing data to obtain insight. This is illustrated and reinforced by incorporating the data in the image in a visual way using artificial intelligence (AI). The use of colour, sharpness/depth and layering also make the theme immediately clear and identifiable. The use of full-page images enhances the viewer's experience and reinforces the image.


The visual interpretation of data as shown in the images is also used as a separate element at various points in these annual accounts to reinforce the concept further. In addition, a subtle diamond-shaped background is used on several pages. This background refers to our core values that communicate the responsibilities of our professionals and the entire organisation to relevant stakeholders.


Finally, the use of robust, sans-serif house-style font in combination with our BDO house-style colours and design elements ensures the document is easy and pleasant to read and complies with all house-style guidelines.

### **This is an interactive PDF**

*You can click on the table of contents and various items in this document.*

*Use the  and  buttons to move backwards and forwards one page.*

*The  button will take you to the interactive table of contents.*

*Use the  button to go to the contact information.*

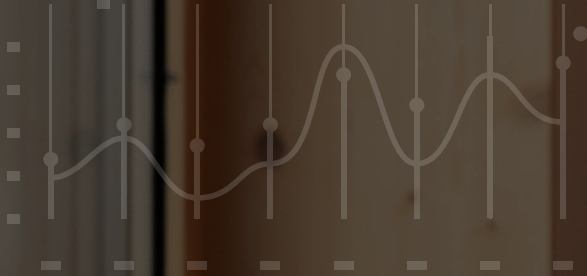
The original financial statements were drafted in Dutch. This document is an English translation of the original. In the case of any discrepancies between the English and Dutch text, the latter will prevail.

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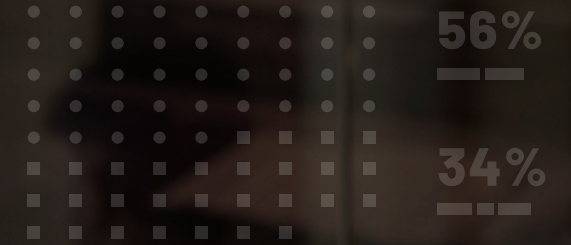
# INTRODUCTION



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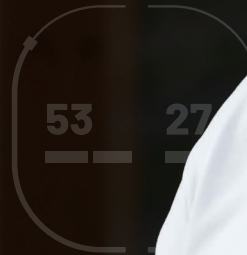


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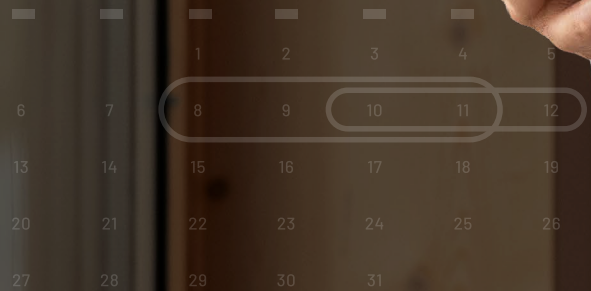
Dashboard



Lijndiagram



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## Preface 'Using insight today for growth tomorrow'

In a world of constant change, our organisation has a responsibility to ensure financial transparency and reliability, and also to make a broader social impact. As accountants and advisers, we are active at the centre of society and help organisations operate in a responsible and sustainable manner. These annual accounts show how we draw on our expertise to help build confidence in the economy and make businesses and institutions more resilient. In addition to our audit and compliance-oriented role, we have a growing advisory role, in which we provide organisations with support on complex issues and help them become future-proof. It is therefore crucial that, in addition to responding to the challenges of today, we also think strategically about the opportunities tomorrow may bring. We took this as our starting point for refining our strategy in 2024.

At BDO, we believe that insight is key to sustainable growth. By thoroughly analysing and understanding what is going on today, we can make sound, well-considered decisions that lay the foundation for future success. Change and transition are part of our society. No matter how much uncertainty change causes and how difficult some changes are, standing still is not an option. That is why it is important to embrace the power of change, make swift decisions where necessary, choose to accept change, and adapt or keep going in the best possible shape. I am convinced that the ability of people

and organisations to respond to change will be key to success when it comes to further development and growth. This report provides an insight into how we translated our insights into specific actions and results during the reporting period.

Our drive to create value for our clients and stakeholders has been translated into our new brand strategy. We are proud to present the results we achieved and the development we have undergone to ensure a sustainable and profitable future. We are determined to further enhance our role as auditors, trusted advisers and partners, and we remain firmly committed to our goal of boosting growth through insight and innovation. Adding true value to our services and strengthening relationships with our clients remains one of our main motivating forces. At BDO, we achieve this in a way that reflects what we are: professional, practical and personal.

The steps we are taking with our clients in the area of sustainability are aligned with those motivating forces. Society and stakeholders are demanding accountability and transparency in the broad area covered by our impact on the world around us. We support companies and organisations in their transformation to a more sustainable business model and ensure there is still enough space for doing business. The areas in which we provide support range

from strategy and reporting structure to specialist advice on sub-topics, which contributes to a resilient, profitable business. We help to make organisations more future-proof. Insight today means growth tomorrow. Sustainability is energising and ensures an organisation stays in touch with developments within society.

The greater focus on sustainable growth gives us grounds to look to the future with confidence. We have made significant investments in technology and talent, enabling us to respond to current market needs while also remaining at the forefront of a constantly changing, competitive environment.

I would like to express my gratitude to our clients, our dedicated employees and our partners for their continued trust and cooperation. Together, we are building a future in which we respond to change and make a difference by taking action and providing inspiration for the future.

*Eindhoven, May 15th, 2025*

For the Governing Board of BDO  
**R.C.M. (René) Nelis**  
chair

## About BDO

We have four lines of service (LoSs): Audit & Assurance, Accountancy & Business Advisory, Tax & Legal, and Advisory. Our services are aimed at providing added value for clients and making their organisations future-proof. True value goes beyond financial capital and encompasses the impact on people, the environment and society.

We are a self-assured organisation that wants everyone to feel free, safe and welcome, regardless of any visible or invisible differences. We aspire to have a culture in which everyone feels they are seen and valued. This is how we make a difference for clients, for society as a whole, and for the people around you. Our accountants and advisers understand that value goes beyond money. They take the benefit to society into consideration and believe work-life balance should be reported on alongside the annual balance sheet. This is because every factor needs to be taken into account when determining true value. True value adds something to your business, your people and the planet. We give people and organisations insight into, and confidence in, their true value. Our clients operate in a wide range of market segments, but they all have needs when it comes to advisory services. The advice we provide

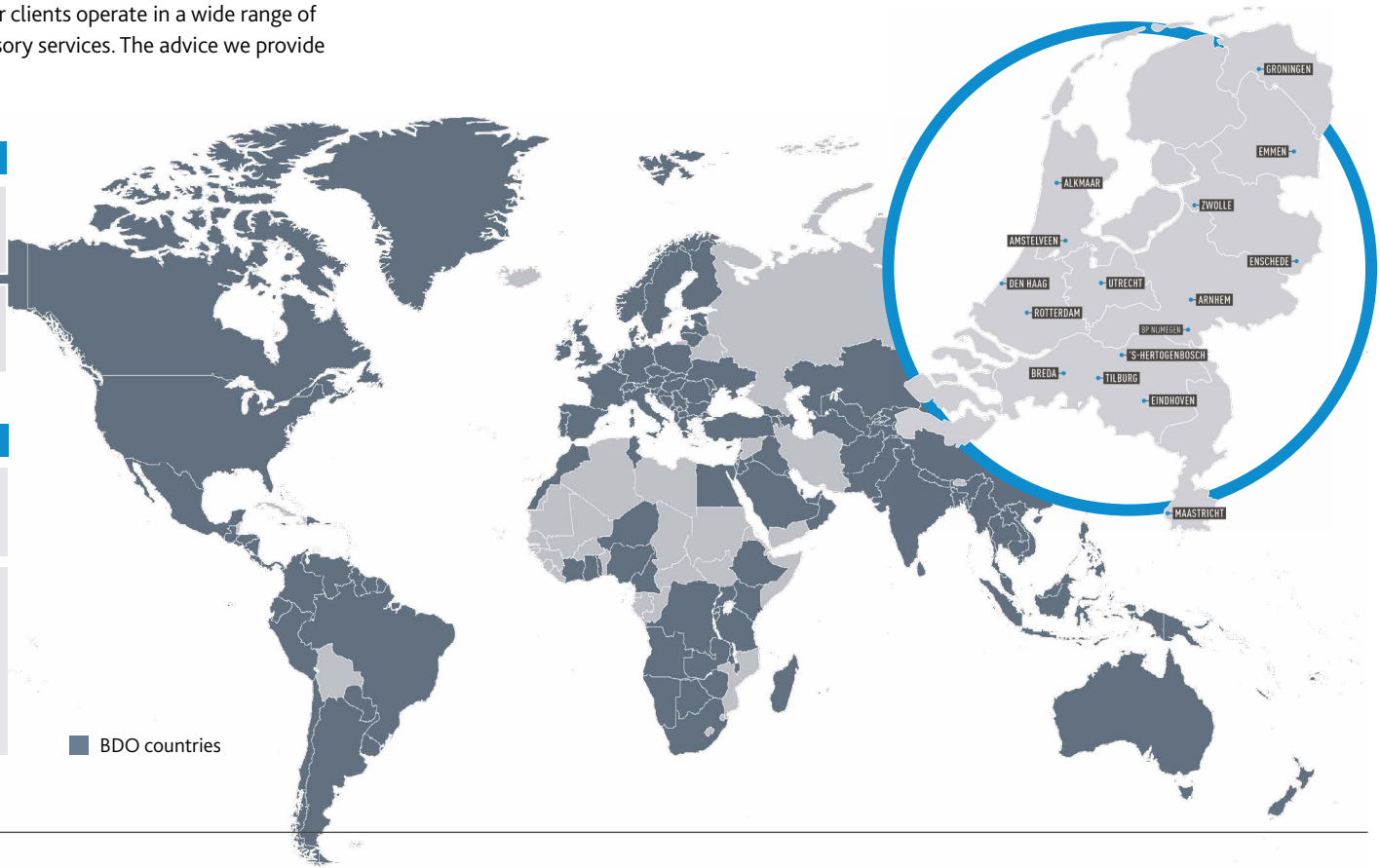
is data-driven, clear and usable. Every client is assigned a single point of contact from the start. Irrespective of the nature of the client's questions, the client's personal liaison at BDO handles every question with a team of specialist professionals drawn from our organisation. Our services are characterised by our no-nonsense mentality. We get straight to the heart of the issue, and are clear and frank in our approach to matters. We know our clients, the ins and outs of their business, and the personal considerations that come into play. In this way, we help people and organisations create their sustainable future.

We believe that our people are our greatest asset, and as such the quality of our people determines the standard of our services, our development and our growth. Our motto is 'do what you do best'. All of our people are unique, as are our clients. Our professionals focus heavily on aspects relating to culture, attitudes and conduct. The human dimension is inherent in all that we do for our clients.

BDO IN THE NETHERLANDS	
16 OFFICES	380 m REVENUE 2024
3.000+ PROFESSIONALS	1:13 PARTNER : STAFF

BDO GLOBAL	
166 COUNTRIES	14 bln REVENUE 2023-2024
1.800 OFFICES	TOP 5 ACCOUNTING & CONSULTANCY FIRM WORLDWIDE
119.600+ PROFESSIONALS	



■ BDO countries

Staafdiagram

## 2024 highlights

### Studies

#### Municipalities Benchmark

Every year, BDO publishes the Dutch Municipalities Benchmark. In this publication, BDO assessed the financial health of all Dutch municipalities on the basis of their financial statements for 2022 and their long-term budgets for the period up to and including 2027. The Dutch municipalities expect to have a combined deficit of € 1.1 billion in 2026. Most of their budgets up to and including 2027 have shortfalls. The question that arises is whether municipalities will continue to be able to address major social challenges, such as the energy transition and the construction of housing, within the public sector.

#### Older Adult Care Benchmark

The sustainability of care for older adults is under pressure. Sorely-needed investments in real estate, IT and sustainability are lagging, despite good financial results for 2023. The longer investments are delayed, the more pressing the situation becomes. There is a risk that older adults will suffer, according to the annual BDO Older Adult Care Benchmark, which included an analysis of the financial performance of 304 institutions providing older adult care in the Netherlands.

#### Hospital and Medical Faculty Benchmark

In this annual publication, BDO examines the financial health of hospitals and university medical faculties. In 2023, the financial performance of general hospitals reached a low point due to structural problems such as falling yields, investment backlogs and staff shortages. A sustainable financial perspective is required for the transformation to appropriate care. This is the first time we combined the analysis of general hospitals and UMCs in one report as part of this study, to give a better picture of their financial performance and challenges and clearly identify differences and similarities.

Infographic



#### Pension fund study

For the third year in a row we published a Pension Fund Readiness Study report. The title of this year's report was 'Invaren!' ('Conversion!'). The transition to the new pension system is well underway, but there are major challenges. We asked pension funds and a pension administrator about the progress they had made and any urgent issues. We also carried out a sector-wide study of plans for converting pension schemes.

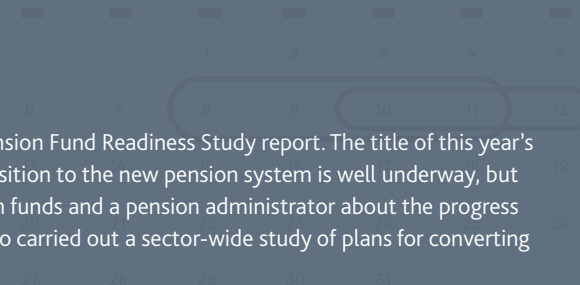
#### Market research

Our ambition for growth is backed by a strong brand. In 2024, we launched external brand campaigns under our new pay-off 'A different view of value', which clearly states what BDO stands for and how we deliver value for our clients, society and our employees. To analyse the initial effects of the campaigns, we conducted market research through an independent market research agency that looked at the extent to which people are aware of our organisation and would consider choosing and prefer BDO. The research revealed that spontaneous brand awareness of BDO increased significantly (by 4%) and that people are also more likely to consider choosing BDO. The percentage of people who prefer us also rose, from 5% to 7%. In 2025 we will continue to build on our brand story by communicating more about how we help people and organisations create their sustainable future.

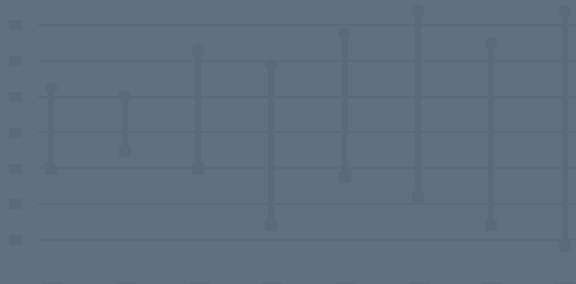
#### Research into family businesses

BDO carries out research, with Maastricht University Centre for Entrepreneurship and Innovation and AFAS Software, into challenges and opportunities for Dutch family businesses. This research forms part of a three-year partnership aimed at improving the business climate for family businesses. The research has given us an even better understanding of how family businesses can innovate and grow together. A research report on this partnership is published once a year.

Kalender



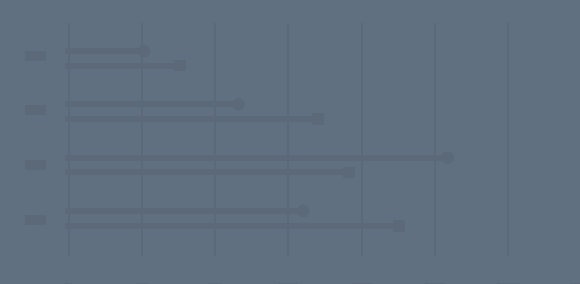
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### Knowledge sessions

#### Global Tech Conference

Working internationally with BDO members firms enables us to share knowledge and offer innovative solutions to our clients around the world. In September, BDO Netherlands hosted the Global Tech Conference 2024, which was attended by about 40 colleagues active in the tech community from 16 countries. They came together to share valuable insights and provide each other with inspiration in the area of innovation.

#### End-of-year tax tips

The government presents its new plans for tax changes on Budget Day every year. We notify clients about those plans on Budget Day, but as the plans are not final at that time BDO combines them into a single digital annual overview, along with regional year-end events. At those events, our tax specialists share their end-of-year tips in detail with over 400 clients in total.

Dashboard

### Innovation

#### Copilot and ChatPro

We are constantly working on innovations and we use artificial intelligence, including Copilot for Microsoft 365, to simplify and automate the use of Microsoft applications and various repetitive and administrative tasks. We evaluate how the best use can be made of Copilot separately for each Line of Service, on the basis of specific use cases. We also work continuously on the further development of BDO ChatPro. Employees consult this internal chatbot about 4,000 times a day to find answers to their questions quickly. Finally, we have built our own AI platform so that we can develop new AI solutions more quickly and optimise the AI landscape within BDO.

#### Global Portal

We also use innovation to enhance our services to clients and work together in the most effective way possible. Since September, all of our Audit & Assurance clients have used our Global Portal: a new client portal that allows us to work on a single client from anywhere in the world and request progress updates and data in an efficient and secure manner. It also makes it easier for our clients to supply documentation and gain a full picture of the status of a project at a glance. We also made use of the Robotic Audit Automation application from RobotX B.V. This application is used for the fully automated retrieval, processing, recognition, analysis, linking and consolidation of documents, and for the generation of completed work programmes. It therefore contributes significantly to the efficiency and quality of our audits.

Infographic

### International

#### New services

People Solutions is a new, close-knit national and international team of payroll professionals, HR consultants, employment lawyers, tax specialists and strategic HR experts. Our clients are therefore able to make use of a full-service concept in this area: ensuring correct payroll and HR records also means obtaining answers to questions relating labour law, tax and strategic HR issues.

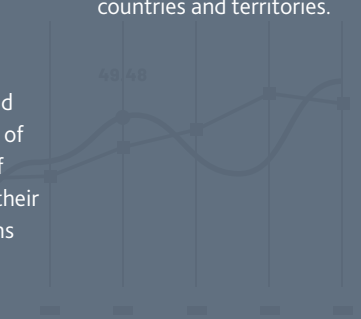
#### Results of international network

The results of the global BDO network have been published. BDO generated worldwide revenues of more than \$15 billion (€13.9 billion) in the financial year ended September 30, 2024. This represents an increase of 7% in US dollars (5% in euros) compared to the previous year. Although all regions (EMEA, US and Asia Pacific) saw revenues grow, the strongest performance was achieved in established markets (including France, growth of 22%) and developing markets such as India (growth of 26%) and the entire Middle East. BDO's global workforce also grew, and comprised 119,600 employees in 166 countries and territories.

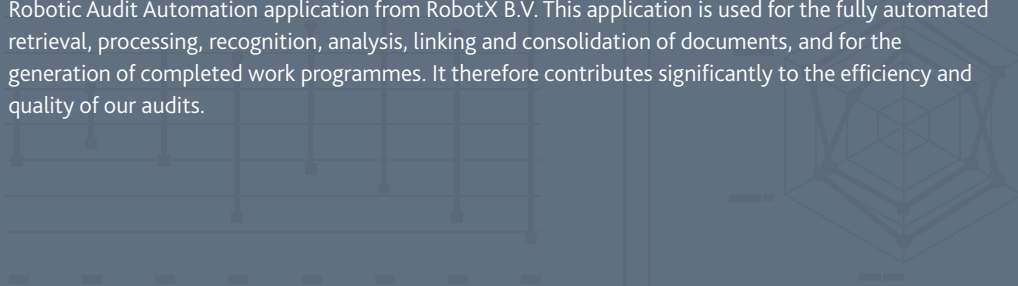
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Site



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Lijndiagram



## Collage page

### Improved connections and fitness from playing sports together

Playing sports with colleagues helps us to stay fit, connect with each other, and enhances job satisfaction. We therefore organise an annual football and padel tennis tournament so that BDO employees from all over the country can gather together for a day full of fun and sports.

### Young BDO celebrates ten years

Young BDO has been organising instructive, fun and connecting events for BDO's Young Professionals for over ten years. It celebrated its tenth anniversary with a party - BD-Open Air - attended by nearly 500 young BDO employees from all over the country.

### BDO Opkikker Day

On Saturday, September 21st, BDO organised its Opkikker Day at De Eemhof in Zeewolde. A total of 55 families with a child with a long-term illness enjoyed a special day provided by BDO employees and Stichting Opkikker. They were able to take part in various activities, which included a helicopter flight, a circus and a beauty salon.

### Mental wellbeing

We support the health of our employees in various ways. Among

other things, BDO employees have access to the OpenUp wellbeing platform, where they can easily participate in various online activities, such as master classes, group sessions, mindfulness training and 1-to-1 consultations with a psychologist.

### Cultural diversity

Various BDO locations organise an Iftar every year, where colleagues get together for a delicious meal after sunset during Ramadan. This is an excellent opportunity for BDO employees to get to know each other better and learn more about each other's cultures.

### Ladies Circle

Our diversity and inclusion policy aims to ensure BDO is an organisation where everyone feels free, welcome and safe, despite all our differences. We promote a culture in which everyone feels they are seen and valued. Among other things, we have our own women's network (BDO Ladies Circle), which organises internal events to raise awareness about related topics.

### Social engagement

The BDO Impact Centre facilitates projects that relate to the environment, society and governance (ESG). We give employees

space to use their knowledge and hours for the benefit of others so that they can do something positive for society.

### BDO Moves

We organise the annual BDO Moves sports event. During this weekend event, BDO employees and their friends and family are free to choose the form of exercise they take part in, the distance and the location. They are not the only ones to benefit, as BDO Moves also raises money for charity.

### Introduction days

In 2024 we welcomed our 3000th employee. All new colleagues are given a warm welcome during our introduction and training days.

### SDG Challenge

BDO is taking part in the SDG Challenge, in which teams of students from universities (including university of applied sciences) work on business issues that are connected with the UN Sustainable Development Goals (SDGs). Working together, these students and BDO developed the "SamenZorgDelen" platform for circularity in the healthcare sector, with the aim of helping healthcare institutions become more sustainable.



Lijndiagram

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Infographic

# STRATEGY

56%

34%



ThinkVision

45%

## Strategy and control

True value goes beyond money and profit. It encompasses people, society at large, the planet and our impact. The world is demanding change, a broader perspective with a better balance between give and take, and a greater focus on the true costs and benefits. At BDO, we always look beyond the figures. We are aware of our role in society and put people first. We have a culture in which everyone is valued. We invest in talent and personal growth while offering room for personal initiatives and for the things people truly care about. We provide an environment in which we stand side-by-side with one another and help each other move forward.

Thanks to nearly 3,000 dedicated specialists and our global network, we are capable of having a real impact with our clients. This is where our strength lies, and what we are committed to. We help organisations realise their sustainable future, provide assurance and insight into true value, and in doing so play a part in facing up to the challenges of today and tomorrow. That is how we intend to add value.

### Our mission

In other words what we mean and intend to achieve, is: We give people and organisations insight into, and confidence in, their true value.

### Our purpose

The objective we help others achieve by putting our passion to use, is: We help people and organisations create their sustainable future.

### Our vision

How we look at the world, what we stand for and what we are working towards, is: True value goes beyond financial capital and encompasses the impact on people, the environment and society.

## Business model and activities | BDO value creation model



## Financial performance

### Most important results

	2024	2023
Net revenues from:		
▶ Audit & Assurance	154,588	141,573
▶ Accountancy & Business Advisory	84,876	83,645
▶ Tax & Legal	100,540	95,812
▶ Advisory	39,866	38,349
<b>Total net revenues</b>	<b>379,870</b>	<b>359,379</b>
Operating profit	43,673	40,865
Contractual obligations to partners and Stichting GESdE	(42,102)	(39,215)

In 2024 the Dutch economy experienced a modest growth, partly as a result of geopolitical uncertainties, such as tensions in the Middle East, Russia's war on Ukraine and inflation, which remained relatively high. Our sector still faces structural staff shortages, which means that using technological innovations to improve efficiency remains a major focus. As a result, 2024 offered challenges as well as opportunities, with BDO focusing on growth and innovation. A sound financial performance is essential for achieving our ambitions. It allows us to continue investing in quality, in recruiting the best employees, and in the latest technological developments.

From a financial perspective, 2024 was a good year. There was a further increase in profit, and BDO's revenues rose with 5.7% to € 380 million (2023: € 359 million). This increase in revenue was seen across all lines of service, with Audit & Assurance recording the greatest increase in both percentage (8.6%) and absolute terms. Growth in revenues was reported by the regular Audit & Assurance practices and by the specialists of BDO Financial Accounting Advisory Services (BDO FAAS), who focus specifically on providing clients with advice on complex reporting issues.

Advisers working in the Advisory Line of Service saw revenues increase by an average of 6%. The BDO Forensics & Technology specialists in particular were engaged more frequently for their financial and digital research expertise, and our clients also made more use of the services of the advisers working in Deal Advisory, Digital and Management Consulting in order to become more successful, effective and efficient.

Increased demand for international legal services and tax advice resulted in revenue growth of 4.9% for the Tax & Legal Line of Service.

Growth in revenue at the Accountancy & Business Advisory Line of Service related mainly to the services relating to payroll and HR support. We continued to develop our innovative service concept in the Accountancy & Business Advisory practice. This concept is based on a highly automated production process combined with a personal adviser who gives organisations insight into, and confidence in, their true value.

Thanks to an excellent joint effort by colleagues in the Recruitment (HR) and Labour Market Communication (MC&S) departments, BDO managed to increase the average headcount (in FTEs) by 74 (2.7%) in 2024, despite the structural shortages in the labour market. A percentage increase was reported in all service lines, but is particularly visible – reflecting the increase in demand – among the specialists of International Tax Services (ITS), Forensics & Technology, Deal Advisory, and Payroll Services and HR Support. In order to achieve our organisation's ambitions and further improve growth, quality and technological innovation, the central corporate services made targeted investments in required expertise in those areas.

As a result of the growth in revenues, the result after tax and before contractual obligations to partners and Stichting GESdE rose with € 2.9 million to € 42.1 million (2023: € 39.2 million). Staff costs rose due to the increase in the number of FTEs and considerable pressure on salary costs. BDO's additional investments in retaining, recruiting, training and developing employees also led to an increase in staff costs. The costs of technology and innovation rose as a result of further digitalisation and greater focus on IT innovations. Other operating expenses were up compared to 2023, chiefly due to inflation.

Additions to tangible fixed assets amounted to € 4.3 million in 2024. Most of this (€ 3.7 million) was invested in optimising existing workplace facilities and furnishing new rented premises (2023: € 3.0 million). In mid-2024, BDO proudly moved into Breda's most sustainable office. However, BDO's new accommodation policy is based not only on sustainability, but also on optimising hybrid working. To support hybrid and location-independent working, the BDO offices have been transformed into meeting places where people collaborate, share knowledge and working flexibly, as opposed to at fixed workstations. Capital expenditures were financed from free/available cash flows.

BDO is funded by paid-up capital and subordinated loans provided by equity partners. In addition, overdraft facilities have been granted by banks. With EBITDA at €48.4 million at year-end 2024, the requirements set by the lenders were fulfilled by a considerable margin. The solvency ratio - based on equity and subordinated loans - is 22.0% (2023: 22.8%), and at year-end cash and cash equivalents has risen to € 9.5 million (2023: € 4.0 million). Total receivables at year-end 2024 has decreased in comparison to 2023. This was mainly attributable to a shift in December's billing schedule, which resulted

in earlier billing and, hence, lower receivables at year-end. The receivables portfolio continued to be of good quality; risk items represented only 0.7% of annual billing at year-end 2024. Thanks to stringent credit management and a heterogeneous client portfolio, BDO is not exposed to significant concentrations of credit risk on receivables. Currency risk is also limited, as clients are billed virtually exclusively in euros. The same can be said with respect to currency risk on purchases. For more details on our financial policy, see the section on financial instruments in the financial statements.

## Outlook

### Global developments and impact on BDO

In 2025, we will once again ask ourselves what our impact is, and whether we have added true value to our organisation, our employees, our clients and society. We want to help people and organisations create their sustainable future. This involves more than simply achieving good financial results; it also concerns people, the environment and society. With use of our knowledge and expertise to let people and organisations have trust in their real value.

Following the elections in the United States, and elections in other countries, there has been a major shift in politics that has made international economic cooperation and trade less self-evident. The imposition of trade tariffs has led to further tensions in international relations and more and more countries are explicitly putting their own interests first. The introduction of trade tariffs has led to uncertainty at companies that invested in complex international production and distribution chains in recent decades, and this uncertainty has also had an impact on financial markets, where there has been a sharp increase in volatility. The Dutch economy is highly intertwined with the global economy, and a reduction in international free trade could harm the Dutch economy.

The war in Ukraine is still ongoing, and countries that border Russia are feeling less safe. In the area of defence, different choices are being made quickly. The words of the US president seem to have weakened NATO. As a result, European countries are now strengthening their defence industries. This also creates opportunities. The Dutch tech sector has proven to be a dynamic and innovative industry that is able to sustain growth. Tech and manufacturing are also benefiting from increased activity in the area of defence, and investors are now less reluctant to invest in this sector.

Sustainability has become an increasingly central part of doing business. Companies and organisations are making efforts to reduce their environmental footprint and integrate sustainable practices into their

business models. This offers opportunities for growth in sectors such as green energy and sustainable transport. The energy transition, which requires substantial investments, may also contribute to the economic resilience of the Netherlands in the long term. We believe that it also offers opportunities for growth.

The EU has also started to take a closer look at itself and has realised that the regulatory burden and associated bureaucracy is affecting the EU's competitive position. This has led to measures to reduce the regulatory burden, and there is now a greater focus on the business climate. We welcome the European Commission's Omnibus reform package, which aims to reduce the administrative burden on businesses in Europe by at least a quarter. Although we welcome the easing of regulatory pressures for businesses, we make efforts to ensure a continued focus on sustainability. ESG matters a great deal to our organisation and we want to make a meaningful contribution to our clients by providing services in this area. The embracing of a voluntary reporting standard for smaller companies, which also limits the information that may be requested in the value chain, is also a positive development in our opinion. This will also enable businesses that do not have to comply with the CSRD to take practical steps towards a more sustainable business model. We can see that the proposed CSRD regulations have led to awareness that integrated business operations in the areas of people, the environment and good governance can be improved and that this can also contribute positively to the competitive position. In the coming years we expect to see a growing demand for such services, in which we can support organisations in their ESG journey across the board.

The reform package came into being quickly and unexpectedly, leading to disappointment among our employees. ESG matters a great deal to them and they want to make a meaningful contribution to our clients by providing services in this area. Demand for these services will be far lower than expected in the next few years. We can see that the proposed CSRD regulations have led to awareness that integrated business operations in the areas of people, the environment and good governance can be

## Staadtdiagram

improved and that this can also contribute positively to the competitive position. In the coming years we expect to see a growing demand for such services, in which we can support organisations in their ESG journey across the board.

### Developments in the accounting and consultancy sector

Our auditors will continue to be committed to the ongoing process of monitoring and improving the quality of statutory audits. We are therefore continuing our efforts to create an environment in which we can learn more quickly from mistakes and from good examples, and engage in dialogues with parties within and outside BDO. In addition, greater attention is paid to the grey areas where nuance matters and professionals rely on their experience or even their intuition.

The investigation into signals pointing to undesirable behaviour in examinations is about to be concluded. We have and feel an important responsibility for ensuring that society has trust in our profession, especially since that trust has been negatively affected by the investigation. Based on this responsibility, we carefully conducted an in-depth investigation, step by step, extending its scope at the initiative of the Governing Board, so as to obtain an organisation-wide picture as a prelude to defining improvement measures.

Periodic consultations take place between the Dutch Financial Markets Authority (AFM) and BDO to discuss our approach to the investigation, its progress, and the (preliminary) findings. We expect to complete the investigation in the second quarter of 2025. The stages of the investigation completed so far have shown that there has been unauthorised sharing of answers and, in some cases, a failure to speak up. These findings and the investigation itself have had an impact on our organisation and those involved. The longer turnaround time resulting from the thoroughness of the investigation occasionally caused uneasiness among our professionals.

With the conclusion of the investigation imminent, we can now channel our energy into conducting a root cause analysis (RCA) to find the key causes of the behaviours and to put in place additional policies to minimise the likelihood of recurrence of the investigated conduct. Meanwhile, we have already taken measures to promote ethical and professional behaviour when attending training courses.

Within the accountancy sector, scale has become an increasingly important factor when it comes to maintaining substantial investments in people, quality and automation. Private equity (PE) parties are responding to this by achieving scale by means of acquisitions, which is driving consolidation in the sector. Almost all audit firms face the choice of 'eat or be eaten', and the ascendancy of PE in our sector is moving at lightning speed. Many of the firms in which PE parties hold interests have ambitious

## Infographic

## Kalender

growth targets, and many aim to be ranked within the top ten firms in their market. In addition, the PE parties want to achieve a good return on exiting their investments in the foreseeable future. This means that the firms they have invested in will also have a strong focus on growth and returns. We notice that, at those firms, the partner model is losing its importance.

This offers us an opportunity to stand out by continuing to focus on the quality of our services and maintaining good contact with our clients. Our partner model guarantees the commitment of the owners to the BDO organisation and they are prepared to invest substantially in it. Employees and clients also feel that BDO's partners are personally committed to the organisation.

In this constantly-changing market, we will remain alert for opportunities to accelerate our growth and improve our services by working with other parties. We actively engage with the market to explore opportunities that are in line/accordance with our strategy and values and where there is a common interest in achieving goals. In this context, we attach great value to our independent position and the entrepreneurial skills of our partners.

### Our investments

We will continue to make substantial investments next year with a view to fulfilling our role within society and providing even more true value to our clients. We invest in talent, knowledge, processes, technology, innovation and sustainability.

### Talent and knowledge

To maintain a high standard of service and enable growth, we invest in employees by means of recruitment and development. We expect the labour market will continue to be challenging in 2025. We devote our full attention to recruitment and our employer branding. We also invest in horizontal inflow at partner level. We see that we offer an appealing proposition in the market for future employees, which includes a good balance between challenging work, personal development, fun and space for themselves. We make significant investments in our intensive training and development programmes. These cover subject-related training as well as skills and leadership development. We train our professionals to become their own leader first, before leading others, leading business, and - in the case of top talent - leading change. We make continuous efforts to improve our personal development proposition so we can always offer our employees the very best. The development programmes allow our employees to grow and add extra value for our clients, but they also increase their personal career opportunities. We expect the number of employees to continue to grow in 2025, both at our Dutch offices and in terms of the number of team members who strengthen our practices from outside the Netherlands.

### **Processes, technology and innovation**

We are also continuing to invest in further improvements to our quality management system. We implemented the ISQM 1 Directive in 2024 and will continue our efforts to make our quality management system more robust in 2025. In addition, we are investing in the further automation of the client acceptance (or re-acceptance) process, in which a specialist unit will support the practices. Our risk management department will hive off some of these tasks and focus more explicitly on more complex cases concerning client acceptance and on risk monitoring. We expect this will result in a clearer, more efficient process for our employees and new clients.

We will continue to roll-out of artificial intelligence (AI) within our organisation. The use of AI has taken off strongly at our organisation and we are now integrating AI more deeply into processes. At our audit practice, parts of the audit process have already been made fully robotic with the aid of AI. In this way, we are laying the foundation for a future in which the integration of AI and other advanced technologies leads to efficiency improvements, and in which we make use of innovations to offer the best solutions to our clients. We can also see the downside: digital threats are becoming more frequent and increasingly sophisticated. We use the latest systems to identify threats, take immediate action in response to suspicious activities, and train our employees. We expect our resilience to digital threats will remain a major focus area in the coming years, and we are giving top priority to putting the best possible protection in place for our clients' data and our own data. In order to maintain our technological edge and learn from the latest insights and technologies, we work with leading technology companies, start-ups and academic institutions.

### **Sustainability**

We are continuing with all the steps we have taken in the area of sustainability. Our ESG strategy is being developed further, and we are actively working on achieving our objectives relating to impact and sustainability, such as our ambition to be net zero by 2050, through our BDO Impact Centre. Regardless of the developments surrounding the CSRD in 2025 in relation to the Omnibus reform package, we will continue to focus on the application of the CSRD.

In the past few years, we made investments that enable us to support organisations throughout their ESG journey, from CSRD implementation projects to raising green funding as part of CSRD compliance.

### **Growth in 2025**

We are also focusing on scaling up with a view to increasing our impact, and we will continue to invest heavily in our organisation, technology and people in 2025. Growth means offering all our employees challenging work from which they can learn, and this is also appealing to new talent. The growth we seek will allow us to add true value to engagements for our clients. Geopolitical developments and trade tariffs could have a negative impact on the economic growth of the Netherlands. Given these factors and the impact of the Omnibus measures, we will have to work harder to achieve our desired growth. The commitment and engagement of our employees, however, gives us the confidence that we will be able to continue to achieve growth in both headcount and revenues in 2025.

# GOVERNANCE AND RISK MANAGEMENT

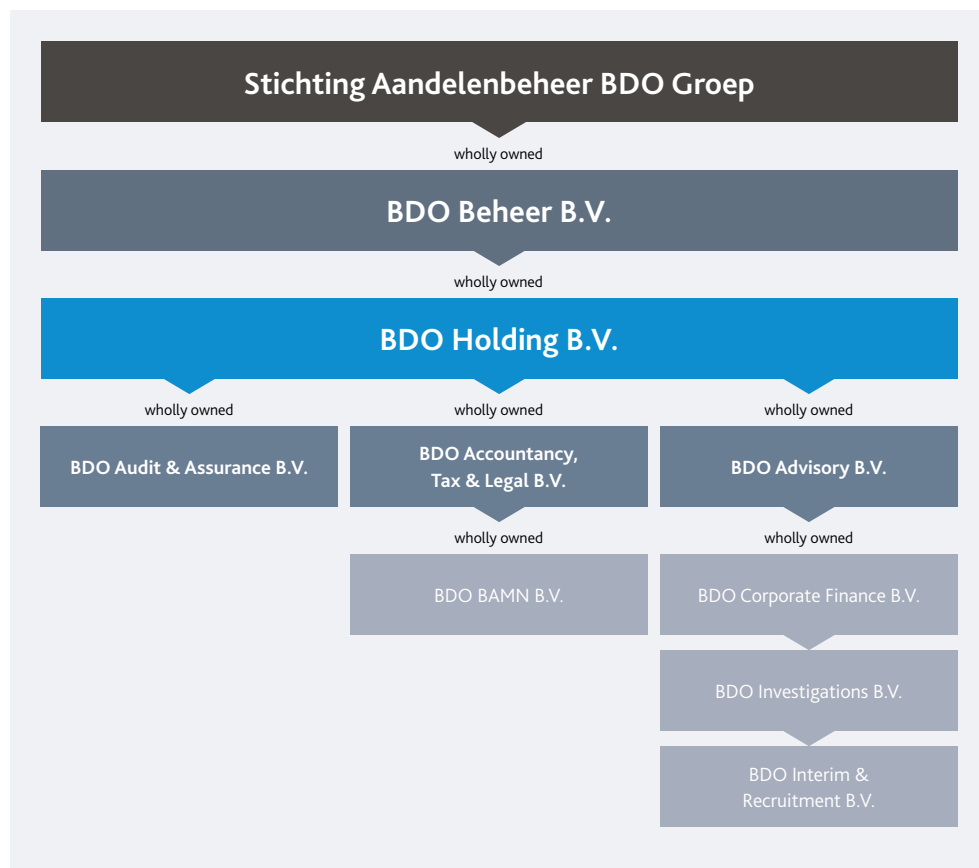


Governing Board BDO, left to right: Leon Jansen (CFO/COO), Kirsten Konst (CTO), René Nelis (CEO) and Marcel Mans (acting CQO).

## Governance

### Corporate structure

The legal structure of the BDO organisation in 2024 is shown in the following chart (only active companies are included):



BDO Holding B.V. heads up a group of related private limited liability companies ('the BDO Group') that together form a professional services provider.

The BDO Group operates through four Lines of Service: Audit & Assurance, Accountancy & Business Advisory, Tax & Legal, and Advisory.

BDO Audit & Assurance B.V. is responsible for providing audit and assurance services and has a statutory audit licence as referred to in the Dutch Audit Firms (Supervision) Act, which allows it to audit public interest entities, among other enterprises.

BDO Accountancy, Tax & Legal B.V. offers accountancy and business advisory services as well as tax and legal services because such services are often provided or purchased as an all-in package.

Advisory services are spread over the different companies that come under the sub-holding company BDO Advisory B.V. Some activities are undertaken by a separate company because of the specific risks or statutory requirements that are associated with them.

For each company, all income, all employee-related costs and all directly attributable other operating expenses relating to the company's activities are recognised. This detailed account provides a transparent and clear picture of the financial and operational performance of each of the divisions within the BDO Group.

### Stichting Aandelenbeheer BDO Groep

Stichting Aandelenbeheer BDO Groep has three bodies, i.e. the Governing Board, the Supervisory Board and the Meeting of Participants. The members of the Governing Board and the Supervisory Board are appointed by, and report to, the Meeting of Participants. The members of the Board of Stichting Aandelenbeheer BDO Groep and the Board of BDO Holding B.V. are the same.

### Meeting of Participants

Through their professional practice companies, the partners who are affiliated with BDO are holders of depositary receipts for shares issued by Stichting Aandelenbeheer BDO Groep. These partners work for specific BDO group companies under a management agreement. As of December 31st, 2024, BDO had 72 holders of depositary receipts (also known as 'participants').

## Governing Board

There is an uninterrupted governance line within the BDO Group, due to the fact that the management of all group companies consists of their sole shareholder, as a result of which, from a top-down perspective, the management of the BDO organisation always consists of the members of the Governing Board of Stichting Aandelenbeheer BDO Groep, albeit acting in different capacities.

The Governing Board of Stichting Aandelenbeheer BDO Groep and BDO Holding B.V. had the following members on 31 December 2024:

- ▶ R.C.M. (René) Nelis RA (chair);
- ▶ L.M. (Leon) Jansen RA;
- ▶ M.A. (Maurice) de Kleer;
- ▶ M.M.G. (Marcel) Mans RA.

Maurice de Kleer said farewell to BDO on December 31st, 2024. Effective December 12th, 2024, Marcel Mans (also Head of Audit) took over the role of Chief Quality Officer (CQO) on a temporary basis. On February 1st, 2025, Kirsten Konst was appointed Chief Transformation Officer (CTO) and joined the Governing Board of Stichting Aandelenbeheer BDO Groep and BDO Holding B.V. On February 1st, 2025, the Governing Board of Stichting Aandelenbeheer BDO Groep and BDO Holding B.V. consisted of the following persons:

- ▶ R.C.M. (René) Nelis (chair);
- ▶ L.M. (Leon) Jansen;
- ▶ M.M.G. (Marcel) Mans;
- ▶ C.M. (Kirsten) Konst.

## Biographies of members of Governing Board

### RENÉ NELIS

1965, male, chair

#### Role

CEO

#### Date of appointment

1 January 2021

#### End of current term of service

31 December 2026

#### Eligible for reappointment

no

#### External position(s)

- ▶ Treasurer, J.Th.Guepin Stichting Onderzoek Down Syndrome

### LEON JANSEN

1969, male

#### Role

CFO/COO

#### Date of appointment

1 September 2020

#### End of current term of service

31 August 2028

#### Eligible for reappointment

no

#### External position(s)

- ▶ Member of the Post-Master Accountancy Board, Tilburg University

### KIRSTEN KONST

1974, female

#### Role

CTO

#### Date of appointment

1 February 2025

#### End of current term of service

31 January 2029

#### Eligible for reappointment

yes

#### External position(s)

- ▶ N/A

### MARCEL MANS

1970, male

#### Role

CQO, acting

#### Date of appointment

12 December 2024

#### End of current term of service

Date successor approved by AFM

#### Eligible for reappointment

-

#### External position(s)

- ▶ Member of the Public Interest Steering Group (NBA)
- ▶ Member of the Advisory Board of the Maastricht University Chartered Accountant programme (Mura)

## Supervisory Board

Besides its general supervisory duties, the Supervisory Board has a number of specific duties relating to BDO Audit & Assurance B.V.

The Supervisory Board had the following members on December 31st, 2024:

- ▶ D.A. (Danny) van der Eijk (chair);
- ▶ H.L. (Heleen) Kuijten-Koenen;
- ▶ E.M. (Engelhardt) Robbe RA;
- ▶ B. (Barbara) Lamberts MBA;
- ▶ K. (Kim) Smit.

For the Report of Supervisory Board, see [page 24](#) of these annual accounts.

## Works Council

The Works Council is BDO's employee representation body. The Works Council focuses on various schemes related to the terms and conditions of employment, and takes responsibility for picking up on signals received from its members and raising those matters with the Governing Board. Improvements are sought jointly. The interests of the organisation as a whole comes first.

At the end of 2024, BDO's Works Council had fifteen members (seven women and eight men) from all of BDO's regions. The Works Council aims for a balanced composition in which every region, and preferably every Line of Service (Los), is represented. Four vacancies arose in the past year, which were filled following successful elections.

In order to be able to operate efficiently and effectively, the Works Council has established a number of committees. This allows it to act decisively and adopt a broad scope; individual members do not need to study every matter in great detail. The committees, which are specialised, explore opportunities and threats. They also prepare initiatives and supply information to the Works Council as a whole.

The Works Council held eight in-person meetings in 2024. Scheduled Teams meetings were also held frequently. Nine consultative meetings were held with a representative of the Governing Board and the head of HR, two of which took the form of a strategic session. The Works Council also had two meetings with representatives of the Supervisory Board in 2024. Furthermore, the members of the Works Council spoke to members of the Governing Board and company officials in an informal setting on a number of occasions.

Every quarter, the Works Council distributes a newsletter in which it communicates on relevant topics and the requests for advice and approval that have been received. In addition, the Works Council conducts a survey on average once a year to obtain employees' opinions on certain topics.

In 2024, the Works Council's main focus areas were as follows:

- ▶ Examine possibilities for boosting retention;
- ▶ Function as a proactive Works Council;
- ▶ Lease – new vision of mobility.

Focus areas 1 and 3 are still in progress and have therefore continued into 2025. The Works Council also identified the study scheme as a focus area for 2025.

The topics on the agenda in the past year included financial developments, fringe benefits (including mobility, the strategy reassessment, the Dutch Future of Pensions Act (Wet toekomst pensioenen, Wtp), an increase in the number of Governing Board members, the STERK project, the examination regulations, changes to the internet and email regulations, the procedure for appointing confidential advisers and health and safety officers, and the 'working abroad' pilot project.

The members of the Works Council assess the actual or potential impact of each topic they discuss on BDO employees.

The Works Council supports BDO's strategy, but is critical when the strategy affects BDO employees. Over the past year, the strategy has helped to create a strong, forward-looking organisation that is ready to take on the challenges and opportunities presented by the market. We continue to do our best to working effectively with the Governing Board and all employees to support BDO's growth and success.

We also aspire to give our employees a stronger voice and promote their interests. In connection with this, we regularly collect feedback and translate it into specific action items. Our focus is on improving working conditions, promoting an inclusive and safe working culture, and supporting the professional development of all BDO employees.

The Works Council also attaches great importance to transparency and communication within the organisation. We ensure that important decisions and changes are clearly communicated to all employees so that everyone is kept informed and feels involved in the process.

Finally, we are always on the alert for any external factors that may affect our employees and the organisation, such as changes in legislation and regulations. By remaining proactive and responding to these changes in a timely manner, we can ensure BDO is always well prepared and able to operate successfully in a constantly changing world.

## Principal risks and mitigating measures

Identifying, assessing and managing risk in a timely manner is essential for the successful achievement of our strategic objectives. Developments and uncertainties, such as geopolitical and economic developments, a tight labour market, rapid technological advances and increasing legislation and regulations, can be a complicating factor for the achievement of our objectives. We therefore need to be able to respond in a timely, effective manner. By conducting risk assessments and evaluating and improving our risk management process, we aim to lay a solid foundation for sustainable growth and long-term success.

The Governing Board, the management teams of the lines of service (LoSs) and the heads of corporate services are responsible for identifying and managing internal and external risks, under the supervision of our Supervisory Board.

The aims of the annual risk assessment are to identify the most significant risks that could affect the achievement of the firm's objectives, and evaluate the effectiveness of the internal control structure.

The organisation's objectives as set out in the multi-year plan for 2021-2025 and the defined risk appetite serve as the starting point for the risk assessment. In view of our responsibility to society, our risk appetite is low to medium. The parties involved in the performance of the risk assessment include the Governing Board, the Heads of LoSs and the heads of corporate services. The results of the risk assessment are discussed with the Supervisory Board. The risk assessment covers both internal and external risks. The risks were fleshed out in a risk inventory, which describes the probability of their occurrence, root causes and consequences, and the relevant controls.

We performed a fraud risk analysis for our organisation. The results were discussed with our Supervisory Board and the external auditor.

The table below shows the main strategic risks, their potential impact and the mitigating measures we have taken:

Risk	Potential impact	Risk appetite	Mitigating measures
Inability to recruit, retain and reward talented individuals.	<ul style="list-style-type: none"> <li>▶ Threat to delivering high-quality services.</li> <li>▶ Pressure on employee vitality.</li> <li>▶ Loss of revenue.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ Strategic workforce planning.</li> <li>▶ BDO Academy: extensive training programme aimed at professional expertise and skills</li> <li>▶ Talent management, recruitment and coaching.</li> <li>▶ Leadership programme.</li> <li>▶ BDO Horizon programme, addressing diversity, inclusion and vitality.</li> <li>▶ Appealing pay and benefits package.</li> </ul>
Poor service quality	<ul style="list-style-type: none"> <li>▶ Complaints and claims resulting in financial losses and loss of reputation.</li> <li>▶ Loss of public trust.</li> <li>▶ Loss of clients.</li> <li>▶ Sanctions imposed by a regulator, including fines and risk of losing licence to operate.</li> <li>▶ Difficulties retaining and recruiting new talented employees.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ BDO Horizon quality programme aimed at enhancing the quality climate and the learning organisation.</li> <li>▶ Quality management system (including ISQM1).</li> <li>▶ Second-line support, including Professional Practice Department and QRM &amp; Legal.</li> <li>▶ Preventative and repressive file reviews performed by the Practice Review Unit.</li> <li>▶ Quality Council.</li> <li>▶ Quality Support Team.</li> <li>▶ Performance of root cause analyses and preparation of improvement plans.</li> <li>▶ Stringent client and engagement acceptance procedure.</li> <li>▶ Training programme, including required courses.</li> <li>▶ Quality as leading factor in performance appraisal process.</li> <li>▶ Quality-oriented supervision by Supervisory Board.</li> </ul>

Dashboard

Staadtdiagram

Infographic

Risk	Potential impact	Risk appetite	Mitigating measures
Loss of confidential or privacy-sensitive information.	<ul style="list-style-type: none"> <li>▶ Threat to service continuity.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ Information security and privacy policy.</li> </ul>
Violation of confidentiality requirement and/or privacy regulations (information security and privacy).	<ul style="list-style-type: none"> <li>▶ Loss of reputation.</li> <li>▶ Loss of clients.</li> <li>▶ Financial loss due to fines and/or liability claims.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ Information Security &amp; Privacy Management System including ISO27001 certification.</li> <li>▶ Corporate Information Security &amp; Privacy Officer.</li> <li>▶ Privacy Impact Assessments.</li> <li>▶ External security assessments.</li> <li>▶ Periodic information security training for partners and employees.</li> <li>▶ Disaster recovery plan and business continuity plan.</li> </ul>
Insufficient ability to fulfil and/or adapt to public expectations, leading to a fall in trust in our professionals and services, and consequently a decline in our added value.	<ul style="list-style-type: none"> <li>▶ Loss of clients and revenue.</li> <li>▶ Loss of reputation.</li> <li>▶ Loss of public trust.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ BDO Code.</li> <li>▶ BDO Horizon quality programme aimed at enhancing the quality climate and the learning organisation.</li> <li>▶ Stakeholder dialogues.</li> </ul>
Insufficient knowledge of complex ethical rules, including independence rules and AML/CTF legislation (Wwft).	<ul style="list-style-type: none"> <li>▶ Sanctions imposed by a regulator, including fines and risk of losing licence to operate.</li> <li>▶ Loss of reputation.</li> <li>▶ Loss of public trust.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ Training programme, including e-learning course on independence and AML/CTF legislation (Wwft).</li> <li>▶ Quality management system (ISQM1), including quality policies, reporting centres, tooling and monitoring procedures.</li> <li>▶ Stringent client and engagement acceptance procedure.</li> <li>▶ Ethics &amp; Independence and Economic Crime units within QRM &amp; Legal.</li> <li>▶ Global Independence Manual.</li> <li>▶ BDO Horizon quality programme aimed at enhancing the quality climate and the learning organisation.</li> </ul>
Inadequate innovation or failure to respond promptly to technological developments and opportunities.	<ul style="list-style-type: none"> <li>▶ Deterioration of competitive position; risk of falling behind with no chance of catching up.</li> <li>▶ Less appealing employer in the labour market.</li> </ul>	Average	<ul style="list-style-type: none"> <li>▶ Innovation vision, strategy and structure.</li> <li>▶ Development of new local and international tooling.</li> <li>▶ Governance model with focus on market development.</li> <li>▶ Business development: Business Transformation Managers, Business Alignment Teams, Staff Alignment Team.</li> <li>▶ Innovations in product and services portfolio.</li> <li>▶ AI Task Force (since 1 January 2025 its activities have been embedded in the regular Technology &amp; Innovation meetings)</li> <li>▶ Various innovation teams and BDO Digital.</li> <li>▶ Governance and periodic reporting structure.</li> </ul>

Risk	Potential impact	Risk appetite	Mitigating measures
Lack of organisational agility.	<ul style="list-style-type: none"> <li>▶ Failure to achieve growth targets.</li> <li>▶ Inadequate innovation and diversity.</li> <li>▶ Deterioration of competitive position.</li> <li>▶ Service delivery falling short of public and/or client expectations.</li> <li>▶ Loss of revenue.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ BDO Horizon quality programme aimed at enhancing the quality climate and the learning organisation.</li> <li>▶ Governance structure including Supervisory Board and Young MTs.</li> <li>▶ Diversity &amp; Inclusion programme.</li> <li>▶ Leadership programme to strengthen shared leadership.</li> <li>▶ Business development: Business Transformation Managers, Business Alignment Teams, Staff Alignment Team.</li> <li>▶ Vision of contemporary interpretation of partner model.</li> <li>▶ Focus on desired product-market combinations.</li> <li>▶ Various innovation teams and BDO Digital.</li> <li>▶ ESG policy.</li> </ul>
Rapid/unexpected economic and political developments resulting in geopolitical instability, economic recession and inflation.	<ul style="list-style-type: none"> <li>▶ Reduced financial resilience.</li> <li>▶ Potential inability to create future-proof organisation.</li> <li>▶ Decrease in clients' investment appetite.</li> </ul>	Average	<ul style="list-style-type: none"> <li>▶ Continuous monitoring of liquidity position and financial resilience.</li> <li>▶ Crisis management and business continuity planning.</li> </ul>
Legislative and regulatory changes with major impact on organisational structure and business model.	<ul style="list-style-type: none"> <li>▶ Costs associated with changes to legal structure.</li> <li>▶ Loss of knowledge and specific expertise instrumental in delivering top-quality services.</li> <li>▶ Further limitation of full-service offering, resulting in failure to meet client requirements.</li> </ul>	Low	<ul style="list-style-type: none"> <li>▶ Participation in NBA Public Interest Steering Group - change agenda.</li> <li>▶ Internal dialogue and scenario planning.</li> </ul>
Failure to meet the ESG ambition by the deadline.	<ul style="list-style-type: none"> <li>▶ Loss of reputation due to failure to achieve net zero ambition and/or working with parties with poor ESG reputations.</li> <li>▶ Loss of appeal as an employer.</li> </ul>	Average	<ul style="list-style-type: none"> <li>▶ BDO Horizon programme, addressing diversity, inclusion and vitality.</li> <li>▶ Sustainability programme aimed at achieving net zero ambition by 2050.</li> <li>▶ BDO Impact Centre.</li> </ul>

Staadtdiagram

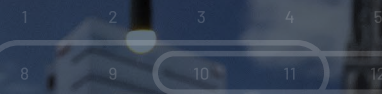
## Report of the Supervisory Board

Infographic

56%

34%

Kalender



Dashboard

Tijdstlijn

50



Supervisory Board, left to right: Kim Smit, Barbara Lamberts, Danny van der Eijk (chair), Heleen Kuijten-Koenen and Engelhardt Robbe (vice-chair)

**DANNY VAN DER EIJK**

1958, male, chair

**Date of appointment**

24 June 2021

**End of current term of service**

23 June 2025

**Eligible for reappointment**

no

**External position(s)**

- ▶ Director, Coöperatieve Vereniging Nederlandse Assurantie Beurs U.A.
- ▶ Supervisory Board member, Schouten Zekerheid Holding
- ▶ Board chairman, Stichting Kenchaan
- ▶ Consultant / Strategic advisor

**Committee name**

- ▶ Remuneration & Nomination Committee

**ENGELHARDT ROBBE**

1955, male, vice chair

**Date of appointment**

24 November 2021

**End of current term of service**

23 November 2025

**Eligible for reappointment**

yes

**External position(s)**

- ▶ Executive coach
- ▶ Supervisory Board member, Dutch Retail Fund, CBRE
- ▶ Advisory Board member, Dutch Residential Fund, CBRE
- ▶ Member, National Suicide Prevention Steering Group
- ▶ Supervisory Board member, Dutch Open Air Museum

**Committee name**

- ▶ Audit Committee
- ▶ Quality & Public Interest Committee

**HELEEN KUIJTEN-KOENEN**

1966, female

**Date of appointment**

24 November 2021

**End of current term of service**

23 November 2025

**Eligible for reappointment**

yes

**External position(s)**

- ▶ Executive Board member and Director of People & Change, APG, 2022-present

**Committee name**

- ▶ Remuneration & Nomination Committee

**KIM SMIT**

1970, female

**Date of appointment**

27 June 2024

**End of current term of service**

26 June 2028

**Eligible for reappointment**

yes

**External position(s)**

- ▶ Supervisory Board member and Audit Committee chair, NRG/Pallas
- ▶ Supervisory Board member and Audit Committee chair, B&S Group S.A.
- ▶ Supervisory Board member and Audit Committee member, Stichting Pantein

**Committee name**

- ▶ Quality & Public Interest Committee

**BARBARA LAMBERTS**

1967, female

**Date of appointment**

27 June 2024

**End of current term of service**

26 June 2028

**Eligible for reappointment**

yes

**External position(s)**

- ▶ Supervisory Board member, Cow Manager
- ▶ Supervisory Board member, Fast Focus

**Committee name**

- ▶ Audit Committee

## Our role

As Supervisory Board, we supervise the Governing Board, the policies pursued, and general operations. Our supervisory role extends to all Lines of Service (LoSs), practice groups and services, up to and including the central corporate services. We are aware of the differences and synergies between the various divisions and gather detailed information about the opportunities and challenges that exist. In particular, we oversee the company's objectives, strategy, continuity, achievement of quality objectives, risks and internal risk management systems, and control of financial reporting. One of our key responsibilities is to protect the public interest by ensuring that BDO's independence, quality, and integrity remain intact. We test strategy execution, the workplace culture, and behaviours against the above values. Protecting the public interest is essential given the societal function of an accountancy firm, and also vital to ensure a sustainable future for BDO.

The Supervisory Board also has an advisory role and acts as a sparring partner for the Governing Board. We advise on strategy development and execution, policies, key projects and investments, drawing on our broad managerial and supervisory experience, expertise and competences. We also encourage the Governing Board to approach issues from a different perspective or with new insights.

May 1st, 2024, we bade farewell to Bernadette Langius and Dennis Raithel as members of the Supervisory Board, whose second terms expired, and welcomed Kim Smit and Barbara Lamberts as their successors. Bernadette Langius and Dennis Raithel played a major role in building and professionalising BDO's Supervisory Board and its procedures and committees. We are grateful to them for their dedication, added value, and pleasant collaboration.

Drawing on their extensive experience as directors and supervisors, and having followed an induction programme, Kim Smit and Barbara Lamberts quickly familiarised themselves with the general operations and their portfolios. Their fresh perspectives have enriched discussions and reflection. Together with Engelhardt Robbe and Heleen Kuijten-Koenen, and Danny van der Eijk as chair, they make up the Supervisory Board.

Their roles and responsibilities have been formalised in BDO's Articles of Association and set out in detail in Rules of Procedure for the Supervisory Board, with due observance of the relevant amendments to the Dutch Audit Firms (Supervision) Act (Wta).

## Key themes and developments in 2024

In addition to themes related to continuity, strategic objectives and a sustainable future, we closely monitored the internal investigation into inappropriate behaviour around exams launched in mid-2023. We also devoted a great deal of time to defining the desired composition for the Governing Board as of 2025, and the recruitment of two Governing Board members and two Supervisory Board members. We worked closely with the Governing Board and liaised and consulted with other stakeholders on all themes, where relevant.

### Strategy and long-term value creation

We closely monitored the refining of BDO's strategy and progress on long-term and other strategic objectives at regular meetings and in two strategy sessions with the Governing Board. We also discussed progress on the strategy with equity partners and their role in that regard. We observed that projects were launched and measures and actions initiated. The challenge is to maintain sufficient attention and focus on inspiration, discipline around the necessary change and giving substance and meaning to the key themes, in addition to the busy day-to-day practice.

### Quality and public interest

Quality and public interest are standing items on the agenda of regular meetings with the Governing Board, and specifically the meetings of the Quality and Public Interest Committee. These topics also come up in our discussions with the Dutch Financial Markets Authority (AFM).

In 2024, we monitored progress on designing and implementing the quality management system in line with ISQM 1, as initiated by BDO Global primarily for the Audit & Assurance LoS and the accountancy practice group within the Accountancy & Business Advisory LoS. We also discussed the (improvement) measures put in place following the annual review, and the progress made on the transitioning of tasks and responsibilities from the second line to the first line, as part of the ongoing introduction of the Three Lines Model. We observed that the organisation was working hard to improve on the topics referred to and was making progress, putting in a considerable effort. That pressure on the organisation, also due to intensified supervision by the AFM and limited staff capacity, did not always lead to the desired pace. We will continue to monitor this closely and support the Governing Board as much as possible.

We also monitored the introduction of the EU's Corporate Sustainability Reporting Directive (CSRD). We are pleased to see that the available expertise and capacity have increased as a result of the measures taken. Critical Performance Indicators (KPIs) for the 2024 annual audit were also addressed in

this context. The number of KPIs again increased relative to previous years. We welcome the Governing Board's ambition to adopt these KPIs earlier than legally required. This fits in well with BDO's position and role as an accountancy firm in society.

#### Investigation into inappropriate behaviour around exams

The Supervisory Board commissioned the internal investigation launched in mid-2023. We closely monitored the diligence of the investigation process. Because of a deepening and broadening of its scope, the investigation is expected to be completed in the spring of 2025. We were also a sparring partner with regard to the enforcement policy and (preventive) measures initiated. We endorse the approach and decisions taken regarding enforcement and other measures adopted by the Governing Board. Based on frequent consultations and reports, we found that the Governing Board was very actively involved in this important issue and the investigation was conducted professionally and independently by BDO Forensics & Technology.

#### Culture and behaviour

We are closely monitoring developments on this key issue. A healthy, inclusive and safe workplace culture, and a learning organisation, are the basic conditions for quality and growth. Among other things, we monitored progress on the organisation-wide Horizon culture programme, the outcomes of employee surveys, leadership programmes, and the results achieved in terms of diversity and inclusion. In addition, we discussed the effectiveness of measures taken. We are pleased to note that the Governing Board has placed this topic high on its agenda and positive results have been achieved alongside further opportunities for improvement.

#### Transformation and innovation

The rapid developments within the accountancy and consultancy sector, the changing role of auditors, the tight labour market, and changes in laws and regulations all combine to require an agile organisation with a focus on innovation, a professional staff organisation, and the right use of technology in service provision and the underlying processes. This theme was regularly discussed with the Board of Directors, as were the progress made on digitisation projects, follow-up on the replacement PSA system, and use of artificial intelligence, including Chatpro and Copilot.

#### Composition of the Board of Directors

Following the reappointments of members of the Governing Board, we reflected, as a Supervisory Board, on what we considered to be the most effective composition of the Governing Board in order to drive the necessary transition and associated changes in various areas and achieve the medium-term

and long-term strategic and growth objectives. We shared our thoughts and vision with the Governing Board and equity partners. After constructive discussions, this led to the decision to expand the Governing Board to include a fourth member in the role of Chief Transformation Officer, and to open this position to internal and external candidates. We are very pleased with that decision. Following the departure of Maurice de Kleer as CQO as of January 2025, in close consultation with the Governing Board and equity partners, Marcel Mans (Head of Audit) was temporarily appointed as CQO until a permanent successor starts at the company. We thank Maurice de Kleer for his dedication, contribution, and pleasant collaboration. We are very grateful to Marcel Mans for agreeing to temporarily take on the role of CQO.

### Overview of meetings, committees, and attendance of Supervisory Board members

To keep abreast of what is going on across the organisation, and receive information and input, we have regular and committee meetings, strategy days, and other consultations and contacts, allowing us to form an accurate picture and fulfil our role as effectively as possible.

#### Regular SB and SB-BoD meetings

The Supervisory Board met five times in 2024. The first part of each meeting was attended solely by members of the Supervisory Board, who were then joined by the Governing Board and the Head of Audit. Progress within BDO Audit & Assurance B.V. was specifically discussed with the Head of Audit. During the first part of each meeting, we prepare for the meeting with the Governing Board and discuss other matters and committee meetings that have taken place. Meetings are often attended by a guest, such as the Head of an LoS, to explain their role and developments at the relevant BDO unit. The five standing meetings were attended by all supervisory directors.

#### Committees

There are three standing committees for specific areas: the Audit Committee, Remuneration & Nomination Committee, and Quality & Public Interest Committee. These committees have an advisory role within the Supervisory Board and comprise two Supervisory Board members based on their expertise, experience, and affinity. Meetings are attended by one or two members of the Governing Board, accompanied by relevant staff members. The matters discussed by the committees are elaborated on during the regular meetings and, if necessary, placed as a separate item on the agenda.

AUDIT COMMITTEE	
<b>Responsibility/areas of focus</b>	This committee focuses on finance and accountability, internal and external audits, and financial and other risks.
<b>Number of meetings and attendance of members</b>	3 <ul style="list-style-type: none"> <li>▶ Dennis Raithele, chair (until May 1st, 2024): 1/1</li> <li>▶ Engelhardt Robbe: 3/3</li> <li>▶ Heleen Kuijten, temporary member (from May 1st, to June 27th, 2024): 1/1</li> <li>▶ Barbara Lamberts, chair (with effect from June 27th, 2024): 1/1</li> </ul>
<b>Main issues in 2024</b>	Budget, Audit plan and audit report, Recruitment and selection of new auditor, Financial performance, Risk management, information security, and privacy, Fraud risks, Claims and financial risks and Internal audit (plan, progress).

REMUNERATION & NOMINATION COMMITTEE	
<b>Responsibility/areas of focus</b>	This committee focuses on the remuneration of policymakers, recruitment process for members of the Board of Directors and Supervisory Board, appointment of new partners at A&A LoS, and other HR-related matters.
<b>Number of meetings and attendance of members</b>	3 <ul style="list-style-type: none"> <li>▶ Heleen Kuijten-Koenen, chair: 3/3</li> <li>▶ Danny van der Eijk: 2/3</li> </ul>
<b>Main issues in 2024</b>	Strategic HR policies, including workforce management, diversity and inclusion, influx, advancement, outflux, remuneration of employees, employee survey findings and culture-related topics, performance management and remuneration of salary partners and contacts with Works Council and themes discussed.

QUALITY & PUBLIC INTEREST COMMITTEE	
<b>Responsibility/areas of focus</b>	This committee focuses on quality policies and management, the quality management system, risk management, and policies on legal compliance, integrity and ethics, including codes of conduct and internal procedures.
<b>Number of meetings and attendance of members</b>	6 <ul style="list-style-type: none"> <li>▶ Engelhardt Robbe, chair: 6/6</li> <li>▶ Bernadette Langius (until May 1st, 2024) 3/3</li> <li>▶ Danny van der Eijk, temporary member (from May 1st, to June 27th, 2024): 1/1</li> <li>▶ Kim Smit (with effect from June 27th, 2024): 2/2</li> </ul>
<b>Main issues in 2024</b>	Investigation into inappropriate behaviour around exams, ISQM 1/Quality management system, QRM and A&A LoS policies and reports, transformation of duties and responsibilities 1st and 2nd lines, reputation and integrity risks: complaints, claims, and disciplinary cases, matters regarding partners, external regulators (contacts and ongoing investigations).

### Other meetings and activities

The Supervisory Board holds monthly conference calls in which the members are updated on current issues and developments, and on the outcome of their interactions with various stakeholders. Additional meetings are scheduled as necessary. That was the case several times in 2024. In addition, regular talks take place between the chair of the Supervisory Board and the chair of the Governing Board, and between committee chairs and members of the Governing Board to discuss specific developments and issues. Consultations were also held with the Works Council, and a strategic session with the Works Council took place, attended by the Governing Board. The Supervisory Board was represented at all Meetings of Participants, with the chair providing general feedback on our supervisory and advisory role and the main issues discussed in that regard. In 2024, several meetings were held with participants, at which topical themes were discussed.

### List of other topics discussed

In addition to the themes, developments and agenda items referred to above, the following topics were also discussed at the regular meetings with the Governing Board and the committee meetings:

- ▶ Management information and reporting, and non-financial KPIs
- ▶ Internal and external quality checks
- ▶ Compliance with key policies and processes
- ▶ Adjustments to quality policy
- ▶ Financial interests policy
- ▶ Ancillary positions of members of the Governing Board
- ▶ Termination of management agreements with equity partners
- ▶ Exit monitoring of partners and staff in key positions
- ▶ Developments regarding the accounting profession

### Decision-making by Supervisory Board

The formal decisions taken during meetings of the Supervisory Board included:

- ▶ Approval of annual accounts, including the financial statements for 2023
- ▶ Approval of Transparency Report 2023
- ▶ Appointment of auditor for the financial statements 2024
- ▶ Approval of budget for 2024
- ▶ Decision on level of remuneration for members of the Governing Board and the Head of Audit as of 1 January 2025
- ▶ Approval of nomination of (external) auditors at Audit & Assurance Line of Service and appointments of salary and equity partners
- ▶ Approval of nomination of two members of the Supervisory Board
- ▶ Decision to nominate a member of the Governing Board

- ▶ Approval of Internal Audit Plan 2025
- ▶ Approval of investment policy for participants
- ▶ Approval of performance assessment of Compliance Officer and Internal Auditor

### Performance assessment and remuneration of Supervisory Board and Governing Board

#### Performance assessment and remuneration of Governing Board

Individual performance interviews were conducted with the members of the Governing Board and the Head of Audit early in 2024. We held progress meetings with them in the third quarter. In the autumn of 2023, based on a benchmark conducted, we recommended that no changes should be made to the remuneration policy for 2024 and 2025. The Meeting of Participants endorsed our recommendation.

#### Self-assessment by Supervisory Board

The composition of the Supervisory Board changed mid-year with the departure of two of our members and the arrival of their successors. Based on the self-assessment carried out by the Supervisory Board, at that time still including the members that resigned, we conclude that, in that constellation, collaboration between members and the way of communicating had been pleasant, open, and constructive. In its current composition, the Supervisory Board also assessed its division of duties and areas of focus, as well as collaboration between members and their individual added value. We found that there is good collaboration between members and the way of communicating, division of duties, and areas of focus are also effective.

#### Remuneration of members of the Supervisory Board

The members of the Supervisory Board are paid a fee, which is adopted by the Meeting of Participants. For details of our remuneration, we refer to the financial statements.

### Independence

Our duties and powers should be carried out within the applicable regulations on independence. The BDO Compliance Officer monitors the personal and financial independence of the members of the Supervisory Board. All members qualified as independent in accordance with applicable regulations in 2024.

### Training

In 2024, the Supervisory Board attended a knowledge session on developments in artificial intelligence. This has deepened our knowledge and given us a better understanding of the possible uses, limitations, and threats.

## Financial statements

BDO's annual accounts and financial statements for 2024 were prepared by the Governing Board. The financial statements were audited by Baker Tilly (Netherlands) N.V., the independent external auditor. The audit findings were discussed with the Audit Committee in the presence of the Governing Board. The Supervisory Board subsequently approved the annual accounts and the financial statements for 2024 at its meeting with the Governing Board on May 15th, 2025.

## Transparency report

The policymakers discussed the contents of the Transparency Report 2024 with us. We have established that the content of the report is consistent with our view of the past year and accurately reflects the relevant issues, progress and state of affairs that were presented and explained to us and that we have monitored.

## Conclusion

As Supervisory Board, we believe that effective strides have been made on the various themes and projects in 2024. We greatly respect and appreciate the considerable efforts that employees, partners and the Governing Board have made to make BDO a better and greater organisation. We are also very confident that by appointing a Chief Transformation Officer to strengthen the Governing Board in 2025, the transition and innovation can be accelerated, to ensure that BDO remains resilient going forward and can grow sustainably in terms of both quality and added value as well as financially. We will continue to track and monitor this closely. We will also continue to closely monitor the diligent completion of the internal investigation into inappropriate behaviour around exams, the organisation's ability to learn, and further measures to ensure the quality, reliability and appropriate behaviour incumbent on an organisation such as BDO. We will continue to provide the Governing Board with proactive support and advice in relation to these and any other challenges and issues going forward.

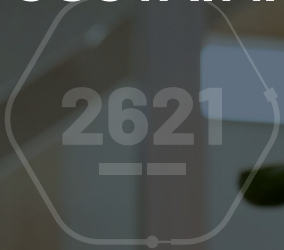
*Eindhoven, May 15th, 2025*

### Supervisory Board

- ▶ D.A. (Danny) van der Eijk (chair)
- ▶ E.M. (Engelhardt) Robbe (vice-chair)
- ▶ H.L. (Heleen) Kuijten-Koenen
- ▶ B. (Barbara) Lamberts
- ▶ K. (Kim) Smit

Dashboard

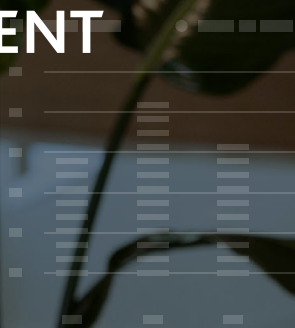
# SUSTAINABILITY STATEMENT



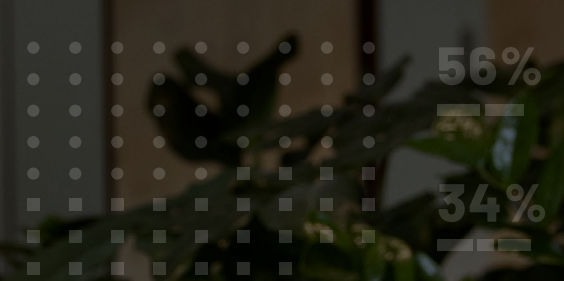
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Staafdiagram



Infographic



Lijndiagram



Dashboard



Diagram



Beelddiagram



Staafdiagram



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Infographic

Kalender

## General information

This sustainability statement has been prepared in accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). As a large undertaking, BDO Netherlands is currently not required to comply with the ESRS. However, we aim to practise what we preach and demonstrate what every company can achieve with the right processes and tools. That being said, we do not claim that this report is perfect; rather, our aim is to provide an early example of an ESRS sustainability statement.

The 2024 report covers the period from January 1st, up to and including December 31st, 2024. The information of the following entities has been included: BDO Holding B.V., BDO Audit & Assurance B.V., BDO Accountancy, Tax & Legal B.V., BDO BAMN B.V., BDO Advisory B.V., BDO Corporate Finance B.V., BDO Investigations B.V. and BDO Interim & Recruitment B.V.

The statement includes our double materiality assessment (DMA). The DMA process described in IRO-1 covers impacts, risks and opportunities connected with BDO Netherlands' own operations and our upstream and downstream value chains. The extent to which Position Green's policies, actions, objectives and measurements extend to our value chain is described in the sections that relate to the subject-specific standards.

## Value chain estimation

To calculate scope 3 greenhouse gas (GHG) emissions in some categories, we use the spend-based methodology along with the Eora 66 emission factor set. Given the nature of the spend-based method, the calculations are subject to a certain degree of uncertainty. We maintain ongoing discussions with suppliers within our value chain in order to identify CO<sub>2</sub>e emissions from purchased goods and services with greater accuracy. For further details, please see the definitions of scope 3 GHG emissions in the chapter headed 'Definitions'.


## Changes in preparation or presentation of sustainability information

This is the first time that BDO has reported on sustainability in accordance with ESRS. Changes include the following:

- ▶ Change in the layout of the annual accounts. In our 2023 annual accounts we included a section on Environmental, Social and Governance. We have gone further in the 2024 annual accounts by bringing the presentation of general information into line with ESRS.
- ▶ Additional disclosures, including descriptions of material impacts, risks, opportunities, policies, actions, measurements and objectives, as prescribed by ESRS.
- ▶ The KPIs in these annual accounts have been brought into line with the ESRS definitions. This means more extensive Environmental KPIs, which include reporting all our scope 3 CO<sub>2</sub>e emissions, and

changed definitions for many Social KPIs. In the 2023 annual accounts, the information reported under the Social KPIs covered job groups ranging from equity partners to professionals, but did not cover interns, students on work placements and casual workers. Under the ESRS definition, 'employees' include all persons in an employment relationship with BDO. Equity partners are not in an employment relationship with BDO, but instead perform work under a management agreement concluded between their personal company and BDO. As a result, equity partners, as well as hired external workers and agency workers, are classified as 'non-employee workers', whereas all workers ranging from salary partner to assistant, including interns, students on work placements and casual workers, are classified as 'employees'. The definitions can be found on [page 111](#).

## External auditor's assessment of ESG information

Where the following icon  appears next to qualitative data in the tables in the Environmental, Social and Governance sections, this indicates that the data are subject to the ESG assessment (limited assurance) performed by our external auditor Baker Tilly (Netherlands) N.V. See the auditor's assurance report on [page 108](#).

## Sustainability governance

The Governing Board and the Supervisory Board of BDO play a crucial role in monitoring and developing our sustainability strategy. Final responsibility for integrating sustainability into our business operations rests with the Governing Board. The Supervisory Board, together with a representation of various stakeholders, advises the Governing Board and monitors compliance with sustainability strategies and measures.

Our administrative, management and supervisory bodies have wide-ranging expertise that is relevant to our industry, products and geographic markets. The diverse composition of the Governing Board and Supervisory Board, with a balance in terms of gender representation and other aspects of diversity, promotes inclusive decision-making.

Responsibility for managing sustainability issues rests with our CEO, who is responsible for integrating ESG/Sustainability considerations into our business strategy, internal controls and operations. Our CEO's mandate includes ensuring effective implementation of sustainability initiatives and managing related matters. Our Supervisory Board is responsible for monitoring the adoption and progress of the sustainability strategy, including the definition of policies and action plans, the setting of targets and performance measurement. These actions help us consistently pay attention to, take responsibility for, and be transparently about, our sustainability-related performance.

Once a quarter, the Governing Board reports to the Supervisory Board on progress and performance in the area of sustainability, with an emphasis on transparency and accountability. These updates provide the Supervisory Board with the insight needed to take decisions on actions or investments that can foster our sustainability-related performance. They also provide insight into the risks and the internal control of sustainability information, which leads to improvements in internal control mechanisms, data availability and data quality.

The sustainability portfolio has been transferred from the CEO to the new CTO with effect from March 15th, 2025.

At the moment, BDO does not integrate sustainability-related performance in incentive schemes for members of the administrative, management and supervisory bodies.

## Statement on due diligence

Our sustainability due diligence process is the ongoing process by which we identify, prevent, mitigate and account for the actual and potential negative and positive impacts on the environment and people connected with our business, as well as the actual and potential risks and opportunities that often result from such impacts. This process informs our assessment of our IROs. We are embedding the core elements of due diligence for impacts on people and the environment into the governance, strategy and business model of BDO.

Core elements of due diligence	ESRS code	Chapters, paragraphs and pages in the sustainability statement
A. Embedding due diligence in governance, strategy and business model	<ul style="list-style-type: none"> <li>▶ ESRS 2 GOV-2</li> <li>▶ ESRS 2 GOV-3</li> </ul>	<ul style="list-style-type: none"> <li>▶ General basis, Sustainability governance, <a href="#">page 32</a></li> <li>▶ General basis, Our stakeholders, <a href="#">page 34</a></li> </ul>
B. Engaging with affected stakeholders in all key steps of the due diligence	<ul style="list-style-type: none"> <li>▶ ESRS 2 GOV-2</li> <li>▶ ESRS 2 SBM-2</li> <li>▶ ESRS 2 IRO-1</li> </ul>	<ul style="list-style-type: none"> <li>▶ General basis, Sustainability governance, <a href="#">page 32</a></li> <li>▶ General basis, Our stakeholders <a href="#">page 34</a></li> <li>▶ General basis, Materiality assessment, <a href="#">page 35</a></li> </ul>
C. Identifying and assessing adverse impacts	<ul style="list-style-type: none"> <li>▶ ESRS 2 SBM-3</li> </ul>	<ul style="list-style-type: none"> <li>▶ General basis, Material impacts, risks and opportunities, <a href="#">page 36</a></li> <li>▶ E1 Climate change, strategy, governance and action plan, <a href="#">page 39</a></li> <li>▶ S1 Own workforce, <a href="#">page 44</a></li> <li>▶ S1 Own workforce, Strategy, governance and action plan, <a href="#">page 45</a></li> <li>▶ S1 Own workforce, Strategy, governance and action plan, <a href="#">page 52</a></li> </ul>
D. Taking actions to address those adverse impacts	<ul style="list-style-type: none"> <li>▶ ESRS 2 MDR-A</li> </ul>	<ul style="list-style-type: none"> <li>▶ General basis, Material impacts, risks and opportunities, <a href="#">page 36</a></li> <li>▶ E1 Climate change, strategy, governance and action plan, <a href="#">page 39</a></li> <li>▶ S1 Own workforce, <a href="#">page 44</a></li> <li>▶ S1 Own workforce, Strategy, governance and action plan, <a href="#">page 45</a></li> <li>▶ S1 Own workforce, Strategy, governance and action plan, <a href="#">page 52</a></li> <li>▶ G1 Business conduct, Strategy, governance and action plan, <a href="#">page 58</a></li> </ul>
E. Tracking the effectiveness of these efforts and communicating.	<ul style="list-style-type: none"> <li>▶ ESRS 2 MDR-M</li> <li>▶ ESRS 2 MDR-T</li> </ul>	<ul style="list-style-type: none"> <li>▶ E1 Climate change, Metrics and goals, <a href="#">page 40</a></li> <li>▶ S1 Own workforce, Metrics and targets, <a href="#">page 46</a></li> </ul>

### Risk management and internal controls

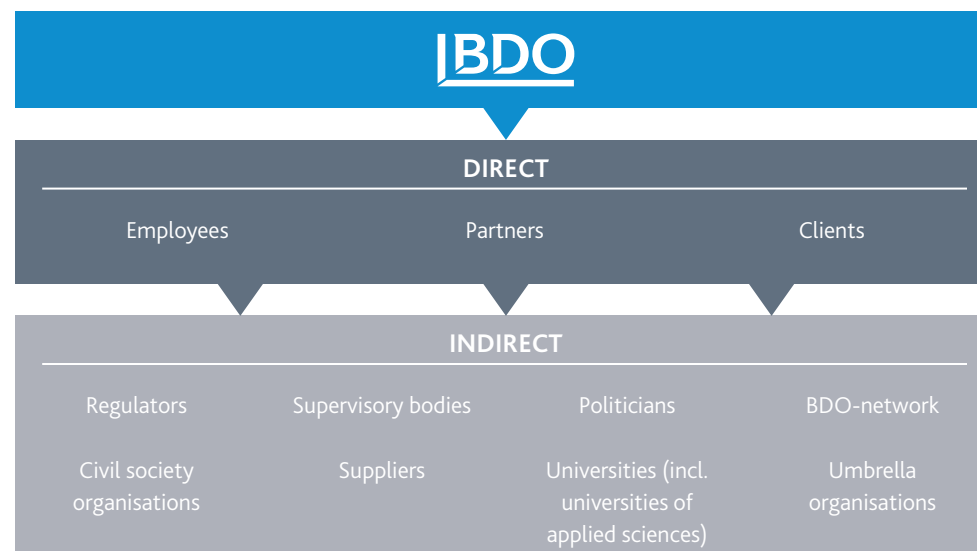
BDO's sustainability reporting process is exposed to the risk of material errors caused by human error, incomplete data or fraud. We have put in place various mitigation processes to manage the risks. Our sustainability governance is clear and well-structured, as described on [page 67](#). In addition, our accounting policies are in compliance with the ESRS requirements for sustainability information. Review meetings covering key sustainability issues are held on a quarterly basis. Finally, the external auditor provides limited assurance on selected KPIs. For more information, see the limited assurance statement.

### Our stakeholders

Engaging with stakeholders when identifying the themes that matter to BDO is crucial so that BDO can create value and impact. This is a prerequisite for providing services to our clients and creating a robust and agile corporate culture. Engaging with stakeholders on material sustainability issues is handled by the Governing Board, our HR team, the finance team and employees in general. The following table summarises how we interact with our key stakeholders and the types of interaction we have with them. The views of stakeholders form valuable input for our due diligence process and the materiality assessment described in more detail in IRO-1.

We have identified the following stakeholder groups with whom we interact:

- ▶ Employees;
- ▶ Partners;
- ▶ Clients;
- ▶ Regulators, supervisory bodies and politicians;
- ▶ Civil society organisations;
- ▶ Suppliers, universities (including universities of applied sciences), umbrella organisations and BDO network.



Our Supervisory Board is a key stakeholder. We regularly engage in a dialogue with its members on the impact of our sustainable value creation themes.

Stakeholder groups	Type of interaction
Employees	Employee survey
	Survey of material themes
	Discussions with the Works Council
	Meetings with Young BDO and Young Management Teams
	'Horizon locally' culture sessions
	Discussions with BDO Impact Centre
	Other formal and informal sessions
Partners	Survey of material themes
	Formal and informal partner meetings
	General meetings of shareholders with the Governing Board
	Talent development and performance interviews
	L&D programmes

Stakeholder groups	Type of interaction
Clients	Survey of material themes
	Stakeholder dialogues
	Client satisfaction surveys
	Client and theme seminars
	Client and sector studies
	Requests for proposals and feedback
Regulators, supervisory bodies and politicians	Formal and informal meetings with NBA and AFM
	Meetings with Coordinators for the Future of the Accountancy Sector
	Outcomes of investigations by AFM and PCAOB
	Feedback on proposed legislation and regulations
	Discussions with Tax and Customs Administration
	Monthly meetings of Dutch Forum for Audit Quality
	Monthly meetings of European Contact Group
	Meeting of Public Interest Steering Group and monthly meetings of Public Interest Steering Group taskforce
	Twice-yearly joint meetings and routine ad hoc individual meetings between BDO and Foundation for Auditing Research (FAR) and affiliated research teams
	Participation in consultative platform for PIE firms
Meetings with ADR regarding reviews	
Civil society organisations	Formal and informal meetings
	Survey of material themes
Suppliers, universities (incl. universities of applied sciences), umbrella organisations and BDO network	Formal and informal meetings with suppliers, universities (including universities of applied sciences), umbrella organisations, BDO International and other BDO Member Firms

## Materiality assessment

BDO conducted its first ESRS-focused double materiality assessment (DMA) as preparation for our 2023 annual accounts. This involved identifying and objectively assessing impact, risks and opportunities (IROs) and consulting with various stakeholder groups to prioritise topics using the double materiality concept. This means we looked at the following:

- ▶ Sustainability risks and opportunities with an actual or potential financial impact on the undertaking (= financial materiality, from the outside in); and
- ▶ Sustainability impacts of the undertaking (and of activities in its value chain) on people and the planet (= impact materiality, from the inside out).

### Four-step plan for the DMA:

We use a four-step methodology for the DMA, which includes the involvement of our stakeholders. The plan reflects the initial DMA and subsequent update carried out in 2024. The steps were carried out by the project team, made up of a core team of advisers from BDO Sustainability and a working group consisting of colleagues from corporate services departments. They are in frequent contact with internal stakeholders (for example, a partner and employees working in corporate services departments such as Human Resources, Facility Support and Procurement), and are under the supervision of the Governing Board.

#### ▶ Step 1: initial long list of sustainability topics for BDO

We discussed all ESRS sub-topics and definitions to determine whether the topic in question might be relevant for BDO and/or our stakeholders. The sub-topics regarded as not relevant were taken off the longlist, meaning only relevant topics were left.

#### ▶ Step 2: analysis of business model and value chain to check completeness of longlist and identify relevant stakeholders

In the second step, BDO's business model and value chain were identified and analysed. BDO's annual accounts for previous years were also analysed, and a benchmark analysis was performed to identify important material topics, impact, risks and opportunities. Besides providing valuable input for the required disclosures under ESRS 2, these analyses also had the following objectives:

- Checking completeness of sustainability topics included in the initial longlist;
- Identifying relevant stakeholders for inclusion in interactions with stakeholders.

In these steps, we described the following elements for the BDO value chain:

- Activities – own activities and upstream/downstream activities
- Resources – activity inputs and outputs
- Relationships – those involved in carrying out the activities

We then looked at actual and potential impacts, risks and opportunities that arise, or could arise, in the value chain. Based on this analysis, the longlist was supplemented / validated once more.

#### ▶ Step 3: stakeholder analysis

In the third step, we performed an extensive stakeholder analysis and interacted with relevant stakeholders. The list of relevant stakeholders identified in the business model and value chain (see step 2) formed the starting point for this. The objective was to validate the long list of sustainability topics and supplement it as necessary. In order to achieve this objective, the stakeholders were identified, categorised and assessed on the basis of their impact on the organisation. We also looked at pre-existing stakeholder interactions from previous years and identified any points for attention relating to future interactions.

Stakeholder interaction is a continuous dialogue with stakeholders during all stages of their sustainability journey. The project group looks at possible ways to shape further interaction with the most important stakeholder groups in future with the aim of validating the DMA results and BDO's formulated policies.

► **Step 4: perform a double materiality assessment**

In the fourth step, the double materiality assessment was carried out. The aim was to select the material topics, which are the foundation on which the organisation builds its sustainability programme and associated sustainability reports in line with the CSRD requirements (implementation phase in transition to CSRD compliance).

When carrying out the double materiality assessment, we specifically described the impacts, risks and opportunities (IROs) in the context of BDO for each topic on the longlist and scored them in terms of their impact materiality and financial materiality. For the purpose of formulating the IROs

we described each component and indicated where it is located in the value chain (own operations and/or upstream and/or downstream activities) and when the impact will occur (short, medium and/or long term). Impact materiality was divided into negative and positive impacts, each impact was awarded scores out of five for its scale, scope and (only if the impact is negative) irreversible nature, and we indicated whether the impact was an actual or potential impact. Financial materiality was divided into opportunity and risk, each impact was then awarded scores for the availability of / dependence on resources, dependence on stakeholders, potential size, and probability of happening.

After formulating the IROs and awarding scores to the negative and positive impacts and risks and opportunities, a threshold was set for impact materiality and financial materiality to arrive at the categories 'Non-material topics', 'Almost non-material topics' and 'Material topics'. These three categories were discussed with the project group and the material topics were unanimously agreed on. All categories and material topics were subsequently discussed and validated by the Governing Board.

## Material impacts, risks and opportunities

### Results of double materiality assessment

#### Materiality assessment

	Impact materiality					Financial materiality				
<b>E1 - Climate change</b>										
Climate change adaptation, climate change mitigation and energy										
<b>S1 - Own workforce</b>										
Job security										
Work-life balance										
Gender equality and equal pay for work of equal value										
Training and skills development										
<b>G1 - Business conduct</b>										
Corporate culture										
<b>Entity-specific topic</b>										
Quality										
	high				low					high

	Description of theme	Link to SDG	IROs	Type	IRO type						Value chain			Horizon			
					Impact materiality			Financial materiality			◀	■	▶	ST	MT	LT	
					Neg.	Pos.	A/P	Risk	Opp.	A/P							
Environmental	E1 - Climate change																
	Klimaataadaptatie, klimaatmitigatie en energie	BDO has an impact on people and the environment through its greenhouse gas (GHG) emissions. These consist of direct emissions from our own operations (scope 1), indirect emissions from purchased heating and energy (scope 2), and emissions related to our upstream value chain (scope 3). BDO Nederland has given BDO Global and SBTi a commitment that it will achieve net zero by 2050 at the latest.		BDO's activities generate GHG emissions through BDO's own operations (scope 1 and scope 2) and those of suppliers (scope 3), and these emissions contribute to climate change.	Actual negative impact	✓		Actual					✓	✓	✓	✓	✓
Social	S1 - Own workforce																
	Working conditions																
	Secure employment	At BDO, people make the difference. The quality and enthusiasm of our people determine the quality of our services, our development and our growth. For this reason, we will continue to make every effort to retain our talented professionals and hire new talented individuals. Secure employment includes ensuring safe working conditions for our own workforce, including appropriate types of contracts, wages that are in line with the market, and freedom of association.		At BDO, people make the difference. Attracting and retaining people is essential to BDO's growth and services.	"Actual positive impact, Actual negative impact"	✓	✓	Actual					✓	✓	✓	✓	
	Work-life balance	At BDO, supporting a work-life balance means bringing the well-being and stress levels of employees into balance with their capacity and resources. A lack of balance can lead to burnout, fatigue and reduced well-being among employees. Employees and partners need to be fit and health if they are to remain employable in the long term, and being able to use their talents adds to their happiness, sustainable employability and level of engagement. BDO endeavours to provide all employees with a pleasant and safe environment that focuses on sustainable employability for all ages. Healthy, agile and inspired employees and partners are happier, more content and provide better quality of services.		In certain periods and situations, the workload is higher than usual, and this is inherent to the services provided by BDO. The work-life balance of employees can be adversely affected by an increase in their workload and/or work pressure. A lack of balance can, in the long term, result in the employee developing physical and mental health complaints or being absent from work.	"Actual negative impact Financial risk"	✓		Actual	✓		Actual		✓	✓	✓		
Equal treatment and opportunities for all																	
Gender equality and equal pay for work of equal value	At BDO, gender equality and equal pay for work of equal value means offering equal treatment in employment, occupation and promotion for work of equal value. This topic focuses on the creation of an inclusive, diverse working environment in which individuals are treated fairly and have equal opportunities for growth and advancement. BDO aims to be an inclusive organisation that attracts and retains talented partners and employees, actively works to remove barriers to inclusiveness, and develops policies, procedures and practices that promote an inclusive culture. BDO believes this is essential if we are to remain for the future and reflect society.	 	Creating a culture of belonging in a diverse working environment has a positive impact on levels of job satisfaction among employees. We also believe that a diverse workforce leads to a better performance by BDO as an organisation. Decision-making is better in diverse teams where people learn to listen to each other and share diverse ideas. Without an effective DEI policy, BDO might be less able to attract and retain the talented people it needs to achieve its financial objectives.	Actual negative impact	✓		Actual					✓	✓	✓			

A = Actual, P = Potential, ◀ = Downstream, ■ = Own operations, ▶ = Upstream, ST = Short-term, MT = Medium-term, LT = Long-term

	Description of theme	Link to SDG	IROs	Type	IRO type						Value chain			Horizon		
					Impact materiality			Financial materiality			◀	■	▶	ST	MT	LT
					Neg.	Pos.	A/P	Risk	Opp.	A/P						
Social	Equal treatment and opportunities for all															
	Training and skills development		 	BDO's focus on learning and development has a positive impact in terms of employee job satisfaction, growth opportunities and employability. Thanks to its learning and development opportunities, people regard BDO as an appealing company to work for, which creates opportunities to attract new talent to support the organisation's growth. If BDO did not succeed in attracting and training enough talented people, it would not be able to deliver high-quality projects consistently, and this in turn would affect its financial performance.	"Actual positive impact, Actual negative impact"	✓	✓	Actual					✓	✓	✓	✓
Governance	G1 - Business Conduct															
	Corporate culture			BDO has a clear corporate culture in mind. There is a risk that employees, clients, suppliers and other stakeholders do not have a clear picture of our mission and vision, leading to the loss of our corporate culture.	Actual negative impact		✓	Actual					✓	✓	✓	✓
Entity-specific																
	Quality		 	We believe that aiming for, and achieving, top quality constitutes BDO's licence to operate. The level of trust that society and our clients have in our services is essential to BDO's success as an organisation. For BDO, quality is a decisive factor in the service provision to existing clients and in winning new clients. In addition, one of BDO's main objectives is to improve the quality of the profession and to restore the reputation of the profession in general. The reputation of the BDO brand is inextricably linked to trust in, and the role of, our auditors, accountants and advisers. BDO seeks to be a firm of professionals who act as trusted partners to those around them and who intrinsically want to do 'the right thing' for clients, society and stakeholders.	"Potential negative impact, Financial opportunity risk"		✓	Potential	✓	✓	Potential	✓	✓	✓	✓	✓

A = Actual, P = Potential, ◀ = Downstream, ■ = Own operations, ▶ = Upstream, ST = Short-term, MT = Medium-term, LT = Long-term

## Environmental information

### E1 Climate change

#### Climate change adaptation, climate change mitigation and energy

##### Strategy, governance and action plan

We want our strategy and business model to be compatible with the transition to a sustainable economy. BDO Netherlands submitted the SBTi commitment letter in January 2023, and submitted our short-term and net-zero Science-Based Targets to the SBTi in March 2025. We are currently awaiting validation of the targets by SBTi. The targets we submitted are in line with the Paris Agreement to limit global warming to 1.5°C and the EU's climate targets.

BDO has submitted the following reduction targets to the SBTi: 50% reduction in scope 1 and 2 GHG emissions by 2030 compared to our base year of 2022 (short-term target), 52% reduction in scope 3 GHG emissions per euro of profit by 2030 compared to our base year of 2022 (short-term target), and 90% reduction in scope 1, 2 and 3 GHG emissions by 2050 compared to our base year of 2022 (net zero target). Our emission reduction targets are explained in more detail in Disclosure Requirement E1-4.

Environmental	E1 Climate change	SDG link	Type	Value chain			Horizon		
				Upstream	Own operations	Downstream	Short term	Medium term	Long term
	Climate change adaptation, climate change mitigation and energy		Actual negative impact	✓	✓		✓	✓	✓

The materiality assessment described in Disclosure Requirement IRO-2 identified the following material impacts: Climate change adaptation, climate change mitigation and energy.

BDO has an impact on the environment through its greenhouse gas (GHG) emissions. BDO Nederland has given BDO Global a commitment that it will achieve net zero by 2050, and this commitment will have an impact on our activities and processes. BDO's emissions come from our own business operations, business travel, purchases of goods and services, and the heating systems in our offices. By consuming fossil fuels for these purposes, we generate emissions that have an actual negative impact on the environment, contributing to climate change in the short, medium and long term.

BDO has opted to apply the phase-in provisions, and consequently the financial impact of significant physical and transition risks and potential climate-related benefits are excluded.

We are currently writing our sustainability policy and transition plan, in which we explain how we deal with matters relating to the environment and sustainability. Our approach to sustainable development includes respect for, and protection of, the environment and society for the benefit of current and future generations. We seek to minimise our environmental impact as much as possible by travelling in ways that are climate-friendly, using sustainable products and services, complying with applicable laws and regulations, and carefully selecting our suppliers. We believe there is an urgent need to build a more sustainable future, and our objective is to help companies accelerate their sustainability efforts.

In order to achieve our targets for 2030 and 2050, we have developed a roadmap that includes the following levers:

### Lease cars and mobility:

- ▶ Lease car fleet fully electric by 2030
- ▶ Continuing to focus on the solutions already offered to our colleagues, such as encouraging the use of public transport and possibilities for working from home.

### Energy

- ▶ Increasing the share of renewable energy: Although many of our offices already had green energy contracts in 2022, our objective was to increase the proportion to 100%, which we achieved in 2024;
- ▶ Reduction of energy consumption: Installing smart meters in our offices to provide continuous transparency on energy consumption and allow us to reduce excessive energy consumption.

### Supplier engagement:

- ▶ Further improvement of procurement policy, giving sustainability a more prominent role;
- ▶ Increasing the visibility of small but symbolic actions at offices (often initiated by the sustainability ambassadors) that demonstrate our commitment to sustainability and increase awareness among all our colleagues.

We will be able to provide more information about the transition plan and its implementation next year, after our targets have been validated by the SBTi.

### Metrics and targets

#### Net zero by 2050

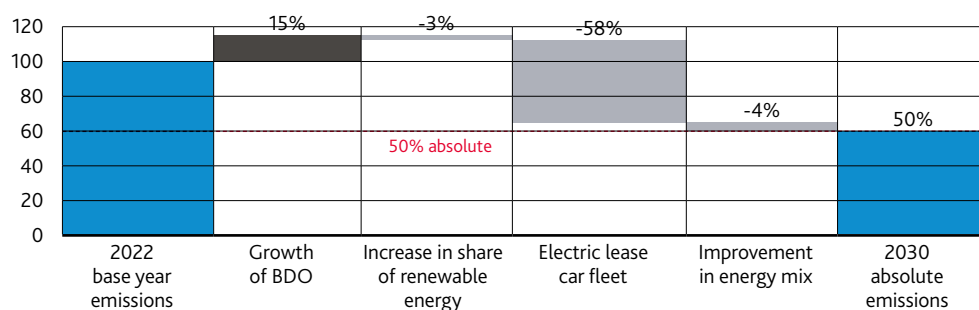
In order to meet our targets, we need to achieve a reduction in emissions by 2030, compared to our base year of 2022. BDO has submitted the following targets relating to climate change to SBTi:

Submitted SBTi targets	Base year		Objective			
	2022		2030		2050	
Scopes 1 + 2	5,331 tCO <sub>2e</sub>	100%	2,665 tCO <sub>2e</sub>	50% absolute	533 tCO <sub>2e</sub>	90% absolute
Scope 3	15,108 tCO <sub>2e</sub>	100%	13,421 tCO <sub>2e</sub>	52% kg per € operating profit	1,511 tCO <sub>2e</sub>	90% absolute

Our strategy and progress are visually represented in the figure below, which illustrates the reduction targets we have planned to achieve these targets in our operations. These targets, which do not include carbon credits, are in line with the 1.5° C global warming threshold and are currently being reviewed by the SBTi.

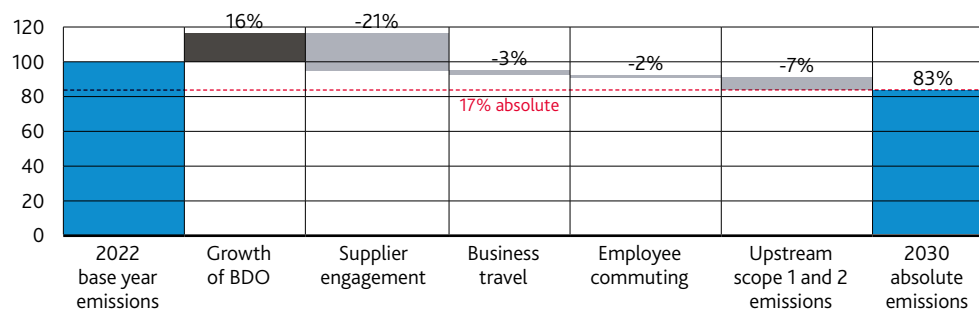
In order to limit climate change and achieve our targets, we are focusing on a range of reduction strategies. For scopes 1 and 2, our main strategy involves fuel switching and electrification of our lease car fleet. At the moment, eight out of ten newly-ordered lease cars are electric, but we want to see a further increase so that our lease car fleet is fully electric by 2030. The next challenge is to improve the energy mix for charging electric cars to fully renewable energy. We depend in part on the type of energy used at public charging stations and at employees' homes. Another strategy we will pursue is to switch away from gas in our buildings. Currently, eight of our sixteen offices (as at 31 December 2024) are not connected to the gas supply and we want more to be disconnected to improve our energy mix.

BDO's roadmap for reducing scope 1 and 2 emissions by 2030:



When it comes to scope 3 emissions, we are highly dependent on our suppliers. Around three quarters of our CO<sub>2</sub>e emissions are from purchased goods and services and capital goods. In order to reduce our emissions from these categories we could purchase fewer goods and services and capital goods, but a more realistic approach is to work with the supplier on reducing emissions from its goods and services. To this end, we want to work with our suppliers in the coming years to determine whether we can reduce CO<sub>2</sub>e emissions in the value chain by means of 'supplier engagement'. We also want to reduce our emissions from business travel and commuting by employees without a lease car. As part of this, we encourage behavioural changes by promoting hybrid working and discouraging foreign travel in our travel policy. Finally, some of our scope 3 emissions will be reduced as a consequence of our reduction strategies for scope 1 and 2 emissions. Our emissions in the fuel and energy-related activities category will also fall automatically as a result of fuel switching and electrification of our lease car fleet, and by using more renewable energy and less non-renewable energy.

BDO's roadmap for reducing scope 3 emissions by 2030:



## Energy consumption

Our energy consumption is derived from our office accommodation (consumption of gas, electricity and district heating) and lease cars (fossil fuel, electricity from car charging at BDO offices, public charging stations and employees' homes). We aim to reduce our dependence on non-renewable energy sources at the same time as integrating renewable energy sources. This includes engaging with lessors and managers at all offices so that our energy needs can be met with renewable electricity insofar as possible. We are already well on our way to achieving this, and as of December 31, 2024 all sixteen locations were supplied with renewable energy. One challenge we face is improving the energy mix for electric lease cars charged at public charging stations because this depends on the average energy mix used in the Netherlands.

In 2024, our energy consumption amounted to 23,507 MWh, of which 25.8% was exclusively from renewable sources.

The table below summarises our total energy consumption under scopes 1 and 2 for 2023 and 2024, broken down by fuel type.

### Energy consumption and energy mix

Energy consumption and energy mix	Unit	2023	2024	% Change
Fossil fuel consumption - lease cars	MWh	16,137	13,958	(14%)
Gas consumption - buildings	MWh	1,259	966	(23%)
Non-renewable energy - lease cars	MWh	1,517	1,916	26%
Non-renewable energy - buildings	MWh	449	0	(100%)
Total energy consumption from fossil sources	MWh	19,362	16,840	(13%)
Non-renewable energy - lease cars	MWh	76	96	26%
Non-renewable energy - buildings	MWh	59	0	(100%)
Total energy consumption from nuclear sources	MWh	135	96	(29%)
District heating	MWh	1,478	1,752	19%
Total energy consumption from district heating	MWh	1,478	1,752	19%
Renewable energy - lease cars		865	1,093	26%
Renewable energy - buildings		449	3,725	730%
Consumption of purchased heat, steam and cooling from renewable sources		0	0	0%
Total energy consumption from renewable sources	MWh	1,314	4,818	267%
<b>Total energy consumption</b>	<b>MWh</b>	<b>22,289</b>	<b>23,507</b>	<b>5%</b>
Share of renewable energy in total energy consumption (%)		6.4%	25.8%	

### Gross scope 1, 2 and 3 emissions

The table on the next page summarises our total emissions in 2024, grouped into scopes 1, 2 and 3. To demonstrate consistency and enable comparison of reporting elements from year to year, including elements in our upstream and downstream value chain, we also include our performance for the previous year (2023) and our base year of 2022 on the next page. This table shows the progress we have made towards achieving our targets for 2030 and 2050.

The methodologies, significant assumptions and emission factors used to calculate or measure our greenhouse gas (GHG) emissions are mentioned in the definitions on [page 111](#).



The table shows a fall in our gross scope 1 and gross market-based scope 2 emissions in 2024 compared to the previous year and our base year. These two scopes include the CO<sub>2e</sub> emissions of our offices (consumption of gas, energy and district heating) and our lease cars. One reason for the fall in CO<sub>2e</sub> emissions in these two scopes is that more and more employees are opting for electric vehicles. BDO encourages the use of electric vehicles by offering an additional budget and a charging station scheme. These efforts have proved effective: in the last year, eight of the ten cars ordered were electric. In 2024, the number of electric cars rose by 169 to 788 (2023: 619, 2022:500). This corresponds to 46.1%

(2023: 37.1%, 2022: 29.9%) of the total lease car fleet. The number of electric cars in our fleet is expected to increase further in 2025 as there are currently 86 fully electric cars on order. We are currently working on developing a policy under which only electric lease cars can be ordered in future, with the aim of further reducing our CO<sub>2e</sub> emissions in scope 1.

Moreover, we want our offices to be located in attractive places with good public transport facilities so that there are no barriers to commuting by public transport for employees. We moved into a number of new premises at such locations in 2023 and 2024. This was a factor in the increase in the number of employees coming into the office in 2024. Despite this increase, our electricity consumption in our premises decreased and there was a greater decrease in CO<sub>2e</sub> emissions due to increased purchases of green electricity for our premises. In 2024, we purchased green electricity for all buildings.

This financial year is our first report on our full scope 3 emissions. We have also identified all the CO<sub>2e</sub> emissions for 2022 and 2023. We can see that, following a fall in our CO<sub>2e</sub> emissions in 2023 compared to our base year, our CO<sub>2e</sub> emissions rose again in 2024, mainly due to an increase in purchased goods and services.

#### Gross scope 1, 2 and 3 emissions and total GHG emissions

In tCO <sub>2e</sub>	Retrospective				Milestones and target years		
	2022	2023	2024	% (2024/2023)	2025	2030	2050
Scope 1-emissions 							
Gross scope 1 emissions	4,109	4,120	3,541	(14%)	3,337	2,054	411
Scope 2-emissions 							
Gross location-based scope 2 emissions	2,259	2,048	2,056	1%			
Gross market-based scope 2 emissions	1,222	1,003	975	(3%)	993	611	122
Significant scope 3 emissions							
Gross scope 3 emissions	15,108	13,511	15,527	15%		13,421	1,511
1 Purchased goods and services	8,049	8,688	10,424	20%			
2 Capital goods	3,862	883	1,383	57%			
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	1,507	1,445	1,392	(4%)			
4 Upstream transportation and distribution	66	118	15	(87%)			
5 Waste generated in operations	6	6	6	0%			
6 Business travel	592	1,169	1,003	(14%)			
7 Employee commuting	1,026	1,202	1,304	8%			
<b>Total GHG emissions</b>							
<b>Total GHG emissions (location-based)</b>	<b>21,476</b>	<b>19,679</b>	<b>21,124</b>	<b>7%</b>			
<b>Total GHG emissions (market-based)</b>	<b>20,439</b>	<b>18,634</b>	<b>20,043</b>	<b>8%</b>			

*GHG intensity - based on net income and per employee*

	Unit	2023	2024
Total GHG emissions (location-based) based on net income	tCO <sub>2e</sub> / € million	0.05	0.06
Total GHG emissions (market-based) based on net income	tCO <sub>2e</sub> / € million	0.05	0.05
Total GHG emissions (location-based) per employee	tCO <sub>2e</sub> / employees as of December 31	6.78	6.78
Total GHG emissions (market-based) per employee	tCO <sub>2e</sub> / employees as of December 31	6.42	6.60

**Carbon credits and internal carbon pricing**

Our aim is to reduce our CO<sub>2e</sub> emissions as much as possible in the next few years. We are aware that we will still have CO<sub>2e</sub> emissions in the coming years and are keen to take responsibility by offsetting those emissions. In line with our net zero ambition, we aim to offset some of our emissions by funding emission reduction and removal projects outside our value chain. We do this by purchasing high-quality carbon credits on a contract basis, which (in the case of foreign projects) comply with recognised quality standards and reflect our SDGs. For 2024, we offset 5,073 tCO<sub>2e</sub> through our carbon credits projects. This figure is equal to our entire scope 1 and scope 2 CO<sub>2e</sub> emissions for 2022.

*GHG removals and GHG mitigation projects financed through carbon credits*










Project name	Certifications	Project type (methodology)	Type	Location	Total tCO <sub>2e</sub>
Wind in India	Gold Standard	Wind energy	Avoidance	India	2,536
Peatland restoration in Indonesia	VCS	Afforestation, reforestation, protection	Removal	Indonesia	2,537

BDO does not apply internal carbon pricing schemes in its business operations.

## Social information

### S1 Own workforce

Our ambition is to be recognised as the leading people-centric employer that focuses on personal development and offers its people interesting and challenging work. Our policy is to recruit, develop and retain ethical, motivated and expert professionals who identify with our corporate culture and feel at home with us. A corporate climate is inclusive if people feel appreciated by like-minded colleagues who have the same goals and the same beliefs. Our people are the best ambassadors for our brand. As exponents of our culture, they stand with us in defining the strength of our employer brand.

	S1 Own workforce	SDG link	Type	Value chain			Horizon		
				Upstream	Own operations	Downstream	Short term	Medium term	Long term
Social	Job security	 	Actual positive and negative impact		✓		✓	✓	✓
	Work-life balance	 	Actual negative impact and financial risk		✓		✓	✓	
	Gender equality and equal pay for work of equal value	 	Actual negative impact		✓		✓	✓	
	Training and skills development	  	Actual negative and positive impact		✓		✓	✓	✓

#### Job security

At BDO, people make the difference. The quality and enthusiasm of our people determine the quality of our services, our development and our growth. For this reason, we will continue to make every effort to retain our talented professionals and hire new talented individuals, Secure employment includes ensuring safe working conditions for our own workforce, including appropriate types of contracts, adequate wages and freedom of association.

#### Work-life balance

At BDO, supporting a work-life balance means bringing the well-being and stress levels of employees into balance with their capacity and resources. A lack of balance can lead to burnout, fatigue and

reduced well-being among employees. Health and vitality are crucial for the sustainable employability of employees and partners. Being able to leverage their talents adds to their happiness, long-term employability and engagement. BDO endeavours to provide all employees with a pleasant and safe environment that focuses on sustainable employability at all ages. Healthy, agile and inspired employees and partners are happier, more content and provide better-quality our services.

#### Gender equality and equal pay for work of equal value

At BDO, gender equality and equal pay for work of equal value means offering equal treatment in employment, occupation and promotion for work of equal value. This topic focuses on the creation of an inclusive, diverse working environment in which individuals are treated fairly and have equal

opportunities for growth and advancement. BDO aims to be an inclusive organisation that attracts and retains talented partners and employees, actively works to remove barriers to inclusiveness, and develops policies, procedures and practices that promote an inclusive culture. This is essential if we are to remain for the future and reflect society.

### Training and skills development

BDO invests in employee learning and development so that the organisation can be flexible and adapt its services to a constantly changing environment. Being a learning organisation is at the heart of our vision of learning and development, and that status depends on the development of the people who are part of the organisation. BDO makes efforts to keep its employees fit and healthy, motivated and competent, and ensure they know the direction in which the organisation is heading and are committed to this. Training and skills development contributes to society by investing in the development of good professionals for the benefit of BDO and wider society.

## Job security

### Strategy, governance and action plan

We cannot achieve our mission to provide the best service and top quality to our clients without the commitment of our employees. We seek sustainable connections and are committed to investing in the continuing development of our human capital. We value and reward our people accordingly in an environment that encourages them to develop their talents to their full potential. That is why we focus on topics that promote people's development and happiness, and that ensure our people are fit for the future. Our HR processes and training courses need to tie in seamlessly with these topics. We aim to be a people-centric, learning organisation in which everyone is challenged and encouraged to be the best they can be so that they will consistently deliver top quality, for themselves, for clients and for other stakeholders.

### Secure employment and working time

BDO sets high standards for its employees. In return, we offer them interesting work, a challenging working environment, many career opportunities and – it goes without saying – an excellent set of employment terms and conditions. We offer permanent and fixed-term contracts, depending on what is most appropriate given the position and the employee's work experience. BDO employees can contractually agree to work a minimum of four hours and a maximum of nine hours each working day. They can set their precise working times in consultation with their manager, enabling them to be flexible and have a good work-life balance. Overtime is compensated in lieu for most job groups, with each hour of overtime worked entitling the employee to one hour off. Employees are also able to arrange to have their overtime paid out to them. These schemes help to keep employees happy and

motivated. If BDO is unable to offer the right employment contracts and good working times, it may be at risk of becoming less appealing as an employer.

### Adequate wages

BDO defines adequate wages as pay that enables employees to cover basic expenses such as housing, food, healthcare and education. The salary package consists of the basic salary as well as bonuses, variable remuneration and other benefits. BDO always ensures that employees receive at least the statutory minimum wage, and many receive an above-average income. We use salary scales that vary from one Line of Service to the next, and salaries are determined on the basis of work experience. Each year, a benchmark study is conducted to compare our salaries with those of similar companies, such as large accounting and consultancy firms. Last year's benchmark study revealed that the salary scales needed to be increased at least by a certain percentage, with higher percentage increases being allocated to ranges where necessary in view of the market. Almost all employees receive our annual general salary increase. Every employee has a performance appraisal in September, which forms the basis for a possible salary increase in October. The financial stability and happiness of employees is very important to BDO, and we aim to offer competitive and fair rewards. By doing this, we make employees feel more motivated and we also contribute to the organisation's overall performance. It follows on from this that there is a risk employees will consider BDO to be less appealing as an employer if the salary they earn is not in line with the market.

### Social dialogue, collective bargaining and Jong MT

BDO is not covered by a collective bargaining agreement (CBA). BDO has a works council that represents our employees and negotiates employment terms and conditions. The Works Council acts in compliance with the Works Councils Act and meets with at least one representative of the Governing Board on a regular basis. More information can be found in the Works Council section of the Governance chapter on [page 20](#).

BDO also has a Young MT (management team) for each Line of Service and the central corporate services. The Young MT serves as a sounding board for the management team and contributes to BDO's growth. This encourages talented young people at BDO to share their views and ideas on topics such as talent management, diversity and inclusion, and safety in the workplace.

### Employee survey

We conduct an anonymous employee survey several times a year to measure employee engagement and discover how employees perceive BDO's culture. Around 70-75% of employees completed a questionnaire, providing us with valuable insight into changes in culture and into matters requiring attention geared to the needs of our employees. We are pleased with this high response rate, which represented an increase compared to previous years. Culture is one of the most important factors for

the success of an organisation in the broadest sense of the word, and BDO is no exception. Culture encompasses, among other things, how we interact, work and collaborate, and whether employees can be themselves in the workplace. The results of the employee survey are shared centrally with all employees. Action is taken in teams where matters requiring attention were identified.

### Complaints, whistleblowers and claims

Acting in accordance with fundamental ethical principles means that we respond appropriately to reports about situations where, unexpectedly, this may not have been the case. To this end, we have an external and an internal complaints procedure, a whistleblower policy, confidential advisers and a reporting procedure for claims and disciplinary complaints.

The Governing Board, the Compliance Officer and the management team of the relevant Line of Service are periodically informed in a timely manner about reported abuses, submitted complaints (both external and internal), claims and disciplinary complaints, and other legal matters. The Compliance Officer assesses whether a situation needs to be reported to an external regulator or, in the event of a disciplinary complaint, an audit client.

With respect to the complaints procedures, the whistleblower policy and the reporting procedure for claims and disciplinary complaints, we do our utmost to ensure minimal use is made of them. We work continuously to create a quality climate and an open error culture in which questions and doubts about compliance with fundamental ethical principles are always open for discussion: we address them to each other and are open to feedback. This applies both between professionals within our organisation and in our relationships with stakeholders outside our organisation.

### Metrics and targets

*Number of employees by gender at end of reporting period* 

Number of employees	2024	2023
Male	1,590 (52%)	1,536 (53%)
Female	1,447 (48%)	1,368 (47%)
<b>Total</b>	<b>3,037</b>	<b>2,904</b>

The table shows that in 2024 the gender ratio of the BDO workforce as a whole had started to become even more balanced compared to 2023. We are proud to announce that in November 2024 we welcomed our 3000th employee to BDO.

### Number of employees by contract type and gender

Number of employees	2024			2023		
	Male	Female	Total	Male	Female	Total
Permanent employees	1,368	1,262	2,630	1,302	1,198	2,500
Temporary employees	32	49	81	53	72	125
Casual workers	2	7	9	20	13	33
Interns and students on work placements	188	129	317	161	85	246
<b>Total</b>	<b>1,590</b>	<b>1,447</b>	<b>3,037</b>	<b>1,536</b>	<b>1,368</b>	<b>2,904</b>

### Employee turnover, number and rate, by gender

Number of employees	2024			2023		
	Male	Female	Total	Male	Female	Total
Permanent employees	202 (15%)	162 (13%)	364 (14%)	185 (14%)	149 (12%)	334 (13%)
Temporary employees	20 (63%)	19 (39%)	39 (48%)	29 (55%)	39 (54%)	68 (54%)
Casual workers	16 (800%)	8 (114%)	24 (267%)	7 (35%)	14 (108%)	21 (64%)
Interns and students on work placements	247 (131%)	149 (116%)	396 (125%)	238 (148%)	150 (176%)	388 (158%)
<b>Total</b>	<b>485 (31%)</b>	<b>338 (23%)</b>	<b>823 (27%)</b>	<b>459 (30%)</b>	<b>352 (26%)</b>	<b>811 (28%)</b>

In 2024, total employee turnover was unchanged compared to 2023. There was, however, a slight percentage increase in turnover among male employees, which was offset by a slight percentage decrease in turnover among female employees. Our ambition is to attract and retain employees in a sustainable way. In order to retain employees for longer, in 2023 we started developing an internal mobility policy, which clarifies what internal opportunities exist and what the related procedures are. In the reporting period, the Horizon programme paid additional attention to the topic of internal mobility. When it comes to internal mobility (applying for a different role at a different LoS within BDO), we focus on retaining colleagues by offering prospects and new perspectives to employees who are ready for the next step in their career. We focus on policies and processes that make it easier for employees to change roles within BDO, and also on the benefits for BDO and our employees. There are plenty of benefits: employees stay with BDO for longer because they can take on a different role that reflects their ambitions or interests; there is an increase in their commitment, expertise and job satisfaction, and they can continue to work on their development. We can also use the knowledge they gained in one department to shape their next role more effectively. A total of 68 BDO employees have made the switch to a role at another LoS. The LoS with the most employees making a switch is A&A (17 employees, or 1% of A&A employees).

Young people in particular have been more likely to change employer in the current job market, which favours employees. We have noted that many, especially junior male employees, are still trying to work out what they want to do for a career. At a more senior level, we often see the reason relates to the challenges that the auditing profession presents. In such cases, the employee switches to a position outside the audit sector. Talks with departing employees also revealed that 'attention' is an important aspect when it comes to retention. We will therefore continue to focus on initiatives aimed at the content of contact moments between employees, and between managers and employees, using tools such as an extensive onboarding programme, mentoring, a buddy system, peer reviews and celebrating team successes. We continued to develop our appraisal and development process during 2023, and we launched our new feedback tool at the end of December. This tool lets colleagues request and give feedback to each other in an easy and accessible way. Our possibilities for activity-based working are also positively rated by employees.

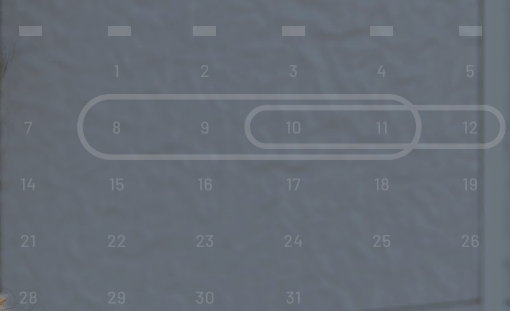
Staafdiagram



Infographic



Kalender



Dashboard

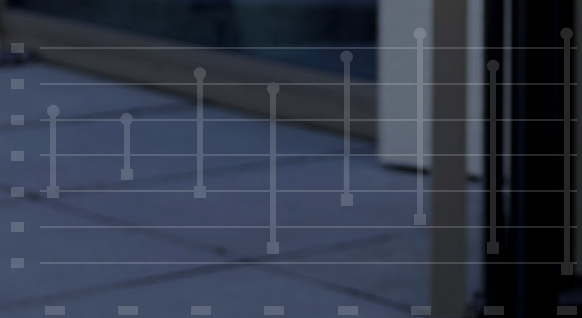


Lijndiagram



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Staafdiagram



Spindigram



### Number and percentage of new employees by gender

Number of employees	2024			2023		
	Male	Female	Total	Male	Female	Total
Permanent employees	203 (15%)	167 (13%)	370 (14%)	156 (12%)	144 (12%)	300 (12%)
Temporary employees	35 (109%)	43 (88%)	78 (96%)	58 (109%)	79 (110%)	137 (110%)
Casual workers	3 (150%)	3 (43%)	6 (67%)	16 (80%)	11 (85%)	27 (82%)
Interns and students on work placements	292 (155%)	198 (153%)	490 (155%)	316 (196%)	186 (219%)	502 (204%)
<b>Total</b>	<b>533 (34%)</b>	<b>411 (28%)</b>	<b>944 (31%)</b>	<b>546 (36%)</b>	<b>420 (31%)</b>	<b>966 (33%)</b>

Although we recruited fewer employees in 2024 than in the previous year, there was a significant shift from fixed-term contracts to permanent contracts. This shift is in keeping with the current tight labour market, in which every organisation has difficulty finding high-quality employees. Offering good employment

terms and conditions and fringe benefits is essential in this context, and more and more employees are being offered permanent contracts from the start. BDO believes it is important to attract interns and students on work placements so that they are introduced to BDO at an early stage of their careers.

### Non-employee workers

	2024			2023		
	Male	Female	Total	Male	Female	Total
Contingent workers	70	27	97	61	26	87
Temporary agency staff	-	-	-	-	-	-
Equity partners	63	9	72	65	5	70
<b>Total</b>	<b>133</b>	<b>36</b>	<b>169</b>	<b>126</b>	<b>31</b>	<b>157</b>

The total number of contingent workers increased slightly in 2024, in part because the tight labour market made filling some specific vacancies challenging. BDO also has growth ambitions, and so we are actively seeking to recruit talented professionals, including by hiring external workers, in order to boost our service offering. This strategic expansion is necessary if we are to satisfy growing client demand and remain competitive in a constantly changing business environment.

The number of equity partners increased from 70 at year-end 2023 to 72 at year-end 2024.

### Employee engagement score from employee survey

	2024	2023
Score for engagement	7.3	7.4

In 2024 the employee engagement score fell slightly, from 7.4 to 7.3, but it was still close to our target of at least 7.5. We are not dissatisfied with this figure, as this year's survey took place during what was the busy season for much of the organisation. The score stayed stable thanks to various initiatives focusing on work pressure, job satisfaction and resilience, such as Horizon in the Region and the Summer School. The decline was most notable in responses to the question 'My work energises me'. In the next set of central training courses we will focus on the theme of growing together, which is crucial since 'growth' is the main pillar of our strategy. Our learning culture is central to this: we aspire to have for a working environment in which learning and development are inextricably linked to our work, in which we learn from mistakes, and in which we feel safe to give and receive feedback and therefore continue to develop and grow together. By focusing on learning from each other and gaining more insight into the bigger picture and how everyone contributes to it, employees will also enjoy their work more, feel their work is meaningful and gain satisfaction from it.

## Work-life balance

### Strategy, governance and action plan

Health and vitality are inextricably linked to the sustainable employability of our people. The quality of our services hinges on the skills and vitality of our employees and partners. Healthy, agile and motivated employees and partners are happier, more content and more energetic people. They are in better physical and psychological shape. Within our learning organisation, lifelong learning and development is key in promoting our people's vitality. Being able to leverage their talents adds to their happiness, sustainable employability and engagement. In this context, we aim to offer them a welcoming and safe environment, where they can work together as a team with a can-do attitude. We are committed to the sustainable employability of all our employees irrespective of their age.

In the long run, people will benefit from being in harmony with their surroundings. Aside from wanting to promote our employees' vitality, we also aim to contribute to the vitality of our clients. With a view to organisational vitality, we will develop and pool some of our advisory offering into our Vitality client proposition, which includes advisory services to organisations regarding vitality in an HR context, sound returns and sustainability services. Based on our clients' requirements, we will use a targeted approach to our vitality services by bringing together subject matter expertise from various disciplines. As an organisation serving the public interest, we take ownership and allow our people to contribute their knowledge to help vulnerable and underprivileged members of society during working hours.

Via our BDO Impact Centre, we coordinate and combine our activities to achieve this goal. We support and encourage our people to contribute specifically to social vitality, not just by setting aside time for them for social engagement, but also by providing tools and expertise to facilitate their contribution to the local community.

### Vitality policy

#### *Physical vitality*

BDO believes it is important that employees have the physical energy and opportunities to perform their best. Related themes include getting sufficient exercise, healthy eating, and rest and relaxation, in other words the things that help keep our bodies fit and well. BDO offers various possibilities to encourage healthy practices in the workplace. These include workplace surveys (conducted both on location and online) and advice on setting up an ergonomic workstation and developing healthy habits at work. Employees with physical complaints can opt to undergo a physical examination that looks at their medical history and also includes behavioural and other factors. Employees affected by Long COVID can receive COVID-related workplace support, which focuses on work capacity, movement

behaviours and sustainable employability. BDO also offers a company gym discount scheme so that employees can exercise at a local sports centre at a reduced price. Finally, the Workpace software program helps prevent or reduce complaints in the shoulder, neck, arm and wrist by recording computer usage, recommending breaks and suggesting exercises.

#### *Mental wellbeing and vitality*

BDO also has a comprehensive policy on mental health and well-being, in which the OpenUp platform plays a prominent role. Through the OpenUp platform employees can participate in various online activities, such as master classes, group sessions, mindfulness training and 1-to-1 consultations with psychologists in nineteen languages. The platform focuses on eight themes relating to mental well-being, which include self-confidence, stress, work-related performance, finding meaning, and mindfulness. In addition, BDO offers internal and external coaching in which BDO employees can spar with a colleague or with an independent personal development coach. We also offer support in the form of corporate social work, which focuses on recovery and improved employability. With respect to mental health support, intake interviews are held to determine the approach to be taken and duration of the process. We also offer special support for processing grief and loss, trauma care and after-care advice to help BDO employees deal with shocking events and avoid trauma that could lead to absenteeism.

#### *Long-term sick leave*

For employees on long-term sick leave, BDO applies a policy that focuses on multidisciplinary intervention, in which BDO employees with medical or work-related complaints learn to separate their performance from their limitations and to increase their capacity for work. After a year of full or partial incapacity for work, a study is normally performed by an occupational health adviser to assess the possibilities for suitable work based on the capacity-for-work profile drawn up by the company doctor. In the second year of sick leave, track 2 reintegration is offered through an external agency, which offers advice and guidance on finding and retaining suitable and sustainable work in line with the employee's capacity to work, knowledge and skills.

#### *Lifestyle and coaching*

BDO takes lifestyle and coaching seriously, and this includes offering an annual vitality check to assess physical health and mental well-being and identify complaints at an early stage. Vitality coaching is used to explain the results of the check and provide advice on changing behaviours for a healthy lifestyle. BDO also offers employees career coaching to help them discover what they want to do and

are able to do in terms of work, as well as budget coaching to help them balance their finances and possibility of discussing matters in confidence with a confidential adviser. Mediation is used in the event of workplace conflicts, and the “Worker with cancer” programme provides special support to employees dealing with the impact of cancer on both a professional and personal level.

### Culture programme

Through our Horizon culture programme, we regularly monitor the well-being of our people to make sure they enjoy working at BDO and can get the best out of themselves in a pleasant working environment. Although we are satisfied with the overall results, there are differences in focus areas depending on the practice. Moving forward, we will shift our focus from regions to practices / departments (at a local level). This is because it has recently become clear that, in addition to the focus areas, the culture-related needs and improvement initiatives differ from one practice and department to the next. For this reason, new teams of colleagues are being formed that will take the results of the Horizon survey and set up initiatives to enhance our culture (in the form of a local Horizon team). They include colleagues already involved with issues relating to human rights, HR and culture, as well as colleagues who can add value in another way.

### Hazard Identification & Risk Assessment (HI&RA)

The Hazard Identification & Risk Assessment (HI&RA) is an assessment we are required to carry out by law into the safety and health risks employees face in the workplace. The HI&RA is aimed at identifying and evaluating these risks and taking measures to reduce or eliminate them. HumanCapitalCare, our occupational health and safety service, visited our Alkmaar, Emmen, Groningen, Tilburg, Utrecht and Zwolle locations in 2024. The results, including recommendations, were recorded in the HI&RA.

### Social protection and care leave

All BDO employees are protected and insured against the loss of income by the Dutch State. BDO complies with the applicable legislation and regulations relating to pregnancy and maternity leave, birth leave and supplementary birth leave, parental leave and care leave. Employees are also entitled to special leave, medical appointment leave, study leave and unpaid leave.

Employees who are unable to work due to illness or an accident are covered by the provisions of the Dutch Civil Code and the relevant legislation and regulations. During their first year of incapacity for work, employees retains their entitlement to 100% of their standard salary (including personal allowances that form part of the basis for calculating pension contributions and holiday allowance) and the related holiday allowance. Employees who are continuously incapacitated for work for more than one year receive 70% of their monthly salary, and are also paid the related holiday allowance during the second year of incapacity for work. If an employee is still fully or partially incapacitated for work

after two years, and regardless of whether they are eligible or not for a state benefit under the Fully Disabled Persons Income Scheme (IVA) or Return to Work (Partially Disabled Persons) Regulations (WGA), they do not receive any supplement to said benefit or any other financial compensation.

### Metrics and targets

*Percentage of entitled employees that actually took family-related leave, broken down by gender* 

	2024	2023
Male	8.3%	8.1%
Female	12.0%	10.9%
<b>Total</b>	<b>20.3%</b>	<b>19.0%</b>

We actively encourage employees to take family-related leave to which they are entitled. We were pleased to note the increase in the percentage of leave taken, because this contributes to a better work-life balance for our employees. This policy supports an inclusive and supportive working environment.

*Employee absenteeism rate* 

	2024	2023
Net FTE absenteeism rate	4.77%	4.86%

In recent years, BDO has drawn the attention of employees to its vitality policy on many occasions. One positive outcome of these efforts is the decrease in the net absenteeism rate is a good outcome, which underscores the importance of a well-thought-out policy and its impact on the well-being of employees.

## Gender equality and equal pay for work of equal value

### Strategy, governance and action plan

#### Equal pay

As explained earlier in Chapter S1 'Own workforce – Secure employment', in the section headed 'Adequate wages', we work with salary scales that differ from one Line of Service to the next. Salaries are determined on the basis of work experience, and no gender pay gap (or other indicators of diversity) exists. During the performance appraisals, our HR Business Partners ensure that every employee is appraised and rewarded fairly.

#### Talent to the Top Charter

The Equitable Distribution of Seats (Management and Supervision) Act entered into force in the Netherlands on January 1st, 2022. This Act is designed to increase diversity in the boardroom. In accordance with the Act, we have defined what we consider to be our top and second highest management levels, we set ambitious targets and we prepared a plan of action for reaching the required male/female ratio. Our aim is to for women to make up at least 20% or more of the top and second highest management levels within three to five years starting from January 1st, 2022, in line with the Talent to the Top Charter.

#### Diversity & Inclusion programmes and initiatives

We encourage this as part of the Diversity & Inclusion project by, among other things:

- ▶ promoting inclusive processes, policy measures, interventions and systems to support equal opportunities at all levels, and removing implicit and explicit barriers to promotion for women;
- ▶ mentoring female colleagues in the selection process;
- ▶ recruitment of more experienced female professionals;
- ▶ development of shared leadership skills;
- ▶ development of managerial talent.

Besides gender diversity, other matters for attention include cultural inclusion and the influx of bicultural talented individuals. There are several questions in our Horizon survey that relate to this. For instance, the question on whether colleagues can be themselves at work scored 8.0. This is a good score and confirms that BDO is becoming an organisation where people with differences are accepted. This is crucial because it allows us to analyse matters and take action based on a broader perspective. The score for the question 'I feel I have the same career opportunities regardless of differences' was 7.0. This score is adequate but requires improvement.

Our Diversity & Inclusion project group therefore conducted interviews with HR colleagues and bicultural colleagues in 2023 to learn about their experiences regarding equality and inclusion. These interviews provided us with a great deal of insight into further steps that can be taken. By way of a follow-up, we set up a project group consisting of representatives from each region with different bicultural backgrounds. Efforts are being made to actively promote the importance of cultural diversity. In 2023, awareness sessions on inclusion (such as cultural inclusion) were organised at regional and departmental level. In 2024, a Culture Café was organised in each region with the aim of going more deeply into the theme of cultural diversity in a familiar setting. We also looked at the inclusiveness component in job application training for colleagues who conduct interviews, and at making this component part of leadership programmes on a structural basis. Conscious and unconscious bias within the appraisal and recruitment procedures was also studied. We are pleased to note that awareness of inclusiveness is growing within BDO. In March 2024, various locations organised an iftar. Reflection, charity and togetherness are central themes during Ramadan, and many BDO employees were keen to share this with each other during these iftars. This is an excellent example of how we work together to put diversity and inclusion into practice at BDO. Diversity in competencies is also important to us. It is important to achieve complementarity in competencies aimed at achieving BDO's strategic objectives. We embrace shared leadership, and it is incorporated in the assessment of leadership performance. We pay attention to performance from the perspective of the team in which an employee works and the complementarity required within that team. Dividing up tasks based on differences in competencies is encouraged.

## Metrics and targets

### Male/female ratio for all employees

Male/female ratio in number of employees	Unit	Target for women	2024			2023			Change in number of women
			Male	Female	Total	Male	Female	Total	
<b>Supervisory Board</b>	<b>Quantity</b>		<b>2</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>50%</b>
Percentage of women	%	≥30%		60%			40%		20%
<b>Governing Board</b>	<b>Quantity</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0%</b>
Percentage of women	%	≥20%		0%			0%		0%
<b>Equity partners, salary partners and directors</b>	<b>Quantity</b>		<b>177</b>	<b>53</b>	<b>230</b>	<b>169</b>	<b>38</b>	<b>207</b>	<b>39%</b>
Percentage of women	%	≥20%		23%			18%		5%
<b>Managers and senior managers</b>	<b>Quantity</b>		<b>412</b>	<b>236</b>	<b>648</b>	<b>400</b>	<b>217</b>	<b>617</b>	<b>8%</b>
Percentage of women	%	≥20%		36%			35%		1%
<b>Other employees</b>	<b>Quantity</b>		<b>1,064</b>	<b>1,167</b>	<b>2,231</b>	<b>1,032</b>	<b>1,118</b>	<b>2,150</b>	<b>4</b>
Percentage of women	%	50%		52%			52%		0%

We are satisfied with the trend in the percentage of women at BDO. This trend is in line with the commitment we made in the Talent to the Top Charter that women will make up at least 20% of top management and the second highest management level. The top management level consists of all partners and directors. At the moment, 53 of our 230 partners and directors (23%) are women. The second highest management level consists of all managers and senior managers. At present, 235 of our 647 managers and senior managers (36%) are women. Unfortunately, at the end of financial year 2024 there were no women in the Governing Board. However, one of the four positions was filled by a woman when our female CTO Kirsten Konst, joined the Governing Board on February 2025. As a result, women now make up 25% of the Governing Board.

### Age distribution of employees

	2024		2023	
	Quantity	Percentage	Quantity	Percentage
< 30 years of age	1,452	48%	1,376	47%
30-50 years of age	1,199	39%	1,160	40%
> 50 years of age	386	13%	368	13%
<b>Total</b>	<b>3,037</b>	<b>100%</b>	<b>2,904</b>	<b>100%</b>

The largest group of employees at BDO is made up of employees under 30 years of age. As an organisation that trains people, we have a large number of interns and students on work placement. Every year, a new group of graduates join us. Audit firms are often viewed as the type of organization where people spend only part of their career. Our workforce composition is therefore shaped like a pyramid. There is a large group of employees at the bottom: the new group of graduates who are trained by us and grow within the organisation. These young professionals are often still searching for what they really want to do. Inevitably, some leave the organisation to work for another office, or in the business sector, or in a completely different field. The 30-50 age group is an important core group of experienced employees, whereas employees over 50 are a valuable source of knowledge and mentoring. The minimal changes in the percentages compared to last year point to a stable age distribution within our organisation. This balance in age groups helps to ensure a dynamic, diverse working environment at BDO.

### Pay gap by job group

	2024	2023	Change
Salary partners and directors	5.4%	6.8%	(1.4%)
Senior manager	5.2%	3.5%	1.7%
Manager	(0.6%)	(0.1%)	(0.5%)
Junior manager	(1.4%)	(2.4%)	0.9%
Senior professional	(2.2%)	(1.0%)	(1.2%)
Professional	(1.2%)	(1.7%)	0.6%
Interns, students on work placements and casual workers	5.1%	0.6%	4.5%
<b>Total</b>	<b>13.1%</b>	<b>13.5%</b>	<b>(0.4%)</b>

In 2024, the overall pay gap at BDO fell by 0.4% compared to 2023. The increase in the pay gap at senior and junior manager level was unexpected, as the Diversity & Inclusion programme last year paid a great deal of attention to ensuring men and women are appraised and rewarded fairly. There was a specific focus on the differences within the junior manager, manager and senior manager job grades. Line managers were supported by means of training videos that taught them about these differences. One possible explanation for the continuing pay gaps, which will be investigated further, is that they are due to a difference in the service years of men and women in higher positions, and that our historical composition means fewer women than men are represented at higher levels. Although we are making progress, reducing this historic impact further will take time.

### Median pay gap by job group

	2024	2023	Change
Salary partners and directors	1.99	1.54	0.45
Senior manager	1.61	1.71	(0.10)
Manager	1.74	1.73	0.01
Junior manager	1.69	1.64	0.05
Senior professional	1.69	1.66	0.03
Professional	1.83	2.11	(0.28)
Interns, students on work placements and casual workers	7.11	6.05	1.06
<b>Total</b>	<b>5.48</b>	<b>5.06</b>	<b>0.42</b>

The median pay gap represents the midpoint for the job grade and separates the higher earning half of employees from the lower earning half. This is an important metric because it is less affected by extreme values or outliers than average pay. In the context of the gender pay gap, the median pay gap reflects the central trend in pay, which helps to identify systematic differences in pay between men and women within an organisation or sector. At an overall level, BDO saw little change in this median KPI, which shows the difference between the highest earner's pay and the midpoint for the job level.

## Training and skills development

At BDO, we are committed to sustainable investments in employee learning and development, both now and in the future. Given today's hectic world, we want to be agile so that we can aligning our services to a constantly changing environment, and we achieve this by encouraging education clear learning pathways. With this in mind, being a continuous learning organisation is the priority in our learning and development strategy. The success of this strategy hinges on our people. We need fit, motivated and competent employees who know the direction in which the organisation is heading and who are committed to this.

We are working on a culture where learning is a given. We focus on sustainable employability; our line managers are responsible – within limits – for creating a positive learning environment characterised by trust and room to grow. We facilitate and encourage personal leadership, because the responsibility for sustainable employability lies primarily with our people as individuals. Learning and development strengthen our people's employability - both within and outside the BDO organisation. In this context, we view learning as a way of increasing our available knowledge and transposing it into new and effective behaviour. Development is about integrating new knowledge and new behaviours into the very fabric of the organisation. A learning organisation is not just somewhere where people gain knowledge. It is somewhere where people learn effective behaviour, continuously reflect and make successful improvements.

## Strategy, governance and action plan

### Training and other courses

Training and skill development is extremely important to BDO. The organisation has a clear strategy, governance and action plan to ensure our people continue to grow and develop in their roles. As part of this, we offer a variety of training programmes, workshops and training courses to help them improve their technical and soft skills.

### Learning pathways

In 2023, we launched learning pathways so that everyone in every department knows exactly what training courses and sessions are available to them, tailored to their role and stage of development. This is intended to encourage all our people to continue to work on their development. In addition, a Spring School was organised for the first time for all employees working for the central corporate services.

### Coaching

Sometimes coaching is necessary to help partners and employees develop and grow. BDO offers four types of coaching: internal coaching, external coaching, career coaching and mentoring. This approach ensures our people always have access to the kind of support they need to achieve their personal and professional goals. Integrating coaching in our development policy contributes to the sustainable employability and success of our people.

### Leadership programmes

Partners/leaders are crucial for achieving our strategic objective and for steering conduct and culture in the right direction. Our leadership programme helps them improve their own leadership skills, their team's shared leadership and the joint efforts to achieve the organisation's objectives. BDO's leadership programme is organised by job grade, from junior manager up to and including partners, and a separate online offering is also available for all BDO employees to follow.

### Training policy and examination regulations

In 2024, BDO revised its training policy and examination regulations in response to the investigation into examinations. The new examination regulations came into effect at the start of January 2025. The changes were implemented to guarantee the quality and effectiveness of the training courses. BDO endeavours to provide employees with the best possible support in their professional development and certification.

### Performance appraisal cycle


BDO's performance appraisal cycle runs from October to September. BDO endeavours to create a learning environment in which employees are encouraged to improve themselves on an ongoing basis. To support this, regular performance and career development assessments are held, which give employees insight into their progress and opportunities for further development. During this performance appraisal cycle, which runs from October to September, employees are encouraged to discuss their performance and reflect on the goals they have achieved. The process helps them to recognise their strengths and identify areas that require further development. This systematic approach enables employees and the organisation to continue to grow and thrive.

## Metrics and targets

### Percentage of employees who participated in regular performance and career development reviews

	2024			2023		
	Male	Female	Total	Male	Female	Total
Employees who participated in regular performance and career development reviews	95%	93%	94%	98%	94%	96%

The changes in the KPI for the number of employees who participated in regular performance and career development reviews, or who in other words completed their evaluation form in full show a slight downward trend. In the most recent period, 94% of employees participated in regular performance and career development reviews, compared to 96% in the previous period. This is the proportion of employees who completed a TOP assessment as a percentage of all employees who were employed by BDO during the entire assessment period (October 2023 to September 2024). It should be noted that interns, casual workers and salary partners are not included in this KPI as they do not need to complete a TOP assessment form.

Average number of L&D hours per professional by gender 

	2024		2023	
	Male	Female	Male	Female
Salary partner and director	65.9	70.8	61.9	74.6
Senior manager	85.9	57.6	76.5	70.7
Manager	75.3	84.8	74.5	72.4
Junior manager	79.4	70.4	93.5	84.6
Senior professional	161.3	72.8	143.1	74.7
Professional	311.8	174.5	277.0	169.8
Interns, students on work placements and casual workers	75.0	97.7	100.2	106.6
<b>Total</b>	<b>136.4</b>	<b>97.9</b>	<b>131.0</b>	<b>102.6</b>

The average number of L&D hours per professional increased for men but decreased for women compared to 2023. What is particularly surprising is the fact that the gender difference in the average number of L&D hours is greatest in the senior professional and professional categories. This is because most support staff in practice and corporate services departments are women who are in these categories, for which the number of prescribed training courses is lower. If we exclude the support staff in practice and corporate support services from the KPI, the gender difference in the average number of L&D hours per professional narrows. The average number of L&D hours, excluding support staff in practice and corporate services departments, at senior professional level is 181.2 for men and 127.3 for women. At professional level, the average numbers are 295.1 for men and 232.0 for women. Overall, the average is 143.1 hours for men and 128.3 hours for women.

Dashboard



1853

786

Staafdiagram



Graphic

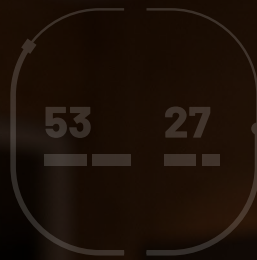
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## Governance information

### G1 Business conduct

#### Strategy, governance and action plan

Governance	G1 Business conduct	SDG link	Type	Value chain			Horizon		
				Upstream	Own operations	Downstream	Short term	Medium term	Long term
	Corporate culture		Actual positive impact	✓	✓		✓	✓	✓

At BDO, we set great store by business ethics and a corresponding corporate culture, in which ethical leadership and transparency are encouraged. We initiate various programmes and training courses so that employees are aware of the values and norms of behaviour we aspire to. Our core values - Professionalism, Job Satisfaction, Practical Relevance, People Focus and Social Responsibility - are integrated in every layer of the organisation. To monitor and improve the corporate culture, we hold regular evaluations and feedback sessions, which helps us to ensure our workplace remains ethical and supportive. Ensuring our employees are engaged is central to our strategy, as this helps create a positive, productive workplace. BDO strives to make an actual positive impact, both within and outside the organisation.

#### Code of Conduct

BDO has a detailed Code of Conduct, and all BDO employees have a responsibility to act in accordance with the BDO Code. Furthermore, managers at all levels of BDO serve as crucial role models and are therefore responsible for promoting and encouraging ethical conduct. Together, we create a culture of openness in which people feel comfortable and safe to raise and discuss their questions, dilemmas and concerns, and we respond to them quickly and effectively.

In practice, we are ever alert to situations that may threaten our ethical conduct, evaluate identified threats and take measures to eliminate or reduce them to an acceptable level.

We may face new and challenging situations every day. The BDO Code does not cover all such situations but provides guidance on how to carefully evaluate the facts and circumstances and determine the most appropriate course of action. When in doubt, we discuss our dilemmas and seek advice from an immediate colleague, manager, confidential adviser or colleagues in the Quality & Risk Management, Human Resources or Corporate Legal departments.

#### Whistleblower policy

As any breach of the BDO Code is unacceptable, BDO employees and third parties can report abuses (including suspected abuses) in accordance with the applicable whistleblower policy, which can be found on the BDO website. Clients with a complaint about the professional conduct of a professional associated with BDO can also make use of the complaints procedure, which can be found on the BDO website.

#### Policies of BDO Global

BDO Nederland is a member firm of the global BDO Network and consequently we must comply with the network's standards and policy documents. Examples of such policies include the Ethics and Independence Manual, Anti-Bribery and Corruption Policy, Privacy Policy and Risk Management Manual.

#### Training on ethical requirements

To ensure that we know and understand the ethical requirements that apply to us, we provide training courses to enable BDO staff, and where applicable third parties, to meet their responsibilities related to those ethical requirements and act in accordance with fundamental ethical principles in their work. These training courses cover policies and regulations (including changes), current developments and case studies taken from practice. All staff are required in principle to take these training courses, on joining the organisation as well as on a periodic (e.g. annual) and/or ad hoc basis. Depending on, among other things, the content and the target group, training courses may take different forms, such as e-learning courses, webinars or physical gatherings (for example, as part of a summer course or discussions of professional quality matters), and they may include a knowledge test. The Department of Professional Practice is responsible for the content of training courses on the fundamental principles that have a direct bearing on professional practice (for example, competence, due care and

professionalism), . Corporate services departments, in particular QRM and HR, are generally responsible for the content of training courses relating to the “professional organisation” (including quality management, compliance management, risk management, independence, information security, data protection, confidentiality, AML/CTF legislation (Wwft), core values and behaviour).

#### *Professional and Practice Regulations*

The aim of the Professional and Practice Regulations is to promote and maintain the basic conditions necessary for proper professional practice. The regulations are applicable to all professionals at BDO who work for clients, regardless of their position or Line of Service. They are included in the employment terms and conditions as an appendix, and are also enshrined in the General Provisions. The regulations stipulate that every professional must always be guided by the following principles when practising their profession: integrity, quality, objectivity, independence, professionalism, professional competence, confidentiality and care. Every professional must also comply with the applicable laws and regulations, including internal rules, at all times.

#### *Information security, privacy and confidentiality*

As professional service providers, we are constantly collecting, processing, recording and providing information. We rely heavily on information and our information processing systems, and we are responsible for handling information from and about third parties with care, especially when personal data is involved, and for keeping confidential information confidential. Maintaining the availability, integrity and confidentiality of information is of great importance. Therefore, we make a collective effort to secure that information and information-processing systems using hardware, software, processes and procedures.

#### *Procurement policy*

We are working on creating long-term value through cooperation with our suppliers to foster a positive impact on people and the environment. We are therefore adapting our procurement policy and adding sustainability considerations to the supplier selection process. We are also in ongoing discussions with our suppliers on how we can make a combined positive impact in relation to ESG topics.

#### **Metrics and targets**

At BDO, we aspire to offer an open, agile, people-centric and quality-oriented culture. Every year, our employee survey contains 12 questions about how our people perceive our corporate culture. This is the same survey as referred to on [page 45](#) (score for engagement). The perceived culture score is the average score for these questions. The table below shows the development of the average score for the past two reporting periods.

#### *Perceived culture score*

	2024	2023
Perceived culture score	7.3	7.3

The perceived culture score was unchanged compared with the previous reporting period. 2024 was the first year in which the score was measured during the busy season (May 2024), so we are positive the KPI will remain at the current level. Last year, we introduced learning pathways for all positions at BDO, with the aim of helping to create a more specific perspective on the development opportunities within a position. The answers given to the related questions in the employee survey did not lead to a significant improvement in the score. Differences in results observed at local level and team level provide starting points for enhancing our culture and growing together. Much of the follow-up to the survey took place in more rural regions, where we are able to take the most targeted action in response to wishes and challenges, and also learn from teams with high scores in specific areas. At BDO we use the plan-do-check-act method, and consequently there are no results that have not been discussed or addressed.

## Entity-specific information

### Quality

#### Strategy, governance and action plan

Our corporate culture creates the perfect environment for us, as professionals, to show that we are committed to delivering excellence in our work and conduct. This includes understanding what it means to deliver top quality anywhere and at any time, and recognising and acknowledging the importance of professional ethical standards, core values and attitude throughout our organisation. As professionals, we all bear personal responsibility for delivering top quality when performing engagements or working on the BDO Quality Management System. We seek to create an ideal quality climate in which we display the conduct we have defined as a group to be appropriate. Although culture is influenced by many different factors and can be difficult to change, we take quality measures to make sure that our culture contributes to our ambition to deliver top quality anywhere and at any time. These quality measures, which include formalising our core values and the corresponding appropriate conduct in codes, and creating the best possible quality climate via the BDO Horizon programme, tie in closely with the quality controls of the BDO quality management system. The BDO Code of Conduct describes the core values that inform our actions on a day-to-day basis.



We believe that aiming for, and achieving, top quality constitutes BDO's licence to operate. The level of trust that society and our clients have in our services is essential to BDO's success as an organisation. For BDO, quality is a decisive factor in the service provision to existing clients and in winning new clients.

In addition, BDO believes that improving the quality of the profession and restoring the reputation of the profession in general is an important objective. The reputation of the BDO brand is inextricably linked to trust in, and the role of, our auditors, accountants and advisers. BDO seeks to be a firm of professionals who are trusted partners and who intrinsically want to do 'the right thing' for clients, society and stakeholders.

The extent to which we can achieve this depends on the people we manage to hire, their level of education and their passion and drive to do the right thing every single day, with the objective of adding certainty for clients, for society, and for the survival of the profession and the continuity of the firm. We cannot deliver quality if we do not have a sound corporate culture. Culture and conduct affect how the quality policy is implemented and the effectiveness of quality systems.

By delivering top quality anywhere and at any time:

- ▶ we can be successful in the long run;
- ▶ we add certainty to information used for decision-making in the course of doing business: by organisations, business owners and society; and
- ▶ we help add value for our clients and society, contribute to the trust they place in our organisation and our services, and enhance the impact of the work that our professionals experience themselves.

Entity-specific	Quality	SDG link	Type	Value chain			Horizon		
				Upstream	Own operations	Downstream	Short term	Medium term	Long term
	Top-quality services	 	Actual positive impact and actual probability and risk	✓	✓		✓	✓	✓

## Staadtdiagram

**Quality policy**

The BDO Quality Policy outlines what we mean by quality and how we manage quality. The purpose of this policy is to contribute to achieving our ambition of delivering top quality anywhere and at any time. The BDO Quality Policy applies to BDO as a whole: all BDO professionals, lines of service, markets and services. In order to measure top quality, we distinguish between quality control reviews (performed during engagements) and quality monitoring reviews (performed after completion of an engagement).

**Quality reviews at A&A and A&B**

When carrying out engagements, we use quality control reviews to help the engagement team deliver the intended quality. Such reviews do not culminate in an opinion on the engagement (satisfactory or unsatisfactory).

The following quality control reviews were performed in 2024:

- ▶ **EQR (engagement quality review), Audit & Assurance and Accountancy & Business Advisory**  
An EQR is an objective review aimed at establishing whether the engagement team could reasonably have reached the opinion and conclusions set out in the draft report. EQRs are performed for engagements when required by law, i.e. in statutory audits of public interest entities (PIEs) and in engagements that Quality & Risk Management (QRM) believes meet the relevant review criteria. The instruction to perform an EQR is issued under the responsibility and management of the line of service's MT. An EQR is performed by an Engagement Quality Review Officer, i.e. an auditor who is not on the engagement team and does not work on the engagement, and who has the right experience and authority to objectively review the engagement team's opinion and conclusions. At the Audit & Assurance line of service, EQRs are performed by a two-member EQR team, consisting of the EQR Officer and an EQR team member. At the Accountancy & Business Advisory line of service, the EQR Officer may perform the EQR on their own.
- ▶ **TBQR (theme-based quality review), Audit & Assurance**  
A TBQR is an instrument used to ensure the quality of specific elements of the engagement in specific circumstances that arise while the engagement is carried out, or on the specific instruction of the Audit & Assurance management team. An instruction to perform a TBQR is issued if an effective review cannot be performed without a file review. If a material review can be performed remotely, a consultation with the Professional Practice Department is generally required.

## Infographic

## Lijndiagram

## Kalender

▶ **EQCR (engagement quality control review), Audit & Assurance**

An EQCR is essentially the same as an EQR. It refers specifically to a review that is 'imposed' by a group auditor in a situation where BDO Netherlands is a component auditor. The review then covers the audit for group purposes only.

**Quality reviews at A&A and A&B**

In order to gain insight into the quality of our audit engagements, every partner (or accredited fee earner) in the Audit & Assurance and Accountancy & Business Advisory lines of service is reviewed at least once every three years as a matter of course. The purpose of this review is to monitor the quality of the engagements performed and the effectiveness of the quality instruments used. If the quality is found to be unsatisfactory, action is taken to bring about improvements with the aim of ensuring a consistently high level of quality. Following completion of a review, the process and findings are subjected to extensive evaluation and the results and findings of the reviews are discussed as part of the summer course that is required for professionals. Guidance may also be issued based on the findings or the audit approach may be adjusted in certain respects. The review methodology, scope, focus areas, etc., are assessed once a year.

**Quality monitoring reviews at T&L**

In 2023, the process for conducting the quality monitoring reviews at the Tax & Legal Line of Service was changed. Self-assessments ceased to be used in 2023. The content of the files is now reviewed instead. The Tax & Legal management team selected three files from each of the four BDO regions (North-West, North-East, South-West and South) in 2023, and eight files from each region in 2024, that met the following two criteria: minimum revenue and/or fee generation of € 10,000, and the client is a client of both Audit & Assurance and Tax & Legal. Next, Tax & Legal checks that the required documents are present in the file and that the work was carried out in accordance with the Tax & Legal Quality Manual. In addition to carrying out internal reviews, BDO Netherlands is also subject to international quality reviews by the global network. No such reviews took place in 2024.

**Quality control of Advisory engagements**

In addition to complying with external and internal client and engagement acceptance procedures, Advisory has put in place a robust process to manage and, where necessary, improve engagement quality. This process comprises a number of steps in the preparation, execution and completion phases.

## Staadtdiagram

## Lijndiagram

34%

### Preparation phase - 'A Good Start' tool

The preparation phase covers the following:

- ▶ Creating the right team for the engagement (by the partner in charge). Aspects that are considered include the professional and market expertise required and the level of the procedures to be performed. Where relevant, the expertise of colleagues from other Lines of Service is called in.
- ▶ Discussing the objective of the engagement and the steps (action plan) required to achieve this objective.
- ▶ Creating a clear division of duties within the team based on expertise, job level and availability. All team members are briefed on what is expected of them.
- ▶ Discussing the quality requirements and criteria for the engagement within the team.
- ▶ Making arrangements with team members concerning the coaching of less experienced team members, scheduling/deadlines and budget monitoring.

### Execution phase

- ▶ All outgoing documents intended for a client or other external business relation are checked by a senior manager or a partner.
- ▶ The relevant documents are not released unless they have been signed off by a partner.
- ▶ The team members regularly discuss the status of the engagement, both among themselves and with the client. Where necessary, adjustments are made.
- ▶ The budget is monitored using a budget template.
- ▶ An interim\* team evaluation is performed, in which the team members assess their own performance and that of the other team members in terms of value added to the engagement. Any areas for development and improvement are discussed.

\*Depending on the duration of the engagement.

### Completion phase

- ▶ The client is asked to evaluate the engagement, both orally and in writing, addressing such aspects as deliverables and the client's perception of the quality of the advice and the team members.
- ▶ A wrap-up team evaluation is organised to review the engagement itself, discuss the findings of the client's final evaluation, and evaluate the individual team members' contributions to the engagement. Any areas for development and improvement are identified and discussed.
- ▶ Relevant insights, lessons learned, best practices and tools used are explained and shared during the quality session with other colleagues in the business unit and/or advisory practice for the purposes of learning from each other and further enhancing the quality of our services.

### Overarching quality control

#### Independence checks/independence violations

As the principle of independence lies at the heart of the auditor's role in society and is a prerequisite for the quality of statutory audits and other assurance engagements, we have drawn up internal policy rules as part of our quality policy. These rules are designed to ensure both personal independence and the independence of BDO as a firm.

In the Netherlands, our internal policies are based on the Audit Firms (Supervision) Act (Wta), the Regulation regarding the Independence of Accountants in Assurance Engagements (ViO), the Code of Conduct and Professional Practice for Accountants Regulation (VGBA), the Accounting Bodies Regulation (VAO) and EU Regulation No. 537/2014. In addition, in specific cases our engagements are governed by the independence requirements of the Code of Ethics of the International Ethics Standards Board for Accountants (IESBA), the US Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB).

The policies include detailed rules on service overlaps, financial and business interests, outside positions, fees, long-term auditor-client relationships, gifts and sponsorship.

### Metrics and targets

#### Quality control reviews of Audit & Assurance engagements

	2024	2023
EQR	116	104
EQCR	1	2
TBQR	36	52
<b>Total</b>	<b>153</b>	<b>158</b>
In progress as of 31 December	8	9

As the table indicating the number of quality control reviews for the Audit & Assurance line of service shows, the number of quality control reviews remained the same. There was no change in policy in the year under review.

### Quality control reviews of Accountancy & Business Advisory engagements

	2024	2023
EQR	45	23
<b>Total</b>	<b>45</b>	<b>23</b>
In progress as of 31 December	10	11

There was an increase in the number of EQRs that were performed and completed in the Accountancy & Business Advisory LoS. An instruction to perform an EQR is issued because of an 'increased risk' associated with an engagement, because of delegated signing authority for compilation assignments, or because auditors are undergoing the accreditation process and this involves an EQR for the first three files. In 2023, fewer partners underwent the accreditation process, which resulted in significantly fewer EQRs being carried out in that category compared to previous years. In 2024, the number of EQRs returned to 2022 levels.

### Internal quality monitoring reviews of Audit & Assurance engagements

	2024			2023		
	Satisfactory	Unsatisfactory	Total	Satisfactory	Unsatisfactory	Total
Cold reviews (internal assessment)	9	3	12	11	6	17
Theme-based quality monitoring reviews (internal assessment)	10	5	15	14	2	16
<b>Total</b>	<b>19</b>	<b>8</b>	<b>27</b>	<b>25</b>	<b>8</b>	<b>33</b>
In progress as of 31 December			12			10

The table presented above shows the trends in the results of such reviews at the Audit & Assurance Line of Service. Aside from internal reviews, this LoS was also subject to external reviews by the Dutch Central Government Audit Service (ADR) as part of its supervisory task. The internal reviews can be broken down into cold reviews and theme-based quality reviews (TBQRs). Both reviews are performed after the auditor's report has been issued. A cold review targets certain focus areas that are decisive for the engagement and results in an opinion on the entire file. A TBQR targets the quality of a specific theme in the audit file or the effectiveness of a specific theme in the quality management system.

In 2024, three cold reviews were completed with an 'unsatisfactory' outcome (2023: 6). These included two cold reviews that had started in 2023 but were not completed until 2024, and one cold review that was started and completed in 2024. A total of seventeen cold reviews were started in 2024 (2023: 16), of which ten were completed in 2024 (2023: 11). In addition, fifteen TBQRs were completed in 2024 (2023: 16), five with an 'unsatisfactory' outcome (2023: 2) and ten with a 'satisfactory' outcome (2023: 14).

As we are a learning organisation, a file that has been rated as 'unsatisfactory' does not lead to sanctions. Instead, we determine with the file owners how they can go about improving the quality of their work in subsequent engagements. Everyone at BDO who wishes to contribute to quality improvements has the opportunity to do so. Remedial plans were executed for files rated as 'unsatisfactory'. The remedial work did not uncover any undetected material misstatements in the audited financial statements or errors in the scope of the issued auditor's reports.

Quality monitoring reviews were also carried out by external parties in 2024. In 2024, the Dutch Central Government Audit Service (ADR) reviewed two BDO files (2023: 1) and considered them to be adequate. The reviews covered implementation of required procedures for specific disbursements where co-government accountability is based on the principle of single information and single audit (SiSa reviews). In 2024, the Dutch Education Inspectorate conducted one review at BDO (2023: 0). The review focused on the specific requirements set by the Dutch Ministry of Education, Culture and Science (OCW) for the reporting of educational institutions in the Education Accountants' Protocol. The Inspectorate's preliminary verdict is 'unsatisfactory' and sums up several concerns regarding the documentation in the file. No findings were found that necessitate remedial work.

Lijndiagram



Staafdiagram



Infographic



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Dashboard

Lijndiagram



Kalender



*Internal quality monitoring reviews of Accountancy & Business Advisory engagements*

	2024			2023		
	Satisfactory	Unsatisfactory	Total	Satisfactory	Unsatisfactory	Total
Compilation engagement	37	8	45	72	6	78
Review engagement	5	0	5	9	0	9
Agreed-upon procedures engagement	1	0	1	0	0	0
<b>Total</b>	<b>43</b>	<b>8</b>	<b>51</b>	<b>81</b>	<b>6</b>	<b>87</b>
In progress as of 31 December			2			8

The table presented above shows the trends in the results of such reviews at the Accountancy & Business Advisory Line of Service. It only covers the results of internal reviews. In 2022, the quality monitoring reviews were initiated three months later than normal. As a result, no reviews had been completed at year-end 2022 and all 46 reviews were still in progress. These reviews were completed early in 2023. The quality monitoring reviews started in 2023 are more or less finished, with only eight quality monitoring reviews still in progress. Consequently, the results in 2023 effectively include nearly

two review rounds. Of the six unsatisfactory outcomes in 2023, four related to files that were in progress on 31 December 2022 and two to files that were started and completed in 2023.

The number of reviews carried out in 2024 was at a similar level to the number of reviews started in 2023. In absolute terms, the number of unsatisfactory outcomes was up compared to the previous year. Of the eight unsatisfactory outcomes in 2024, five related to files that were in progress on 31 December 2023 and three to files that were started and completed in 2024.

*Internal quality monitoring reviews of Tax engagements*

	2024			2023		
	Satisfactory	Unsatisfactory	Total	Satisfactory	Unsatisfactory	Total
Peer review	26	6	32	8	4	12
<b>Total</b>	<b>26</b>	<b>6</b>	<b>32</b>	<b>8</b>	<b>4</b>	<b>12</b>
In progress as of 31 December			0			0

The table presented above table shows the trends in the outcomes of these reviews of tax engagements at our Tax & Legal line of service. When changing the review process, we deliberately opted for fewer files, allowing us to spend more time per file for the content review. In 2024, the number of files to be

included from each region was increased from three to eight files per review. As expected, there was a relative decline in the number of findings in the second year compared with the previous year.

Recorded independence violations 

	2024	2023
Number of internally identified violations of independence rules	2	4
% of total number of employees	0.1%	0.1%

Two violations of our independence policy were identified in 2024 (2023: 4):

- ▶ On a one-off other assurance engagement for a subsidiary of a foreign-based listed entity (non-PIE), work incorrectly began before the mandatory engagement acceptance procedure had been followed and the hours worked were incorrectly charged to a code for ongoing advisory services. Only after completion of the engagement acceptance procedure was the entity in question identified in the internal systems as an 'assurance client' and placed on the list of listed companies in which partners and directors are not permitted to invest. During that process, it was also found that a partner from another BDO office had a financial interest in the relevant listed company (non-PIE) at the time when BDO was performing the assurance engagement for a subsidiary of that listed company. This constitutes a violation of our internal independence policy. However, because the subsidiary was not material, there was no violation of external independence rules (VIO).
- ▶ As part of an internal investigation into compliance with internal rules, a partner was found to have held financial interests in two listed companies at the time when BDO was performing assurance engagements for those listed companies. The partner involved failed to make the required disclosures in relation to his interests (either in the annual compliance statement, in response to the monthly list of 'prohibited investments for partners and directors', or at the time of disposal). This constitutes a violation of our internal independence policy. Independent performance of the assurance engagements was not affected, because the partner in question was not involved in them, had not been aware of the ongoing assurance engagements until the disposal of his financial interests, and had no contact with the engagement teams responsible for the assurance engagements with regard to his financial interests.

## CSRD reference table

	Description	Reference	Page	Comments
ESRS 2: General disclosures				
BP-1	General basis for preparation of sustainability statements	General basis	32	
BP-2	Disclosures in relation to specific circumstances	General basis	32	
GOV-1	The role of the administrative, management and supervisory bodies	Sustainability governance	32	
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Sustainability governance	32	
GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability governance	33	
GOV-4	Statement on due diligence	Sustainability governance	33	
GOV-5	Risk management and internal controls over sustainability reporting	Sustainability governance	34	
SBM-1	Strategy, business model and value chain	Our stakeholders	34	
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SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Our stakeholders	36	Phase-in option used for information prescribed by paragraph 48(e) (anticipated financial effects), in line with ESRS 1 Appendix C: List of Disclosure Requirements that are phased-in
IRO-1	Description of the processes for identifying and analysing material impacts, risks and opportunities	Materiality assessment	35	
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MDR-P	Policies adopted to manage material sustainability matters	General basis Environmental information Social information Governance information Entity-specific information	32 39 44 58 60	
MDR-A	Actions and resources in relation to material sustainability matters	General basis Environmental information, Social information Governance information Entity-specific information	See MDR-P	
MDR-M	Metrics in relation to material sustainability matters	General basis Environmental information, Social information Governance information Entity-specific information	See MDR-P	

	Description	Reference	Page	Comments
MDR-T	Tracking effectiveness of policies and measures through targets	General basis Environmental information, Social information Governance information Entity-specific information	See MDR-P	
ESRS E1: Climate change				
E1-1	Transition plan for climate change mitigation	E1 Climate change, strategy, governance and action plan	39	
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	E1 Climate change, strategy, governance and action plan	39	
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	General basis E1 Climate change, strategy, governance and action plan	35 39	
E1-2	Policies related to climate change mitigation and adaptation	E1 Climate change, strategy, governance and action plan	39	
E1-3	Actions and resources in relation to climate change policies	E1 Climate change, strategy, governance and action plan	40	
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E1-5	Energy consumption and energy mix	E1 Climate change, Measures and targets	41	
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E1-7	GHG removals and GHG mitigation projects financed through carbon credits	E1 Climate change, Measures and targets	43	
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E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities			Phase-in option used for information prescribed by paragraphs 64 to 70, in line with ESRS 1 Appendix C: List of Disclosure Requirements that are phased-in
ESRS S1: Own workforce				
ESRS 2 SBM-2	Interests and views of stakeholders	General basis	34	
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	S1 Own workforce	44	
S1-1	Policies related to own workforce	S1 Own workforce, secure employment, strategy, governance and action plan	45	
		S1 Own workforce, Work-life balance, strategy, governance and action plan	50	
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		S1 Own workforce, Training and skills development, strategy, governance and action plan	54	

	Description	Reference	Page	Comments
S1-2	Processes for engaging with own workers and workers' representatives about impacts	S1 Own workforce, secure employment, strategy, governance and action plan	45	
		S1 Own workforce, Work-life balance, strategy, governance and action plan	50	
		S1 Own workforce, Gender equality and equal pay for work of equal value, strategy, governance and action plan	52	
		S1 Own workforce, Training and skills development, strategy, governance and action plan	54	
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	G1 Business conduct, strategy, governance and action plan	58	
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	S1 Own workforce, Work-life balance, strategy, governance and action plan	50	
		S1 Own workforce, Gender equality and equal pay for work of equal value, strategy, governance and action plan	52	
		S1 Own workforce, Training and skills development, strategy, governance and action plan	54	
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	S1 Own workforce, Work-life balance, strategy, governance and action plan	50	
		S1 Own workforce, Gender equality and equal pay for work of equal value, strategy, governance and action plan	52	
		S1 Own workforce, Training and skills development, strategy, governance and action plan	54	
S1-6	Characteristics of the undertaking's employees	S1 Own workforce, Work-life balance, metrics and targets	46	
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	S1 Own workforce, Work-life balance, metrics and targets	49	
S1-8	Collective bargaining coverage and social dialogue	S1 Own workforce, Secure employment, Strategy, governance and action plan	45	
S1-9	Diversity measures	S1 Own workforce, Gender equality and equal pay for work of equal value, metrics and targets	53	
S1-10	Adequate wages			Based on DMA results, S1-10 cannot be linked to a material issue for BDO and so it is not applicable.
S1-11	Social protection	S1 Own workforce, Secure employment, Strategy, governance and action plan	45	
S1-12	Persons with disabilities			Based on DMA results, S1-12 cannot be linked to a material issue for BDO and so it is not applicable.

	Description	Reference	Page	Comments
S1-13	Training and skills development metrics	S1 Own workforce, Training and development skills, metrics and targets	55	
S1-14	Health and safety metrics			Based on DMA results, S1-14 cannot be linked to a material issue for BDO and so it is not applicable.
S1-15	Work-life balance metrics	S1 Own workforce, Work-life balance, metrics and targets	51	
S1-16	Compensation metrics (pay gap and total compensation)	S1 Own workforce, Gender equality and equal pay for work of equal value, metrics and targets	54	
S1-17	Incidents, complaints and severe human rights impacts			Based on DMA results, S1-10 cannot be linked to a material issue for BDO and so it is not applicable.
ESRS G1: Business conduct				
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	Sustainability governance	32	
ESRS 2 IRO-1	Description of the processes for identifying and analysing material impacts, risks and opportunities	Materiality assessment	35	
G1-1	Business conduct policies and corporate culture	G1 Business conduct, strategy, governance and action plan	58	
G1-2	Management of relationships with suppliers			Based on DMA results, G1-2 cannot be linked to a material issue for BDO and so it is not applicable.
G1-3	Prevention and detection of corruption and bribery			Based on DMA results, G1-3 cannot be linked to a material issue for BDO and so it is not applicable.
G1-4	Confirmed incidents of corruption or bribery			Based on DMA results, G1-4 cannot be linked to a material issue for BDO and so it is not applicable.
G1-5	Political influence and lobbying activities			Based on DMA results, G1-5 cannot be linked to a material issue for BDO and so it is not applicable.
G1-6	Payment practices			Based on DMA results, G1-6 cannot be linked to a material issue for BDO and so it is not applicable.

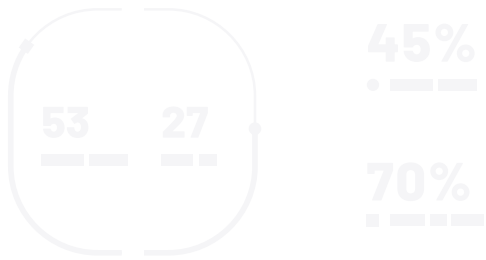
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Infographic

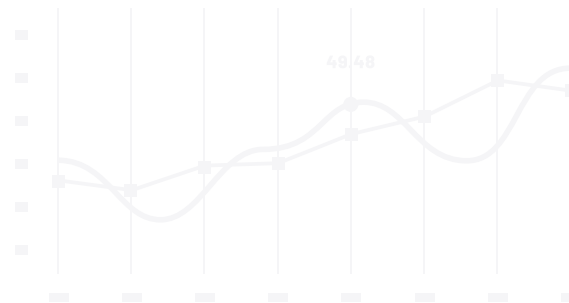
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	Description	Reference	Page	Comments
Entity-specific issue: Quality				
	Quality control reviews of Audit & Assurance engagements	Quality, metrics and targets	62	
	Quality control reviews of Accountancy & Business Advisory engagements	Quality, metrics and targets	63	
	Internal quality monitoring reviews of Audit & Assurance engagements	Quality, metrics and targets	63	
	Internal quality monitoring reviews of Accountancy & Business Advisory engagements	Quality, metrics and targets	65	
	Internal quality monitoring reviews of Tax & Legal engagements	Quality, metrics and targets	65	
	Recorded independence violations	Quality, metrics and targets	66	

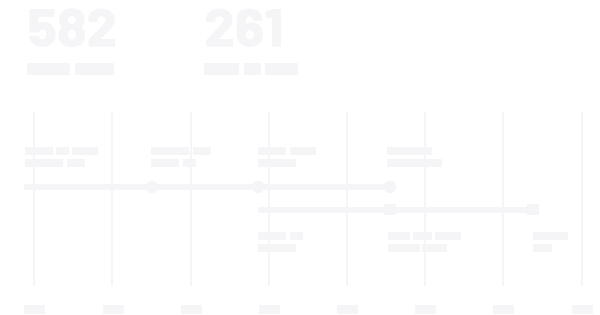
Dashboard



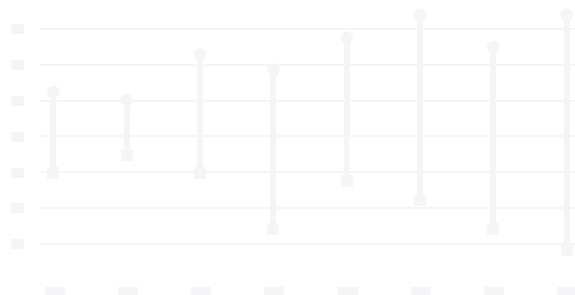
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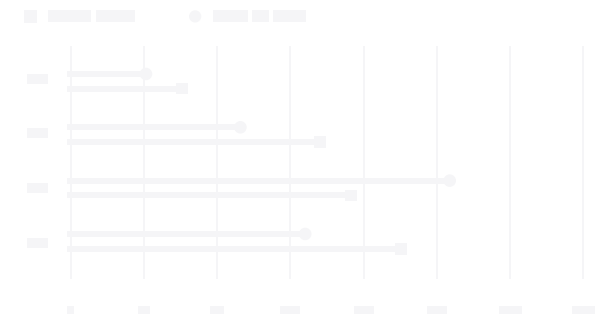
Staadtdiagram



Spindigram



Lijndiagram



Dashboard

Staafdiagram

Infographic

# 2024 financial statements BDO Holding B.V.

1853

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Lijndiagram

49/48



## Consolidated balance sheet as at 31 December 2024 (after profit appropriation)

(amounts in €1,000)

			31 December 2024	31 December 2023
<b>ASSETS</b>				
<b>Fixed assets</b>				
Intangible fixed assets	1	-	17	
Tangible fixed assets	2	22,351	22,742	
Financial fixed assets	3	10,031	13,226	
			<b>32,382</b>	<b>35,985</b>
<b>Current assets</b>				
Receivables	4	31,953	34,721	
Revenue not yet invoiced	5	32,048	26,617	
Other receivables, prepayments and accrued income	6	8,967	8,080	
Cash and cash equivalents		9,493	4,011	
			<b>82,461</b>	<b>73,429</b>
<b>Total assets</b>			<b>114,843</b>	<b>109,414</b>
<b>EQUITY AND LIABILITIES</b>				
<b>Group equity</b>	7		<b>9,000</b>	<b>9,000</b>
<b>Provisions</b>	8		<b>6,061</b>	<b>5,308</b>
<b>Long-term liabilities</b>				
Loans from and debts to partners	9	16,250	16,000	
			16,250	16,000
<b>Current liabilities</b>				
Trade payables		11,785	9,827	
Progress billings		12,096	13,170	
Current accounts with partners	9	22,589	19,427	
Taxes and social security contributions		12,872	13,311	
Pension obligations		-	29	
Other current liabilities, accruals and deferred income	10	24,190	23,342	
			83,532	79,106
<b>Total equity and liabilities</b>			<b>114,843</b>	<b>109,414</b>

## Consolidated income statement for 2024 (1 January to 31 December)

(amounts in € 1,000)

		2024		2023	
Net revenues	11	379,870		359,379	
Other operating income	12	947		135	
<b>Total operating income</b>			<b>380,817</b>		<b>359,514</b>
Cost of subcontracted work and other external charges		19,810		17,693	
Wages and salaries	13	172,258		165,188	
Social security contributions and pensions	14	45,665		43,079	
Amortisation of intangible fixed assets	1	17		66	
Depreciation of tangible fixed assets	2	4,731		4,797	
Other operating expenses	15	94,663		87,826	
<b>Total operating expenses</b>			<b>337,144</b>		<b>318,649</b>
<b>Operating profit</b>			<b>43,673</b>		<b>40,865</b>
Finance income and expense	16		(1,569)		(1,647)
<b>Result before tax</b>			<b>42,104</b>		<b>39,218</b>
Income tax	17		(2)		(3)
Contractual obligations to partners and Stichting GESdE	18		(42,102)		(39,215)
<b>Result after tax</b>			<b>-</b>		<b>-</b>

## Consolidated cash flow statement for 2024 (1 January to 31 December)

(amounts in € 1,000)

			2024	2023
<b>Operating profit</b>			<b>43,673</b>	<b>40,865</b>
Adjustments for:				
Amortisation, depreciation and impairment	1-2	4,748		4,863
Gains/(losses) on disposals	1-2	(44)		(52)
Changes in provisions	8	775		704
			5,479	5,515
Changes in working capital:				
- Movements in receivables	4-6	(3,550)		(3,957)
- Movements in current liabilities	10	1,397		2,859
			(2,153)	(1,098)
<b>Net cash generated from operations</b>			<b>46,999</b>	<b>45,282</b>
Interest received	16	617		727
Interest paid	16	(2,189)		(2,319)
Income tax	17	(2)		(3)
			(1,574)	(1,595)
<b>Cash flow from/(used in) operating activities</b>			<b>45,425</b>	<b>43,687</b>
Investments in intangible assets	1	-		-
Investments in tangible fixed assets	2	(4,493)		(2,987)
Investments in financial assets	3	(500)		-
Disposal of intangible fixed assets	1	-		-
Disposal of tangible fixed assets	2	45		165
Disposal of financial fixed assets	3	3,695		3,862
<b>Cash flow from/(used in) investing activities</b>			<b>(1,253)</b>	<b>1,040</b>
Partner fees under General Provisions	9-18	(38,940)		(45,998)
Withdrawal/redemption of long-term liabilities and borrowings from credit institutions	9	250		(250)
<b>Cash flow from/(used in) financing activities</b>			<b>(38,690)</b>	<b>(46,248)</b>
<b>Increase/(decrease) in cash</b>			<b>5,482</b>	<b>(1,521)</b>
Cash and cash equivalents as at 1 January			4,011	5,532
<b>Cash and cash equivalents as at 31 December</b>			<b>9,493</b>	<b>4,011</b>

## Notes to the consolidated financial statements

### Activities

The activities of BDO Holding B.V. and its related group companies consist of conducting statutory and voluntary audits, review and compilation engagements, and providing tax and other advisory services, including HR, legal, business control, corporate finance, cybersecurity and IT services. The activities are performed by and for the account of the group companies of BDO Holding B.V. BDO Holding B.V. does not provide any financial services itself; it acts as the holding company.

BDO Holding B.V. has its registered office at Philiteaan 73, 5617 AM, Eindhoven, the Netherlands, and is listed in the Trade Register of the Chamber of Commerce under number 17129358.

### International network

BDO Holding B.V. is a member firm of BDO International, a global network of accounting and consulting firms. Each member firm is a legally independent entity operating under the 'BDO' brand or a related designation. BDO Holding B.V. cannot, on the mere ground that it is a member firm of BDO International, be held liable for the actions and obligations of other member firms. The fee that is paid to BDO International is included in other operating expenses.

### Group structure

BDO Beheer B.V. administers the shares in BDO Holding B.V. for Stichting Aandelenbeheer BDO Groep. Stichting Aandelenbeheer BDO Groep issues depositary receipts for shares to the partners' professional practice companies that have concluded management agreements with BDO Holding B.V. These management agreements stipulate that the company offers the services of the owner-professional practitioner to the group companies to be designated by BDO Holding B.V. The professional practitioners are hereinafter referred to as partners.

### Stichting GESdE

Until 1 January 2005, the legal predecessor of BDO Holding B.V. used a system of goodwill set-off upon a partner's entry to, and exit from, the firm. That system was abolished, and in that context Stichting GESdE was established, the object of which is to acquire, manage and settle existing goodwill claims for the benefit of partners entitled to goodwill.

BDO Holding B.V. owes Stichting GESdE a fee for the financing of remaining goodwill claims until year-end 2026. Discounted at 3,2%, this fee is expected to amount to € 10.1 million.

Stichting GESdE is not consolidated, since it is controlled by the partners entitled to goodwill rather than by BDO Holding B.V.

### Stichting Aandelenbeheer BDO Groep

Stichting Aandelenbeheer BDO Groep exercises the voting, claiming and other rights attaching to the shares in the capital of BDO Holding B.V. It does so in its own name, but for the benefit of the partners.

The object of Stichting Aandelenbeheer is to secure continuity of management and policy at BDO Holding B.V. and to protect the interests of all stakeholders in BDO Holding B.V. and its related enterprises. Stichting Aandelenbeheer BDO Groep does not engage in any other (economic) activities and is not a subsidiary or group company of BDO Holding B.V., as a result of which it is not consolidated.

### BDO Beheer B.V.

BDO Beheer B.V. holds all the shares in the capital of BDO Holding B.V. It does not fulfil any other role. BDO Holding B.V. is responsible for the 'central management' of the BDO group as a whole, which means BDO Holding B.V. heads up the group within the meaning of Section 406(1), Book 2 of the Netherlands Civil Code. For this reason, BDO Beheer B.V. is not consolidated.

## Accounting policies

### General

#### Basis of preparation

The financial statements have been prepared in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements for consolidated financial statements included in Part 9 of Book 2 of the Netherlands Civil Code.

Unless indicated otherwise, assets and liabilities are stated at the amounts at which they were acquired or incurred. Borrowings and payables are initially measured at fair value and subsequently at amortised cost. All amounts disclosed in the financial statements are denominated in thousands of euros unless stated otherwise.

#### Use of estimates

The preparation of the financial statements in conformity with the generally accepted financial reporting requirements requires management to make estimates and assumptions that affect the items reported in the financial statements. Actual earnings may differ from these estimates.

The estimates and underlying assumptions are tested on an ongoing basis. A revised estimate is recognised in the period in which the estimate is revised and in future periods impacted by the revision.

The principal estimates and judgements mainly concern estimates relating to revenue not yet invoiced / progress billings and provisions. The progress and expected results of projects, and estimated collectability, are essential factors in these estimates and judgements. They include estimates and assumptions used in determining provisions for revenue not yet invoiced / progress

billings and bad debts. The estimates used to determine the provisions for employee benefits mainly involve interest rates, as well as occupational disability and retention rates.

For the purposes of determining the provision for professional liability, any claims and disputes are assessed based on fact and legal advice is sought where needed.

In addition, in determining the carrying amounts of intangible fixed assets and tangible fixed assets, use is made of estimates of amortisation and depreciation periods, which are based on the expected technical and useful lives of the assets in question and any residual value.

#### Foreign currencies

Income and expenses denominated in foreign currencies are translated at the rates of exchange at the transaction date. Receivables and payables are translated at the rates of exchange at the reporting date. Any resulting gains and losses are taken to the income statement and recognised within finance income and expense.

#### Basis of consolidation

The consolidated financial statements include the financial information of BDO Holding B.V. and its related group companies in which it holds a direct or indirect majority interest, or otherwise controls the financial and operating policies. In accordance with Section 414, Part 9 of Book 2 of the Netherlands Civil Code, we have listed all consolidated legal entities on [page 93](#) of these annual accounts.

The group companies are fully consolidated, and intercompany balances and transactions are eliminated, using the accounting policies described below.

The financial results of newly acquired and sold companies are consolidated from the date that effective control is transferred until the date that such effective control is lost, respectively. Given that the financial information of BDO Holding B.V. is disclosed in the consolidated financial statements, in accordance with Section 402, Part 9 of Book 2 of the Netherlands Civil Code the company-only income statement is presented in an abbreviated form.

#### Going concern

These financial statements of BDO Holding B.V. have been prepared based on the company's ability to continue as a going concern.

#### Cash flow statement

The consolidated statement of cash flows has been prepared using the indirect method.

Cash and cash equivalents disclosed in the statement of cash flows consist of bank overdrafts. Movements in borrowings are recognised within current liabilities. Interest paid and received, and income tax are recognised within cash flows from operating activities.

The profit share is recognised in the cash flow statement within cash flows from financing activities.

## Dashboard

## Accounting policies for the balance sheet

### General

Assets are recognised in the balance sheet when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. Liabilities are recognised in the balance sheet when it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

### Financial instruments

Financial instruments consist of receivables, cash and cash equivalents, subordinated loans, trade payables, debts to affiliated parties and other debts. The accounting policies for these items are specified on an item-by-item basis below. No use is made of derivative financial instruments.

### Intangible fixed assets

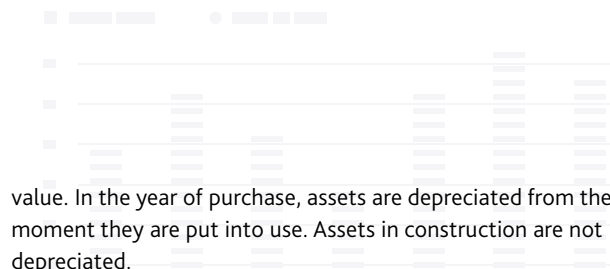
This item concerns the external costs for the implementation of software used by BDO Holding B.V. and its group companies. It also includes goodwill paid for acquisitions. The capitalised costs are recognised at cost net of accumulated amortisation and impairment.

Amortisation is calculated using the straight-line method based on an asset's estimated useful life from the moment it is put into use. Capitalised costs include costs charged by third parties for setting up and implementing software. The expected useful life is assessed annually and adjusted where required.

### Tangible fixed assets

Tangible fixed assets are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method based on estimated useful life and expected residual

## Staafdiagram



value. In the year of purchase, assets are depreciated from the moment they are put into use. Assets in construction are not depreciated.

Maintenance costs are capitalised only if they extend an asset's useful life.

### Financial fixed assets

Financial assets include participating interests, receivables from participating interests, loans granted and other long-term receivables. Participating interests in which BDO has the power to exercise significant control over financial and operating policies are stated at net asset value. Participating interests in which no significant control can be exercised over financial and operating policies are stated at the lower of acquisition price or fair value. Loans receivable are measured at amortised cost net of a provision for bad debts where necessary.

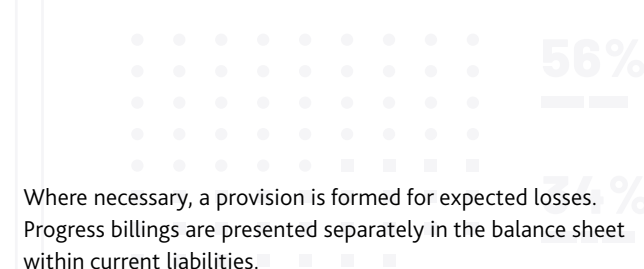
### Impairment of fixed assets

Each year, tests are performed to establish whether there are any indications of an intangible asset, a tangible fixed assets or a financial fixed asset being subject to impairment. An asset is considered to be impaired if its carrying amount exceeds its recoverable amount. Any impaired asset is written down to its recoverable amount, with the loss being expensed directly through the income statement in the form of other changes in the value of intangible, tangible and/or financial fixed assets.

### Revenue not yet invoiced

This item comprises services provided to clients that have yet to be billed. They are measured at expected realisable value. Profit is recognised based on the percentage-of-completion method.

## Infographic



Where necessary, a provision is formed for expected losses. Progress billings are presented separately in the balance sheet within current liabilities.

### Receivables

Current assets include receivables that, by their very nature, fall due within one year. Upon initial recognition, receivables are measured at fair value. They are subsequently measured at amortised cost. Allowance is made for any bad debts in their measurement at the reporting date.

### Cash and cash equivalents

Unless indicated otherwise, cash and cash equivalents are at the company's free disposal.

### Equity

Financial instruments qualifying as equity instruments based on economic reality are presented as a component of equity. Payments to holders of these instruments are deducted from equity, net of any related income tax benefits.

### Provisions

Provisions are formed for obligations, losses and risks present on the reporting date, the extent of which is uncertain but can be reliably estimated. Provisions are measured at present value if the time value of money is material. If it is not, provisions are stated at the amount at which they were incurred.

### Employee benefits

The provision for jubilee benefits was calculated based on an actuarial interest rate of 3.2% (2023: 3.1%), making allowance for retention rate, period of service and age. The retention rates

have been estimated on the basis of historical data. Staff who have completed 12.5, 25 and 40 years of continuous employment receive a long-service bonus. In addition, they are entitled to a fixed bonus for every five years they remain in service (this does not apply to their 25-year and 40-year anniversaries with the firm).

A provision has been formed for expected non-productivity of employees who suffer from chronic illnesses at the reporting date. This provision is designed to cover the associated costs for up to two years after the first notice of sick leave and is measured at present value.

#### Other provisions

The provision for professional liability was formed for estimated obligations by virtue of claims expected or lodged but not yet settled, at year end.

The provision for professional liability for each insured claim is measured at the estimate of the obligations to be settled with third parties, including any external legal fees. If the expected payment from an insurance company cannot be estimated, a provision is formed for the claim in question and capped at the uninsurable risk.

The provision for professional liability for other claims is measured at the estimate of the obligations to be settled with third parties, including any external legal fees. The provision for the cost of repairs to buildings was formed for the expenses to be incurred by BDO at the end of the lease terms.

#### Payables and other liabilities

These items relate to liabilities that fall due in more than one year. Liabilities falling due in less than one year are classified as current.

Long-term liabilities include loans from partners that have been subordinated to the bank. These loans are repaid upon termination of the respective management agreements with BDO Holding B.V.

### Accounting policies for the income statement

#### General

Income and expenses are allocated to the year to which they relate. Gains are recognised if and when they have been realised on the reporting date. Income is realised if it is measurable and collection is probable. Losses and risks originating from before the end of the financial year are recognised if and when they were known before the consolidated financial statements were prepared.

#### Net revenues

Net revenues consist of income from services to third parties, exclusive of VAT. The types of professional services BDO provides are similar in each of its lines of service. Each line of service offers a wide range of services that are tailored to the needs of individual clients. That said, the performance obligations are usually the same for each client.

BDO's most common performance obligations are:

- ▶ external audit services;
- ▶ compilation of financial statements and management information;
- ▶ financial and payroll accounting;
- ▶ tax services, e.g. concerning VAT, payroll tax, transfer pricing;
- ▶ advisory engagements, e.g. concerning cybersecurity, strategy, board support;
- ▶ transaction advisory services and M&A services.

#### Nature of performance obligations

Most contracts with clients contain one performance obligation. Where a contract has multiple performance obligations, the total transaction price is allocated to the separate performance obligations in the contract. The fee BDO receives for its services is typically based on one of the following pricing agreements:

- ▶ Fixed fee;
- ▶ Time and materials;
- ▶ Variable consideration.

#### Revenue recognition

BDO has an enforceable right to payment for services provided in all contracts and BDO recognises revenue in the period in which the services are provided. Revenue is recognised follows:

- ▶ Fixed fee: Revenue is recognised by reference to the extent to which the services have been provided (percentage of completion). When it is probable that total contract costs will exceed total contract revenues, expected losses are immediately recognised as an expense in the income statement.

Lijndiagram

- ▶ Time and materials: Revenue is recognised on the basis of billable hours worked.
- ▶ Variable consideration: BDO provides a number of services where the amount of the fee depends on the outcome of the services. An example would be M&A services. Fees are not recognised until the outcome of the services can be measured reliably and with sufficient certainty.

Most clients are billed monthly in arrears, or on the basis of an agreed payment schedule which allows for progress billing. For relatively small contracts, just one invoice is issued at the end of the engagement. BDO does not have any financing components in relation to its professional services given that the period between when BDO transfers the service to the client and when the client pays for the service is shorter than one year.

**Operating expenses**

Costs are determined on a historical basis and allocated to the reporting period to which they relate.

Other operating expenses include costs associated with operating leases. These costs are recognised through the income statement on a straight-line basis over the lease period.

**Finance income and expense**

Finance income and expense are recognised on a time-weighted basis, taking account of the effective interest rate of the assets and liabilities in question. When determining interest paid, allowance is made for recognised transaction costs for loans received.

Staadtdiagram

**Pensions**

BDO offers a defined contribution scheme. The scheme has been contracted directly from an insurance company, and pension costs are recognised based on the defined contributions. The defined contribution is dependent on an employee's age. Pensionable earnings are based on an employee's gross salary less a state pension offset of € 18,798 (2023: € 17,488). Pensionable earnings have been capped at € 137,800 (2023: € 128,810).

The pension obligation is made up of contributions payable to the pension administrator. These contributions are recognised through the income statement. Contributions due but not yet paid are recognised as current liabilities.

BDO is under no legal or constructive obligation with respect to this scheme if the insurer should suffer a shortfall.

With respect to this scheme, at year-end 2024 (and 2023) the company had no pension receivables or payables over and above the annual contributions payable to the pension insurer.

**Taxation**

The result after contractual obligations to Stichting GESdE of BDO Holding B.V. is attributable to the partners' professional practice companies through the management agreements; these companies are liable to pay tax on this result. The company's autonomous corporate income tax liability is limited. Tax on income that is taxable in the hands of BDO Holding B.V. is calculated at the prevailing rates.

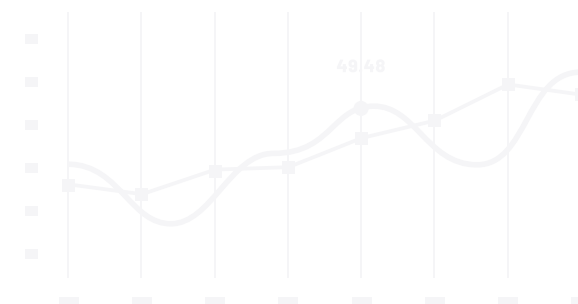
Infographic

**Profit**

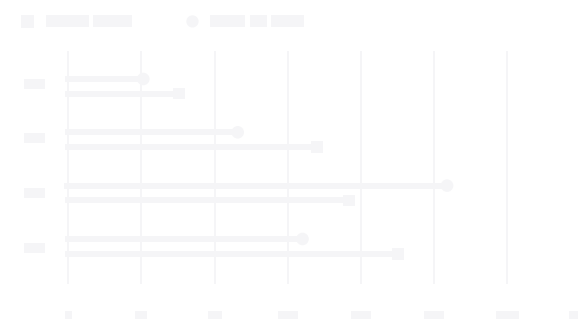
Under the General Provisions governing the partners, profit for the year is determined by deducting the variable management fees, including the fee payable to Stichting GESdE, from the result before tax.

For the purposes of transparency, these fees are disclosed separately as the last item in the income statement under Section 362(4), Part 9 of Book 2 of the Netherlands Civil Code, although this is contrary to the provisions of the Dutch Financial Statements Formats Decree.

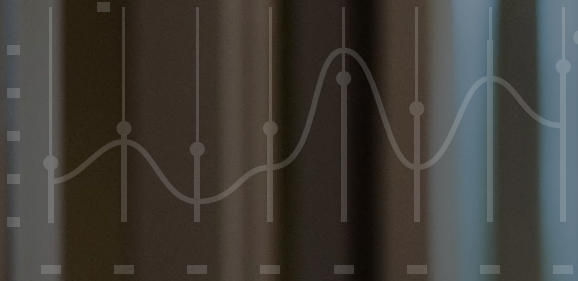
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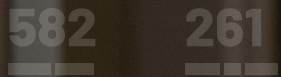
Lijndiagram



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## Notes to the consolidated balance sheet as at 31 December 2024 and the consolidated income statement for 2024

(in € 1,000, unless stated otherwise)

### 1 INTANGIBLE FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Software	-		17	
		-		17

Movements in intangible fixed assets were as follows in 2024:

	Software	Total for 2024	Total for 2023
<b>Balance at 1 January</b>			
Cost	2,576	2,576	2,576
Accumulated amortisation and impairment	(2,559)	(2,559)	(2,493)
	<b>17</b>	<b>17</b>	<b>83</b>
<b>Movements in the reporting period</b>			
Investments	-	-	-
Disposals (at cost)	(333)	(333)	-
Disposals (accumulated amortisation)	333	333	-
Amortisation	(17)	(17)	(66)
	<b>(17)</b>	<b>(17)</b>	<b>(66)</b>
<b>Balance at 31 December</b>			
Cost	2,243	2,243	2,576
Accumulated amortisation and impairment	(2,243)	(2,243)	(2,559)
	-	-	17
Amortisation rate	20%		

## 2 TANGIBLE FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Leasehold improvements	13,979		13,479	
Furniture, fixtures and fittings	4,780		4,468	
Hardware	3,371		4,311	
Assets under construction and prepaid	221		484	
		<b>22,351</b>		<b>22,742</b>

Movements in tangible fixed assets were as follows in 2024:

	Leasehold improvements	Furniture, fixtures and fittings	Hardware	Assets under construction and prepaid	Total for 2024	Total for 2023
<b>Balance at 1 January</b>						
Cost	23,097	7,770	9,360	484	40,711	43,047
Accumulated depreciation	(9,618)	(3,302)	(5,049)	-	(17,969)	(18,504)
	<b>13,479</b>	<b>4,468</b>	<b>4,311</b>	<b>484</b>	<b>22,742</b>	<b>24,543</b>
<b>Movements in the reporting period</b>						
Investments	2,475	1,047	600	221	4,343	3,109
Reallocation	-	-	-	(2)	(2)	-
Transferred to 'in use'	332	150	-	(482)	-	-
Disposals (at cost)	(1,499)	(449)	(2,655)	-	(4,603)	(5,445)
Disposals (accumulated depreciation)	1,551	419	2,632	-	4,602	5,332
Depreciation	(2,359)	(855)	(1,517)	-	(4,731)	(4,797)
	<b>500</b>	<b>312</b>	<b>(940)</b>	<b>(263)</b>	<b>(391)</b>	<b>(1,801)</b>
<b>Balance at 31 December</b>						
Cost	24,405	8,518	7,305	221	40,449	40,711
Accumulated depreciation	(10,426)	(3,738)	(3,934)	-	(18,098)	(17,969)
	<b>13,979</b>	<b>4,780</b>	<b>3,371</b>	<b>221</b>	<b>22,351</b>	<b>22,742</b>

Depreciation rate	10%-20%	10%-20%	20%-33.3%	N/A		
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The carrying amounts of tangible fixed assets do not significantly differ from their fair values. Assets in construction mainly consist of expenditures on leasehold improvements.

At year-end 2024, the firm had assumed investment obligations for leasehold improvements in the sum of € 0.5 million (year-end 2023: € 2.3 million).

### 3 FINANCIAL FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Credit account with Stichting GESdE	7,394		6,993	
Loan to Stichting GESdE	2,000		6,000	
Participating interests	500		-	
Other receivables	137		233	
		<b>10,031</b>		<b>13,226</b>

Stichting GESdE has a long-term credit account facility with BDO Holding B.V. The facility runs until 31 December 2034 at the latest. The credit account facility is subject to floating interest. The interest rate was 5.3% on average in 2024 (2023%: 4.9%).

The loan to Stichting GESdE is a subordinated 30-year interest-only loan. It was granted in 2005. In 2024, € 4.0 million was repaid on this loan.

Participating interests include an interest in the capital of a legal entity that was acquired in 2024 so the company would have a permanent link to that legal entity, for the benefit of the company's own activities. As no significant control is exercised over the legal entity's financial and operating policies, this participating interest is stated at cost.

Other receivables include, among other things, prepaid licence fees and other fees falling due in more than one year (year-end 2024: € 0.0 million; year-end 2023: € 0.1 million).

Movements in financial fixed assets were as follows in 2024:

	Credit account with Stichting GESdE	Loan to Stichting GESdE	Participating interests	Other receivables	Total for 2024	Total for 2023
<b>Balance at 1 January</b>	6,993	6,000	-	233	13,226	17,088
<b>Movements in the reporting period</b>						
Purchase of participating interest	-	-	500	-	500	-
Redemption/withdrawal	401	(4,000)	-	(105)	(3,704)	(3,867)
Change in value	-	-	-	9	9	5
<b>Balance at 31 December</b>	<b>7,394</b>	<b>2,000</b>	<b>500</b>	<b>137</b>	<b>10,031</b>	<b>13,226</b>

#### 4 RECEIVABLES

	31 December 2024		31 December 2023	
Receivables	33,236		35,877	
Provision for bad debts	(1,283)		(1,156)	
		<b>31,953</b>		<b>34,721</b>

Receivables from third parties of BDO Holding B.V. and its subsidiaries have been encumbered with a first right of pledge to the banks. A second right of pledge on these receivables was granted to Stichting GESdE.

#### 5 REVENUE NOT YET INVOICED

	31 December 2024		31 December 2023	
Services provided to clients	34,072		29,576	
Provision for revenue not yet invoiced	(2,024)		(2,959)	
		<b>32,048</b>		<b>26,617</b>

In addition, progress billings includes a provision of € 0.1 million (2023: € 0.4 million), bringing the total provision to € 2.1 million (2023: € 3.3 million).

#### 6 OTHER RECEIVABLES, PREPAYMENTS AND ACCRUED INCOME

	31 December 2024		31 December 2023	
Pension receivables	6		-	
Other receivables	871		367	
Prepayments and accrued income	8,090		7,713	
		<b>8,967</b>		<b>8,080</b>

Pension receivables relate to changes that have not yet been processed by the pension insurer. Other receivables include receivables relating to the paid parental leave scheme and to suppliers' commission. Prepayments and accrued income mainly consist of prepaid expenses and are predominantly short-term in nature.

#### 7 GROUP EQUITY

For details on equity, see the notes to the company-only balance sheet as at 31 December 2024. A statement of comprehensive income has not been included given that the group's comprehensive income corresponds to profit for the year; the same procedure was followed in the financial statements for 2023.

## 8 PROVISIONS

	31 December 2024		31 December 2023	
Provision for employee benefits	4,548		4,223	
Other provisions	1,513		1,085	
		<b>6,061</b>		<b>5,308</b>

Movements in provisions were as follows in 2024:

	Employee benefits	Other provisions	Total for 2024	Total for 2023
<b>Balance at 1 January</b>	4,223	1,085	5,308	4,499
<b>Movements in the reporting period</b>				
Withdrawn	(1,765)	(56)	(1,821)	(2,569)
Allocated	3,639	764	4,403	4,742
Release	(1,527)	(280)	(1,807)	(1,469)
Changes in interest rate	(22)	-	(22)	105
<b>Balance at 31 December</b>	<b>4,548</b>	<b>1,513</b>	<b>6,061</b>	<b>5,308</b>

### Provision for employee benefits

This item comprises provisions for jubilee benefits and chronic illness.

### Other provisions

This item relates to a provision for professional liability and a provision for the expected cost of repairs to office buildings (€ 181,500) to be incurred at the end of the agreed leases.

The total expected cost of repairs is € 316,500.

The provisions are expected to be released over time as follows:

	2024	2023
Less than 1 year	1,226	1,607
1 to 5 years	3,321	2,259
Over 5 years	1,514	1,442
	<b>6,061</b>	<b>5,308</b>

## 9 LOANS FROM AND DEBTS TO PARTNERS

Loans from current and former partners can be broken down as follows:

	31 December 2024		31 December 2023	
<b>Long-term (subordinated) loans</b>				
- Partners	16,250		16,000	
		<b>16,250</b>		<b>16,000</b>
<b>Current accounts</b>				
- Partners	18,909		15,787	
- Former partners	3,680		3,640	
		<b>22,589</b>		<b>19,427</b>
		<b>38,839</b>		<b>35,427</b>

### (Subordinated) loans from partners

A partner who enters into a management agreement with BDO Holding B.V. is required to issue a subordinated loan of € 250,000 to the company. The loans from partners are subordinated to any of the company's current and future bank debts. The average interest rate on the subordinated loans from partners was 6.0% in 2024 (2023%: 6.0%).

As the terms of these subordinated loans are linked to the partners' entry into, or exit from, the firm, they are mainly of a long-term nature.

Movements in long-term (subordinated) loans were as follows in 2024:

	2024	2023
<b>Balance at 1 January</b>	16,000	16,250
<b>Movements in the reporting period</b>		
Loans received upon entry to the firm	2,000	1,000
Repayments upon exit from the firm	(1,750)	(1,250)
	<b>16,250</b>	<b>16,000</b>

### Current accounts with current and former partners

The average interest rate on the current account balances was 5.0% in 2024 (2023: 5.0%).

## 10 OTHER CURRENT LIABILITIES, ACCRUALS AND DEFERRED INCOME

	31 December 2024		31 December 2023	
Obligations to employees	18,484		18,802	
Other debts	-		4	
Accruals and deferred income	4,856		3,836	
Stichting Aandelenbeheer BDO Groep	850		700	
		24,190		23,342

Obligations to employees are made up of leave day and overtime pay-outs, holiday allowance, other benefits and redundancy costs.

Accruals and deferred income consist mainly of costs payable in relation to the current financial year and are therefore predominantly short-term in nature.

The debt to Stichting Aandelenbeheer BDO Groep relates to the foundation's excess cash, which has been transferred to BDO. This loan carries no interest.

As security for the existing credit facilities, a right of first pledge has been issued to the bank on the third-party receivables of BDO Holding B.V. and its subsidiaries.

## FINANCIAL INSTRUMENTS

### General

As part of its ordinary activities, BDO Holding B.V. makes use of a variety of financial instruments that expose the firm to credit, interest rate and liquidity risks. To manage these risks, BDO Holding B.V. has defined a policy that includes a system of limits and procedures.

### Credit risk

In order to manage its credit risk, the company continually monitors and reviews its credit risk exposure. Receivables do not contain major concentrations of credit risk.

### Currency risk

The company hardly incurs any currency risk since the cash flows from operating and financing activities are denominated mainly in euros.

### Interest rate risk

Given that interest rate risks on outstanding financial assets and liabilities are extremely limited, they have not been hedged.

### Liquidity risk

The liquidity position is monitored by using liquidity forecasts. The liquidity risk is highly limited given that the operations generate sufficient cash to meet the obligations. BDO has also taken out additional overdrafts with the banks. BDO monitors compliance with the provisions of the relevant loan covenants.

### Fair value

The fair value of financial instruments recognised in the balance sheet within financial fixed assets, cash and cash equivalents, and current and non-current liabilities approximates their carrying amount.

## OFF-BALANCE SHEET ASSETS AND LIABILITIES

### Off-balance sheet assets

#### Investigations by regulators

In 2024, the Financial Supervision Office (Bureau Financieel Toezicht - FSO) fined BDO EUR 1.3 million for an alleged violation of the Money Laundering and Terrorist Financing (Prevention) Act (Wwft) in 2020. BDO does not agree with the FSO's classification of this alleged violation, or with the fine imposed as a result. Although BDO paid the fine, it also raised an objection to the FSO's decision to impose the fine. In March 2025 this objection was rejected in the first instance. BDO subsequently lodged an appeal. It is unclear whether these investigations will have any consequences (financial or otherwise), and, if so, what those consequences will be.

### Off-balance sheet liabilities

#### Fiscal unity

Together with its wholly-owned subsidiaries, BDO Holding B.V. forms a fiscal unity for income tax and VAT purposes. BDO Holding B.V. heads up the fiscal unity and is jointly and severally liable for the VAT and corporate income tax debts of the fiscal unity as a whole.

#### Lease and rental obligations

BDO Holding B.V. has assumed long-term obligations for the lease of buildings and for the contracting of operating leases for cars. These obligations can be broken down as follows:

	2024	2023
Less than 1 year	20,641	18,558
1 to 5 years	47,536	37,330
Over 5 years	12,029	14,436

Other operating expenses include an amount of € 16.7 million for operating lease expenses for cars (2023: € 15.8 million).

#### Guarantees

Receivables from third parties have been encumbered with a first right of pledge to the banks in the form of security for overdraft facilities issued to BDO Holding B.V. In addition, BDO Holding B.V. has issued a negative pledge as well as a pari passu statement to the banks in question.

For the purposes of providing security for meeting its obligations to the partners entitled to goodwill and Stichting GESdE, BDO Holding B.V. has issued a second pledge to Stichting GESdE on all its claims against third parties. No bank guarantees were issued at year-end 2024 (2023: € 78,000).

#### Claims

Claims have been lodged against the legal entities belonging to the Dutch BDO firm on account of alleged failure to properly perform their work. A defence is being mounted against these claims. BDO Holding B.V. has adequate insurance cover for professional liability.

Where considered necessary, a provision is formed an amount corresponding with the estimate of the obligations to be settled with third parties, including any external legal fees.

#### Investigations by regulators

On the balance sheet date, there was an ongoing investigation into possible exam fraud at BDO. This investigation was carried out at the demand of the Dutch Authority for the Financial Markets (AFM). The AFM has been informed about the investigation's progress. It is unclear whether these investigations will have any consequences (financial or otherwise), and if so, what those consequences will be. As a result, no provision was formed for this on the balance sheet date.

#### Transfer of accrued employee pension benefits

Up to and including 2011, employees who joined the company before 9 July 2008 were governed by an average-pay scheme. An average contribution was paid to Stichting Pensioenfond BDO CampsObers Accountants & Adviseurs to finance this scheme. This average-pay scheme was converted into a defined contribution scheme on 1 January 2012. At the time of the switch to the defined contribution scheme, Stichting Pensioenfond BDO CampsObers Accountants & Adviseurs paid up the members' entitlements, but left them behind with the reinsurer. As a result, the employer assumed the obligation to pay any difference arising from a shortfall between the commuted value and the statutory transfer value. This situation may occur upon termination of employment, when employees invoke their statutory right to a transfer of accrued benefits. The scale of this obligation cannot be reasonably estimated, which is why it has not been recognised in the balance sheet as at 31 December 2024. The costs associated with transfers of accrued benefits during the reporting period amounted to €19,000 in 2024 (2023: € 39,000) and have been recognised within pension costs.

#### Fee payable to Stichting GESdE

For details on the fee payable to Stichting GESdE, see [page 76](#).

## 11 NET REVENUES

Net revenues can be broken down as follows by segment:

	2024		2023	
		%		%
Audit & Assurance	154,588	41	141,573	39
Accountancy & Business Advisory	84,876	22	83,645	23
Tax & Legal	100,540	26	95,812	27
Advisory	39,866	11	38,349	11
	<b>379,870</b>	<b>100</b>	<b>359,379</b>	<b>100</b>

Virtually all net revenues (96%) were generated in the Netherlands.

The net revenues of Audit & Assurance were generated almost exclusively by audit and assurance services. Of the total hours reported for of A&A staff, 2.7% concern non-audit services, which primarily consist of assurance-related services (2023: 1.8%).

## 12 OTHER OPERATING INCOME

Other operating income includes attendance fees for BDO events and fees received for outside activities.

## 13 WAGES AND SALARIES

	2024	2023
Salaries	172,258	165,188

## Headcount

	2024	2023
<b>Average headcount (in FTEs)</b>		
- Equity partners	71	69
- Professionals	2,154	2,101
- Support staff	540	522
	<b>2,765</b>	<b>2,692</b>

During the year, 0.5 FTEs were employed abroad (2023: 0.1 FTEs).

#### 14 SOCIAL SECURITY CONTRIBUTIONS AND PENSIONS

	2024	2023
Social security charges	27,367	25,091
Pensions	18,298	17,988
	<b>45,665</b>	<b>43,079</b>

#### 15 OTHER OPERATING EXPENSES

	2024	2023
Accommodation expenses	13,029	12,354
Other personnel expenses	22,493	19,457
General expenses	12,057	11,642
Mobility expenses	26,610	24,673
Technology and innovation expenses	14,911	13,930
Other expenses	5,563	5,770
	<b>94,663</b>	<b>87,826</b>

No R&D costs were capitalised or recognised through the income statement.

Audit fees, which relate to the audit of the financial statements by Baker Tilly (Netherlands) N.V., amounted to € 252,500 in 2024 (2023: € 216,000, audit carried out by Mazars Accountants N.V.). The fees are based on the total fees for auditing the financial statements for the reporting period, irrespective of whether the procedures were carried out by Baker Tilly (Netherlands) N.V. during that period. Baker Tilly (Netherlands) N.V. also charged € 31,000 in fees for other assurance procedures (2023: € 32,740 charged by Mazars Accountants N.V.). These fees have been recognised within general expenses.

#### 16 FINANCE INCOME AND EXPENSE

	2024	2023
Interest received	639	622
Interest paid	(2,208)	(2,269)
	<b>(1,569)</b>	<b>(1,647)</b>

Interest received relates to interest on loans (including intercompany loans) to Stichting GESdE. Interest paid concerns the fees owed for loans (including subordinated loans) provided by partners and credit banks and the changes in interest rate in provisions measured at present value.

## 17 INCOME TAX

The entire profit is taxable in the hands of the partners' professional practice companies. As a result, the effective tax rate of 0% (2023: 0%) in the financial statements deviates from the rate applicable in the Netherlands.

## 18 CONTRACTUAL OBLIGATIONS TO CURRENT AND FORMER PARTNERS AND STICHTING GESdE

The professional practice companies operated by the partners who are affiliated with BDO Holding B.V. charge a management fee for providing the services of the professional practitioner. This fee is recognised within wages and salaries. The partners are required to put this management fee towards their pension build-up and supplementary insurance.

BDO has an egalitarian profit-distribution system for its partners. As a result, the remuneration structure does not contain any individual commercial incentives. Under the General Provisions of BDO Holding B.V., the partners' professional practice companies are entitled to the full result of BDO Holding B.V., net of the fixed portion of the management fee, the fee payable to Stichting GESdE and the interest due on the subordinated loans provided by partners. The remaining result is distributed based on the number of awarded profit points using a lockstep system.

	2024	2023
Result after tax before contractual obligations	42,102	39,215
Fixed management fee (recognised within wages and salaries)	11,124	10,877
<b>Distributable profit</b>	<b>53,226</b>	<b>50,092</b>
Fee payable to Stichting GESdE	(6,389)	(6,863)
Fee paid to former partners	(4,752)	(3,431)
Partner fees	(42,085)	(39,798)
	-	-
Average number of partners (in FTEs)	71	69
Average management fee per partner (fixed and variable)	<b>596</b>	<b>576</b>

In addition to their management fee, the partners in BDO Holding B.V. receive interest on the subordinated loan and the current accounts. This interest, which amounted to € 1.9 million in 2024, has been recognised within interest paid (2023: € 2.0 million).

In 2024, the expense allowances paid to partners, which are designed to cover car and miscellaneous expenses, amounted to € 2.6 million. They have been recognised within other operating expenses (2023: € 2.5 million).

## Events after the reporting date

There were no events after the reporting date that are relevant to BDO's financial position.

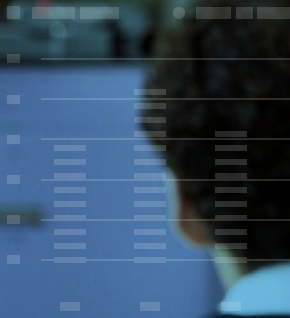
## List of participating interests

Unless indicated otherwise, the following participating interests are wholly-owned by BDO Holding B.V. All participating interests have their registered offices in the Netherlands.

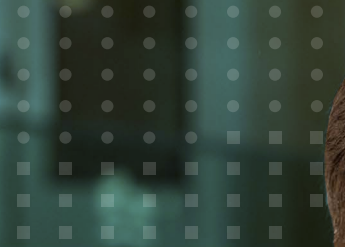
<b>BDO Accountancy, Tax &amp; Legal B.V.*</b>	Eindhoven
▶ BDO BAMN B.V.	Eindhoven
<b>BDO Audit &amp; Assurance B.V.*</b>	Eindhoven
<b>BDO Advisory B.V.*</b>	Eindhoven
▶ BDO Corporate Finance B.V.	Eindhoven
▶ BDO Investigations B.V.	Eindhoven
▶ BDO Interim & Recruitment B.V.	Eindhoven

\* Held directly by BDO Holding B.V.

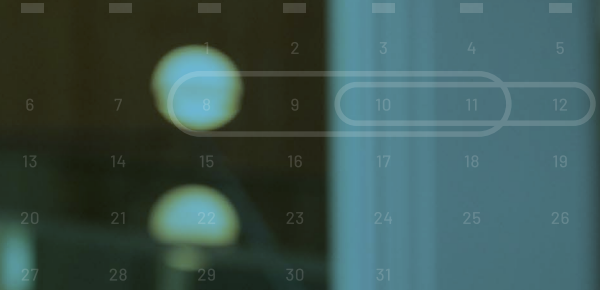
Staafdiagram



Infographic



Kalender



Dashboard



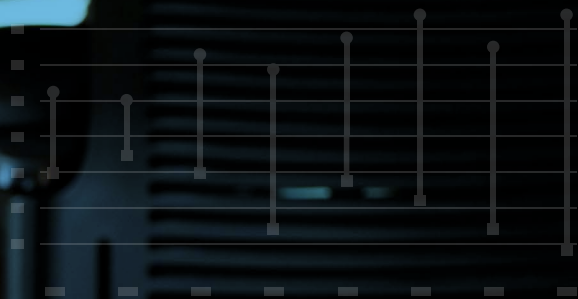
Lijndiagram



Tijdslijn



Staafdiagram



Lenovo

## Company-only balance sheet as at 31 December 2024 (after profit appropriation)

(amounts in € 1,000)

			31 December 2024	31 December 2023
<b>ASSETS</b>				
<b>Fixed assets</b>				
Intangible fixed assets	1	-	17	
Tangible fixed assets	2	22,351	7,813	
Financial fixed assets	3	24,518	27,698	
			<b>46,869</b>	<b>35,528</b>
<b>Current assets</b>				
Receivables		16	41	
Payables to group companies		17,597	23,784	
Other receivables, prepayments and accrued income	4	6,841	6,684	
Cash and cash equivalents		2,403	81	
			<b>26,857</b>	<b>30,590</b>
<b>Total assets</b>			<b>73,726</b>	<b>66,118</b>
<b>EQUITY AND LIABILITIES</b>				
<b>Equity</b>				
Issued share capital	5		<b>9,000</b>	<b>9,000</b>
<b>Provisions</b>				
	6		<b>2,050</b>	<b>1,155</b>
<b>Long-term liabilities</b>				
Loans from and debts to partners	7	16,250	16,000	
			<b>16,250</b>	<b>16,000</b>
<b>Current liabilities</b>				
Trade payables		8,871	6,108	
Current accounts with partners	7	22,589	19,427	
Taxes and social security contributions		7,163	7,916	
Pension obligations		-	14	
Other current liabilities, accruals and deferred income	8	7,803	6,498	
			<b>46,426</b>	<b>39,963</b>
<b>Total equity and liabilities</b>			<b>73,726</b>	<b>66,118</b>

## Company-only income statement for 2024 (1 January to 31 December)

(amounts in € 1,000)

	2024		2023	
Share of profit/(loss) of participating interests	35,714		32,352	
Other income	6,390		6,866	
<b>Result before tax</b>		<b>42,104</b>		<b>39,218</b>
Income tax		(2)		(3)
Contractual obligations to partners and Stichting GESdE		(42,102)		(39,215)
<b>Result after tax</b>		<b>-</b>		<b>-</b>

## Notes to the company-only financial statements

### Activities

BDO Holding B.V. heads up a group of related parties providing professional services. BDO Holding B.V. serves exclusively as a holding company of its related parties and does not itself provide any financial services.

BDO Holding B.V. has its registered office at Philiteaan 73, 5617 AM, Eindhoven, the Netherlands, and is listed in the Trade Register of the Chamber of Commerce under number 17129358.

### Accounting policies

The financial statements have been prepared in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements for company-only financial statements included in Part 9 of Book 2 of the Netherlands Civil Code.

Given that the financial information of BDO Holding B.V. is disclosed in the consolidated financial statements, in accordance with Section 402, Part 9 of Book 2 of the Netherlands Civil Code the company-only income statement is presented in an abbreviated form.

### Accounting policies for the balance sheet and income statement

Unless stated otherwise, the accounting policies for the company-only balance sheet and the company-only income statement are the same as those for the consolidated balance sheet and the consolidated income statement.

Participating interests in which BDO Holding B.V. has the power to exercise significant control over financial and operating policies are stated at net asset value.

Participating interests with an equity deficit are carried at nil. Other long-term interests that must be regarded as part of the net investment in the participating interest are also taken into account in the valuation. A provision is formed if the company is fully or partially liable for the debts of the participating interest in question, or is obliged in practice to enable the participating interest (in respect of its share) to pay its debts.

Any value adjustments for uncollectability already deducted from receivables due from participating interests are taken into consideration when the level of this provision is determined.

Participating interests in which no significant influence can be exercised over financial and operating policies are stated at the lower of acquisition price or fair value.

## Notes to the company-only balance sheet as at 31 December 2024 and the company-only income statement for 2024

(in € 1,000, unless stated otherwise)

### 1 INTANGIBLE FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Software	-		17	
		-		17

Movements in intangible fixed assets were as follows in 2024:

	Software	Total for 2024	Total for 2023
<b>Balance at 1 January</b>			
Cost	2,576	2,576	2,576
Accumulated amortisation and impairment	(2,559)	(2,559)	(2,493)
	<b>17</b>	<b>17</b>	<b>83</b>
<b>Movements in the reporting period</b>			
Investments	-	-	-
Disposals (at cost)	(333)	(333)	-
Disposals (accumulated amortisation)	333	333	-
Amortisation	(17)	(17)	(66)
	<b>(17)</b>	<b>(17)</b>	<b>(66)</b>
<b>Balance at 31 December</b>			
Cost	2,243	2,243	2,576
Accumulated amortisation and impairment	(2,243)	(2,243)	(2,559)
	-	-	17
Depreciation rate	20%		

## 2 TANGIBLE FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Leasehold improvements	13,979		2,580	
Furniture, fixtures and fittings	4,780		922	
Hardware	3,371		4,311	
Assets under construction and prepaid	221		-	
		<b>22,351</b>		<b>7,813</b>

Movements in tangible fixed assets were as follows in 2024:

	Leasehold improvements	Furniture, fixtures and fittings	Hardware	Assets under construction and prepaid	Total for 2024	Total for 2023
<b>Balance at 1 January</b>						
Cost	3,154	1,271	9,360	-	13,785	17,914
Accumulated depreciation	(574)	(349)	(5,049)	-	(5,972)	(8,140)
	<b>2,580</b>	<b>922</b>	<b>4,311</b>	<b>-</b>	<b>7,813</b>	<b>9,774</b>
<b>Movements in the reporting period</b>						
Acquisition at 1 January at carrying amount*	10,899	3,546	-	484	14,929	-
Investments	2,475	1,047	600	221	4,343	322
Reallocation	-	-	-	(2)	(2)	-
Transferred to 'in use'	332	150	-	(482)	-	-
Disposals (at cost)	(1,499)	(449)	(2,655)	-	(4,603)	(4,451)
Disposals (accumulated depreciation)	1,551	419	2,632	-	4,602	4,345
Depreciation	(2,359)	(855)	(1,517)	-	(4,731)	(2,177)
	<b>11,399</b>	<b>3,858</b>	<b>(940)</b>	<b>221</b>	<b>14,538</b>	<b>(1,961)</b>
<b>Balance at 31 December</b>						
Cost	24,405	8,518	7,305	221	40,449	13,785
Accumulated depreciation	(10,426)	(3,738)	(3,934)	-	(18,098)	(5,972)
	<b>13,979</b>	<b>4,780</b>	<b>3,371</b>	<b>221</b>	<b>22,351</b>	<b>7,813</b>
Depreciation rate	10%-20%	10%-20%	20%-33.3%	N/A		

\* relates to tangible fixed assets acquired at their carrying amount from BDO Accountancy, Tax & Legal B.V.

The carrying amounts of tangible fixed assets do not significantly differ from their fair values. Assets in construction mainly consist of expenditures on leasehold improvements.

### 3 FINANCIAL FIXED ASSETS

The carrying amounts at the reporting date can be broken down as follows:

	31 December 2024		31 December 2023	
Credit account with Stichting GESdE	7,394		6,993	
Loan to Stichting GESdE	2,000		6,000	
Participating interests in group companies	14,500		14,500	
Participating interests	500		-	
Other receivables	124		205	
		<b>24,518</b>		<b>27,698</b>

Stichting GESdE has a long-term credit account facility with BDO Holding B.V. The facility runs until 31 December 2034 at the latest. The credit account facility is subject to floating interest. The interest rate was 5.3% on average in 2024 (2023%: 4.9%).

The loan to Stichting GESdE is a subordinated 30-year interest-only loan. It was granted in 2005. In 2024, € 4.0 million was repaid on this loan.

Participating interests include an interest in the capital of a legal entity that was acquired in 2024 so the company would have a permanent link to that legal entity, for the benefit of the company's own activities. As no significant control is exercised over the legal entity's financial and operating policies, this participating interest is stated at cost.

Other receivables include, among other things, prepaid licence fees and other fees falling due in more than one year (year-end 2024: € 0.0 million).

Movements in financial fixed assets were as follows in 2024:

	Credit account with Stichting GESdE	Loan to Stichting GESdE	Participating interests	Participating interests in group companies	Other receivables	Total for 2024	Total for 2023
<b>Balance at 1 January</b>	6,993	6,000	-	14,500	205	27,698	31,572
<b>Movements in the reporting period</b>							
Share of profit/(loss) of participating interests	-	-	-	35,714	-	35,714	32,352
Interim dividend	-	-	-	(38,778)	-	(38,778)	(35,205)
Provision for loans to group companies	-	-	-	3,064	-	3,064	2,853
Purchase of participating interest	-	-	500	-	-	500	-
Redemption/withdrawal	401	(4,000)	-	-	(90)	(3,689)	(3,879)
Changes in value	-	-	-	-	9	9	5
<b>Balance at 31 December</b>	<b>7,394</b>	<b>2,000</b>	<b>500</b>	<b>14,500</b>	<b>124</b>	<b>24,518</b>	<b>27,698</b>

#### 4 OTHER RECEIVABLES, PREPAYMENTS AND ACCRUED INCOME

	31 December 2024		31 December 2023	
Pension receivables	7		-	
Other receivables	585		72	
Prepayments and accrued income	6,249		6,612	
		<b>6,841</b>		<b>6,684</b>

Pension receivables relate to changes that have not yet been processed by the pension insurer.

Other receivables include receivables relating to the paid parental leave scheme and to suppliers' commission.

Prepayments and accrued income mainly consist of prepaid expenses and are predominantly short-term in nature.

#### 5 EQUITY

The company's issued and paid-up share capital amounted to € 9.0 million at year-end 2024; it consisted of 8,100 Class A shares, 450 Class B shares and 450 Class C shares with a nominal value of € 1,000 per share.

The Class A shares entitle their holders to the profit of BDO Holding B.V. only. The Class B and C shares entitle their holders to the proceeds of the sale of BDO Holding B.V. There were no changes in the reporting period.

#### 6 PROVISIONS

	31 December 2024		31 December 2023	
Employee benefits	536		515	
Other provisions	1,514		640	
		<b>2,050</b>		<b>1,155</b>

Movements in provisions were as follows in 2024:

	Employee benefits	Other provisions	Total for 2024	Total for 2023
<b>Balance at 1 January</b>	515	640	1,155	768
<b>Movements in the reporting period</b>				
Withdrawn	(275)	(55)	(330)	(435)
Allocated	613	970	1,583	1,084
Release	(315)	(41)	(356)	(272)
Changes in interest rate	(2)	-	(2)	10
<b>Balance at 31 December</b>	<b>536</b>	<b>1,514</b>	<b>2,050</b>	<b>1,155</b>

### Employee benefits

This item comprises provisions for jubilee benefits and chronic illness.

### Other provisions

This item relates to a provision for professional liability.

The provision for employee benefits and other provisions are expected to be released over time as follows:

	2024	2023
Less than 1 year	188	195
1 to 5 years	1,603	813
Over 5 years	259	147
	<b>2,050</b>	<b>1,155</b>

## 7 LOANS FROM AND DEBTS TO PARTNERS

Loans from current and former partners can be broken down as follows:

	31 December 2024		31 December 2023	
<b>Long-term (subordinated) loans</b>				
- Partners	16,250		16,000	
		<b>16,250</b>		<b>16,000</b>
<b>Current accounts</b>				
- Partners	18,909		15,787	
- Former partners	3,680		3,640	
		<b>22,589</b>		<b>19,427</b>
		<b>38,839</b>		<b>35,427</b>

### (Subordinated) loans from partners

A partner who enters into a management agreement with BDO Holding B.V. is required to issue a subordinated loan of € 250,000 to the company. The loans from partners are subordinated to any of the company's current and future bank debts. The average interest rate on the subordinated loans from partners was 6.0% in 2024 (2023%: 6.0%). As the terms of these subordinated loans are linked to the partners' entry into, or exit from, the firm, they are mainly of a long-term nature.

Movements in long-term (subordinated) loans were as follows in 2024:

	2024	2023
<b>Balance at 1 January</b>	16,000	16,250
<b>Movements in the reporting period</b>		
Loans received upon entry to the firm	2,000	1,000
Repayments upon exit from the firm	(1,750)	(1,250)
	16,250	16,000

#### Current accounts with current and former partners

The average interest rate on the current account balances was 5.0% in 2024 (2023: 5.0%).

### 8 OTHER CURRENT LIABILITIES, ACCRUALS AND DEFERRED INCOME

	31 December 2024		31 December 2023	
Obligations to employees	4,066		3,776	
Other debts	-		4	
Accruals and deferred income	2,887		2,018	
Stichting Aandelenbeheer BDO Groep	850		700	
		7,803		6,498

Obligations to employees are made up of leave day and overtime pay-outs, holiday allowance, other benefits and redundancy costs.

Accruals and deferred income consist mainly of costs payable in relation to the current financial year and are therefore predominantly short-term in nature.

The debt to Stichting Aandelenbeheer BDO Groep relates to the foundation's excess cash, which has been transferred to BDO. This loan carries no interest.

## OFF-BALANCE SHEET LIABILITIES

### Fiscal unity

Together with its wholly-owned subsidiaries, the company forms a fiscal unity for income tax and VAT purposes. The company heads up the fiscal unity and is jointly and severally liable for the VAT and corporate income tax debts of the tax group as a whole.

### Other commitments and contingencies

BDO Holding B.V. has issued a statement of joint and several liability for the debts incurred by BDO Accountancy, Tax & Legal B.V., BDO Audit & Assurance B.V. and BDO Advisory B.V. in accordance with Section 403, Part 9 of Book 2 of the Netherlands Civil Code. For the purposes of providing security for meeting its obligations to Stichting GESdE, BDO Holding B.V. has issued a first pledge to Stichting GESdE on its shares in group companies.

### Headcount

BDO Holding B.V. had 330 employees (in FTEs) on average in 2024 (2023: 296). None of these employees worked abroad.

### Remuneration of Governing Board members

The Governing Board members under the Articles of Association received the following remuneration for their management activities in 2024.

	2024	2023
Remuneration of Governing Board members	2,954	2,919
FTE	3.1	3.0

In addition, the Governing Board members under the Articles of Association were paid € 118,000 in expense allowances in 2024 (2023: € 114,000).

### Remuneration of Supervisory Board members

The members of the Supervisory Board received total remuneration of € 279,000 in 2024 (2023: € 277,000).

*Eindhoven, 15 May, 2025*

The Governing Board of BDO Holding B.V.

- ▶ R.C.M. Nelis (chair)
- ▶ L.M. Jansen
- ▶ M.M.G. Mans
- ▶ C.M. Konst

Supervisory Board

- ▶ D.A. van der Eijk (chair)
- ▶ H.L. Kuijten-Koenen
- ▶ E.M. Robbe
- ▶ B. Lamberts
- ▶ K. Smit

## Other information

### Independent auditor's report

Please refer to [page 104](#) for the independent auditor's report.

### Review report of the independent auditor

Please refer to [page 108](#) for the review report of the independent auditor.

### Provisions on the appropriation of the result contained in the Articles of Association

Article 20 of the Articles of Association of BDO Holding B.V. reads as follows:

- ▶ The company shall not distribute any profit to shareholders and others entitled to distributable profit unless its equity exceeds the equity that is required to be maintained by law. The company shall follow up on resolutions to distribute profit passed by the General Meeting only subject to the Management Board's consent. The Management Board shall not refuse its consent for a profit distribution unless it knows or ought to reasonably foresee that the company would be unable to pay its debts due after such distribution.
- ▶ Profit shall be at the disposal of the General Meeting of Shareholders.

For details on issued shares, see the notes on equity in the company-only balance sheet as at 31 December 2024.

### Special control rights under the Articles of Association

BDO Holding B.V. has no special control rights under the Articles of Association.

## Independent auditor's report

To the shareholders and supervisory board of BDO Holding B.V.

### Report on the audit of the annual report 2024

#### Our opinion

We have audited the financial statements included in the annual report 2024 of BDO Holding B.V. based in Eindhoven.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of BDO Holding B.V. as at 31 December 2024 and of its result for 2024 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

1. the consolidated and company-only balance sheet as at 31 December 2024;
2. the consolidated and company-only profit and loss account for 2024; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of BDO Holding B.V. in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

#### Audit approach fraud risks

We identified and assessed risks of a material misstatement in the financial statements due to fraud. During our audit we obtained an understanding of the entity and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control and the outcome thereon. Management pays attention to risk management, appropriate to the size of the organization.

#### 1. Fraud risk in the revenue recognition

##### Description

BDO is a project driven company, where revenue recognition is to a large extent dependent on the valuation of the balance sheet positions 'Amounts to be invoiced to customers' and 'Amounts invoiced in advance to customers', including the (possible) provision thereon. These balance sheet items are inherently subject to management estimates and judgements. Estimates on the stage of completion and project results are most critical in this respect. The primary risk concerns overstatement of reported revenues.

##### Audit procedures and observations

Taking into account our materiality level, we executed the following audit procedures with regard to the identified risk:

- ▶ Establishing design and existence of the internal controls within the sales process;
- ▶ Test of detail in relation to unfinished projects with a focus on the timing of revenue recognition and the valuation of the amounts to be invoiced or invoiced in advance to customers. A sample of projects is selected risk based with a focus on high(er) risk projects. The remaining projects are selected for test of detail on a statistical sampling basis. As part of the tests of detail we evaluated the reasonableness of the stage of completion and the expected project results;

- ▶ The detailed audit procedures in relation to unfinished projects also covers the recognition of an adequate provision for onerous contracts if and to the extent applicable;
- ▶ Data-analysis on the hour-registration, where we established that employees with a contract in accordance with the HR application are also accounting hours in the application used for the revenue recognition. In addition, we executed data-analysis to establish the matching principle between contracted hours in accordance with the HR application and accounted hours in accordance with the application in use for the revenue recognition; Exceptions noted were investigated;
- ▶ Non-monetary sample on employee contracts where we established contract changes for new, existing and departing employees are processed accurately in the hour registration part of the application in use for the revenue recognition; Exceptions noted were investigated;
- ▶ Audit on the existence and valuation of outstanding accounts receivable via subsequent payment testing in the new financial year;
- ▶ Sample test on credit notes issued in the new financial year.

Based on the executed procedures we did not identify issues which makes us believe companies revenue is overstated via using management override on accounting estimates in relation to the stage of completion and the estimation of project results.

## 2. Fraud risk due to management override in general

### Description

We identified a risk of management override of internal controls in general. We did identify this risk as a fraud risk, because management is able to manipulate accounting records and prepare fraudulent financial statements by overriding controls that appear to be operating effectively.

### Audit procedures and observations

Taking into account our materiality level, we executed the following audit procedures with regard to the identified risk:

- ▶ Evaluating the design and existence of internal controls aimed to mitigate fraud risks, such as procedures and controls related to processing and recognizing manual journal entries;
- ▶ Analyzing of manual journal entries and other journal booking streams for possible indications of management override in general and revenue streams in particular;

- ▶ Analyzing the consistent application of the accounting principles used for the valuation and determination of results;
- ▶ If and when applicable, verifying material transactions outside the scope of regular business operations via investigation of the underlying documents;
- ▶ Performing data analysis on outgoing payments in order to identify possible management override;
- ▶ Reviewing the minutes board and the supervisory board meetings.

Based on our procedures we did not identify issues which makes us believe material management override is in place.

## 3. Fraud risk due to non-compliance with laws and regulations

### Description

BDO operates in a highly regulated market. Failure to comply with applicable laws and regulations could potentially have a direct impact on the company and its financial statements, for example as a result of penalties for non-compliance. Examples of relevant laws and regulations are Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), with "Autoriteit Financiële Markten" as supervising authority, and the Wet ter voorkoming van witwassen en financieren van terrorisme (Money Laundering and Terrorism Financing (Prevention) Act), with the "Bureau Financieel Toezicht" as supervising authority. Failure to comply with applicable law and regulations has been identified as a significant risk, with the identification of unauthorized answer sharing during exams as a fraud risk.

### Audit procedures and observations

Taking into account our materiality level, we executed the following audit procedures with regard to the identified risk:

- ▶ Reviewing minutes board- and supervisory board meetings;
- ▶ We had discussions with the compliance officer, internal auditor, inhouse lawyer, board of directors and audit committee to obtain insight to the extent of potential non-compliance with applicable law and legislation;
- ▶ We have read the most relevant correspondence with supervising authorities;
- ▶ We obtained information from the inhouse lawyer and external legal advisors in relation to ongoing legal cases, claims and litigation and performed test of details in relation to (potentially) material claims;

- ▶ Test of detail on the ongoing investigation by the "Autoriteit Financiële Markten" in relation to unauthorized answer sharing during exams;
- ▶ Test of detail in relation to the fine imposed by "Bureau Financieel Toezicht" for an alleged violation of the Wet ter voorkoming van witwassen en financieren van terrorisme (Money Laundering and Terrorism Financing (Prevention) Act);
- ▶ Verification of the completeness of the ongoing claims by means of an analysis of the legal costs and an observation of the confirmations provided by equity partners (sample based).

Under the heading 'Investigations by regulators' in the off-balance sheet liabilities, BDO disclosed an ongoing investigation by "Autoriteit Financiële Markten" in relation to the unauthorized answer sharing during exams.

In addition, under the heading 'Investigations by regulators' in the off-balance sheet assets management disclosed, a fine was imposed by "Bureau Financieel Toezicht" in the 2024 financial year for an alleged violation of the Wet ter voorkoming van witwassen en financieren van terrorisme (Money Laundering and Terrorism Financing (Prevention) Act).

In this context, reference is made to the disclosure notes included in the financial statements.

### Audit approach going concern

As disclosed as part of the accounting principles included in the financial statements, the preparation of the financial statements is based on the going concern assumption.

When preparing the financial statements management analysis the company's ability to continue as a going concern for at least 12 months after the authorized for issue date of the financial statements. We have evaluated the going concern position using the financial position of the group as a whole, the cash flows generated during the year, the actual results for the first months in the new financial year and the budget.

As per available audit evidence till the date of our audit opinion we concur with the conclusion of the board the company is able to operate as a going concern for at least 12 months after the authorized for issue date of these financial statements. However, future events or conditions may cause a company to cease to continue as a going concern.

### Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon, including:

- ▶ Directors report
- ▶ Report of the supervisory board
- ▶ Other information
- ▶ Attachments

Based on the following procedures performed, we conclude that the other information:

- ▶ is consistent with the financial statements and does not contain material misstatements;
- ▶ contains all the information regarding the management report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the management report in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information as required by Part 9 of Book 2 of the Dutch Civil Code.

### Description of responsibilities regarding the financial statements

#### Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error, during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- ▶ identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ▶ obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;

- ▶ evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- ▶ concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the company's financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- ▶ evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- ▶ evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit in order to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for directing, supervising and reviewing the audit work performed in the context of the group audit. We have full responsibility for our auditor's report.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

*Eindhoven, 15 may, 2025*


**Baker Tilly (Netherlands) N.V.**

M.A.J.G. Rooijackers MSc RA

## Independent auditor's review report

To the shareholders and supervisory board of BDO Holding B.V.

### Our conclusion

We have reviewed the ESG-indicators of BDO Holding B.V., based in Eindhoven, that are included in the report of the governing board 2024 in the tables marked with the symbol  (hereinafter: selected ESG-indicators).

Based on our review, nothing has come to our attention that causes us to believe that the selected ESG indicators are not prepared, in all material respects, in accordance with the applicable criteria.


### Basis for our conclusion

We conducted our review in accordance with Dutch law, including the Dutch Standard 3000A 'Assuranceopdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (attest-opdrachten)'. This review in accordance with the Dutch Standard 3000A is a limited assurance engagement. Our responsibilities under this standard are further described in the 'Our responsibilities for the review of the selected ESG-indicators' section of our report.

We are independent of BDO Holding B.V. in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence). Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Applicable criteria

Our review is limited to the selected ESG-indicators included in the directors report 2024 in the tables marked with the symbol . For these selected ESG-indicators the applicable reporting criteria are those selected by BDO Holding B.V. as described in [Appendix A - About this report](#) included in the annual accounts 2024.

### Responsibilities of management for the selected ESG-indicators

Management is responsible for the preparation of the selected ESG-indicators of BDO Holding B.V. included in the directors report 2024 in accordance with the applicable criteria. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation, evaluation and measurement of the selected ESG-indicators that is free from material misstatement, whether due to fraud or error.

### Our responsibilities for the review of the selected ESG-indicators


Our responsibility is to plan and perform the review in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

The level of assurance obtained in a review engagement is substantially less than the level of assurance obtained in an audit conducted in accordance with the Dutch Standards on Auditing. Accordingly, we do not express an audit opinion.

We have applied the "Nadere voorschriften kwaliteitssystemen (NVKS)". Based on that we have implemented a coherent system of quality management including established guidelines and procedures regarding compliance with ethical requirements, professional standards and other relevant laws and regulations.

Our review included among others:

- ▶ Identifying areas in the selected ESG-indicators where material misstatements are likely to arise due to fraud or error, designing and performing procedures to address those areas, and obtaining assurance evidence that is sufficient and appropriate to provide a basis for our conclusion;
- ▶ Considering internal controls related to the preparation, measurement or evaluation of selected ESG indicators in the tables of the directors report for the purpose of selecting audit procedures that are appropriate in the circumstances. This consideration is not for the purpose of expressing a conclusion on the effectiveness of the entity's internal controls;

- ▶ Making inquiries of management and others within the entity;
- ▶ Evaluating the appropriateness of reporting criteria used and considering whether the accounting estimates and related disclosures made by management appear reasonable;
- ▶ Obtaining an understanding of the entity's process for collecting the selected ESG-indicators and the aggregation of this data as included in the tables marked with the symbol  included in the 2024 report of the governing board;
- ▶ Applying analytical procedures and analyses with respect to information used in the selected ESG indicators; and
- ▶ Verification of the collected information.

*Eindhoven, 15 May, 2025*

**Baker Tilly (Netherlands) N.V.**

M.A.J.G. Rooijackers MSc RA

## Appendix A - About this report

### Purpose and principles

The main purpose of this report is to show our stakeholders how we create value. The report as a whole provides a link between BDO Netherlands' primary operations, strategy, performance and principal opportunities and risks.

The subject matter of this report is based on extensive internal reporting. Where external sources have been used, we have referenced them. Most of the quantitative information in this report was extracted from our systems; those figures are exact. Any information that was otherwise obtained (e.g. by estimates or extrapolation) is identified as such. The quantitative information in this report includes comparative information for the previous year insofar as possible. We apply a materiality assessment to determine the themes we report on. This ensures that we select only the key themes stemming from our value creation model. Our strategy (and selected KPIs) are a logical extension of our value creation model.

This entire report was reviewed by Finance & Control and approved for publication by the Governing Board of BDO Netherlands. The members of the Supervisory Board have also read the report. This report was produced by a multidisciplinary team of representatives of Finance & Control, BDO Digital, the Corporate Office, Marketing, Communications & Sales as well as people working within the practice.

### Scope


Unless stated otherwise, the information in this report is based on the reporting period from 1 January 2024 up to and including 31 December 2024. The information of the following entities has been included: BDO Holding B.V., BDO Audit & Assurance B.V., BDO Accountancy, Tax & Legal B.V., BDO BAMN B.V., BDO Advisory B.V., BDO Corporate Finance B.V., BDO Investigations B.V. and BDO Interim & Recruitment B.V.

### Accounting policies

These integrated annual accounts have been prepared in accordance with the ESRS and internally applied reporting criteria, including KPI definitions of our own where the ESRS did not provide such KPIs. Please refer to [page 111](#) for the full ESRS content index. We have drawn inspiration for the subject matter of this report, including the value creation model, from the <IR> Framework of the International Integrated Reporting Council.

Maintaining the trust of our clients and having social relevance are central to our mission. That is why we are committed to engaging in an active dialogue with our stakeholders.

### External auditor's assessment of ESG information

Where the following icon  appears next to qualitative data in the tables in the Environmental, Social and Governance sections, this indicates that the data are subject to the ESG assessment (limited assurance) performed by our external auditor Baker Tilly (Netherlands) N.V. See the auditor's assurance report on [page 108](#).

## KPI definitions

KPI	Definition / calculation method
E1 Climate change	
Energy consumption and energy mix	The energy consumed by BDO in the processes that generate CO <sub>2</sub> e emissions included in scopes 1 and 2 (fossil fuel consumed by lease cars, gas consumed in buildings, non-renewable energy consumed by lease cars, renewable energy consumed by lease cars, non-renewable energy consumed in buildings, renewable energy consumed in buildings, and district heating) is converted into MWh. In many cases, electric lease cars are charged at public charging stations or employees' homes, which means BDO does not know whether the energy consumed is renewable or not. In connection with this, the distribution of the electricity - unknown grid has been taken from <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a> . In the case of non-renewable energy consumed in buildings, the energy mix is obtained from the current energy label of the corresponding contract for non-renewable energy.
Scope 1	
Gross scope 1 emissions	<p>BDO measures the total emissions of its activities using the guidelines and conversion factors of the Greenhouse Gas Protocol. The WTW, TTW and WTT carbon emission factors are taken from <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</p> <p><i>Scope 1 – direct CO<sub>2</sub>e emissions associated with natural gas consumption by BDO premises and fuel consumption by lease cars.</i></p> <ul style="list-style-type: none"> <li>▶ Gas consumption (in tCO<sub>2</sub>e): total natural gas combustion in premises in cubic metres multiplied by the carbon emission factor.</li> <li>▶ Lease cars – fossil fuel (in tCO<sub>2</sub>e): total registered number of litres of fossil fuel purchased by employees with petrol, diesel and hybrid lease cars (driven by employees for business, commuting and private purposes) multiplied by the carbon emission factor. This does not include cars that are privately owned by BDO partners.</li> <li>▶ Total scope 1 emissions: sum of the above scope 1 GHG emissions (in tCO<sub>2</sub>e).</li> </ul>
Scope 2	
Gross location-based scope 2 emissions	<p><i>Scope 2 – indirect CO<sub>2</sub>e emissions associated with electricity consumption (premises and electric lease cars) and district heating.</i></p> <ul style="list-style-type: none"> <li>▶ Purchased electricity – (in tCO<sub>2</sub>e): total purchased electricity consumption in office buildings in kWh multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> <li>▶ Purchased heat – (in tCO<sub>2</sub>e): total purchased district heating consumption in office buildings in GJ multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> <li>▶ Lease cars – electric (in tCO<sub>2</sub>e): total recorded number of kWh consumed by electric lease cars (driven by employees for business, commuting and private purposes) multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>. This does not include cars that are privately owned by BDO partners.</li> <li>▶ Total gross location-based scope 2 emissions: sum of the above scope 2 GHG emissions (in tCO<sub>2</sub>e).</li> </ul>

KPI	Definition / calculation method
Gross market-based scope 2 emissions	<p><i>Scope 2 – indirect CO<sub>2</sub>e emissions associated with electricity consumption (premises and electric lease cars) and district heating.</i></p> <ul style="list-style-type: none"> <li>▶ Purchased electricity – non-renewable (in tCO<sub>2</sub>e): total purchased non-renewable electricity consumption in office buildings in kWh multiplied by the carbon emission factor derived from the energy supplier's most recent energy disclosure label (this is usually the disclosure label relating to the previous year). In 2024, BDO purchased renewable energy for all its locations.</li> <li>▶ Purchased non-renewable heat (in tCO<sub>2</sub>e): total non-renewable purchased district heating consumption in GJ multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> <li>▶ Lease cars – electric (in tCO<sub>2</sub>e) - charged at BDO offices: total recorded number of kWh consumed by electric lease cars (driven by employees for business, commuting and private purposes) multiplied by the carbon emission factor from the energy supplier's most recent energy label (usually from the previous year). This does not include cars that are privately owned by BDO partners.</li> <li>▶ Lease cars – electric (in tCO<sub>2</sub>e) - not charged at BDO offices: total recorded number of kWh consumed by electric lease cars (driven by employees for business, commuting and private purposes) multiplied by the carbon emission factor for 'electricity - unknown' published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>. This does not include cars that are privately owned by BDO partners.</li> <li>▶ Total market-based scope 2 emissions: sum of the above scope 2 GHG emissions (in tCO<sub>2</sub>e).</li> </ul>
Scope 3	
Scope 3 general principles	<p><i>Scope 3 – other CO<sub>2</sub>e emissions related to activities not owned or controlled by BDO Netherlands. These emissions do not include fuel consumption by cars that are privately owned by partners.</i></p> <p>We follow the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We screened all our value chain emissions and reviewed the material and relevant scope 3 categories as specified in this report.</p>
Category 1 - Purchased goods and services	<p>Category 1 (in tCO<sub>2</sub>e) - includes all upstream emissions from purchased goods and services. These emissions were estimated using the spend-based method, in which the euro value of all goods and services purchased is multiplied by the relevant carbon emission factor taken from the Eora 66 database (spend-based method).</p> <p>In addition, reports were received for the purpose of calculating CO<sub>2</sub>e emissions from our restaurant caterers and our software supplier, which contained details of the CO<sub>2</sub>e emissions caused by BDO (supplier-specific method).</p>
Category 2 - Capital goods	<p>Category 2 (in tCO<sub>2</sub>e) - includes all upstream emissions from investments included in tangible fixed assets. These emissions were estimated using the spend-based method, in which the euro value of all capital expenditures in leasehold improvements and furniture, fixtures and fittings is multiplied by the relevant carbon emission factor taken from the Eora 66 database (spend-based method).</p> <p>In addition, the Product Carbon Footprint Information Sheets of suppliers were used to calculate the CO<sub>2</sub>e emissions of IT hardware, with the CO<sub>2</sub>e emissions generated in the manufacture and transportation of the products being multiplied by the number of products purchased.</p>
Category 3 - Fuel and energy-related activities	<p>Category 3 (in tCO<sub>2</sub>e) - includes all upstream emissions (well-to-tank emissions) related to fuel and energy consumption not included in scope 1 or scope 2. The carbon emission factor is published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>. In the case of renewable energy, if the energy comes from multiple sources, the energy source with the highest carbon emission factor is used for the calculation.</p>
Category 4 - Upstream transportation and distribution	<p>Category 4 (in tCO<sub>2</sub>e) - covers all upstream emissions from the transportation of purchased goods and services. These emissions were estimated using the spend-based method, in which the euro value of the transportation of all goods and services purchased is multiplied by the relevant carbon emission factor taken from the Eora 66 database (spend-based method).</p>

KPI	Definition / calculation method
Category 5 – Waste generated in operations	<p>Category 5 (in tCO<sub>2e</sub>) – includes:</p> <ul style="list-style-type: none"> <li>▶ Waste: total waste in kilograms generated in our buildings multiplied by the carbon emission factor obtained from DEFRA.</li> <li>▶ Water: total water consumed in m<sup>3</sup> multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> </ul>
Category 6 – Business travel	<p>Category 6 (in tCO<sub>2e</sub>) - includes:</p> <ul style="list-style-type: none"> <li>▶ Public transport: total number of domestic kilometres travelled by train, bus, tram and metro registered in our mileage records multiplied by the respective carbon emission factors as published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>. Foreign trips by public transport are not included in the calculation.</li> <li>▶ Non-lease cars: total number of business kilometres registered in our mileage records driven by employees in non-lease cars multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>. Kilometres travelled in rental cars and taxis and on public transport are not included in the calculation.</li> <li>▶ Air travel: total number of kilometres flown by employees categorised by distance (&lt; 700 km, between 700 km and 2,500 km, and &gt; 2,500 km) and class (Economy, Economy Plus, Business, First), multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> </ul> <p>Hotel nights: calculated on the basis of the number of hotel nights and number of rooms multiplied by the carbon emission factor obtained from DEFRA for the country where the hotel is situated, or calculated on the basis of the euro value of all hotel nights multiplied by the relevant carbon emission factor taken from the Eora 66 database (spend-based method).</p>
Category 7 – Employee commuting	<p>Category 7 (in tCO<sub>2e</sub>) - includes:</p> <ul style="list-style-type: none"> <li>▶ Employee commuting – non-lease cars: total number of commuting kilometres registered in our mileage records driven by employees in non-lease cars, multiplied by the carbon emission factor published on <a href="http://www.co2emissiefactoren.nl">www.co2emissiefactoren.nl</a>.</li> </ul> <p>Working from home: total number of days worked from home registered in our mileage records by employees, multiplied by the carbon emission factor obtained from DEFRA.</p>
Categories 8 to 15	Not relevant for BDO.
<b>GHG intensity</b>	
Total GHG emissions (location-based) / (market-based) based on net income / per employee	Total GHG emissions as included in the table of gross scope 1, 2 and 3 emissions, divided by net income or operating profit according to the financial statements, or divided by the number of employees according to the KPI 'number of employees by gender at end of reporting period'.
<b>Carbon credits</b>	
GHG removals and GHG mitigation projects financed through carbon credits	Overview of all projects, certifications, type of projects, sites and total tCO <sub>2e</sub> emissions financed from carbon credits.
<b>S1 – Own workforce</b>	
Number of employees by gender at end of reporting period	The headcount by gender is based on headcount data at year-end. These figures only include employees who have an employment relationship with BDO, and therefore do not include equity partners or the hiring of external workers. Employees register their gender themselves when applying for a position and this is subsequently verified using their passport or ID.
Number of employees by contract type and gender	The headcount by contract type is based on headcount data at year-end. These figures only include employees who have an employment relationship with BDO, and therefore do not include equity partners or the hiring of external workers. Employees register their gender themselves when applying for a position and this is subsequently verified using their passport or ID.

KPI	Definition / calculation method
Employee turnover, number and rate, by gender	The rates of employee turnover are based on the headcount and calculated by dividing the outflow during the financial year by the number of employees at year-end. Employees are classified based on their form of employment, as follows: permanent employees, temporary employees, casual workers, interns and students on work placements.
Number and percentage of new employees by gender	Inflow rates are based on headcount and calculated by dividing the inflow during the financial year by the number of employees at year-end. Employees are classified based on their form of employment, as follows: permanent employees, temporary employees, casual workers, interns and students on work placements.
Non-employee workers	The total number of non-employee workers comprises all contingent workers and equity partners included in the headcount at year-end.
Engagement score (employee survey)	<p>This is the average score for the answers to four questions in our annual employee survey. The questionnaire was sent to all employees in May 2024, and the response rate was approximately 70%. By completing the questionnaire, employees can share with us how they perceive conduct and culture at BDO. The survey is anonymous. The four questions relate to employee engagement, and the average score for those questions is the KPI. The results of the employee survey were shared with all employees in a webinar/Studio Horizon in October. They were also discussed with the management teams of all lines of service, Young BDO and the Works Council.</p> <p>Engagement concerns the extent to which employees are inspired and energised by their work, and have a positive relationship with the organisation. Engaged employees find their work meaningful and rewarding, are proud of their job and feel at home in the organisation. They will go the extra mile just because they enjoy what they do and feel positive about the organisation.</p>
Percentage of entitled employees that actually took family-related leave, broken down by gender	The number of employees who recorded hours of family-related leave (maternity leave, paternity leave, parental leave or care leave) divided by the number of employees at year-end.
Employee absenteeism rate	The percentage is the total number of hours of sick leave recorded by employees on sick leave, divided by the total number of hours recorded in the reporting period.
Male/female ratio for all employees	The headcount by gender is based on headcount data at year-end. The KPI includes various categories, based on the Talent to the Top Charter. As a consequence, the categories used are the Supervisory Board, the Governing Board, 'top management' (equity partners, salary partners and directors), 'second-highest management level' (senior managers and managers) and other employees. The hiring of external workers is not included in the KPI.
Age distribution of employees	The headcount by age is based on the headcount data at year-end. These figures only include employees who have an employment relationship with BDO, and therefore do not include equity partners or the hiring of external workers.
Pay gap by job group	$(\text{Average gross hourly wage of male employees} - / - \text{average gross hourly wage of female employees}) / \text{Average gross hourly wage of male employees}$ . Gross hourly pay is exclusive of bonuses and other compensation.
Median pay gap by job group	Annual total net pay of person receiving company's highest salary / median annual total net pay of all employees excluding person receiving highest net salary.
Percentage of employees who participated in regular performance and career development reviews	This is the proportion of all employees who completed an assessment (TOP) as a percentage of all employees who were employed by BDO for the entire assessment period (October 2023 to September 2024). Interns, casual workers and salary partners do not have to complete a TOP assessment form and are not included in the KPI.
Average number of L&D hours per professional by gender	The number of hours is calculated by dividing the number of hours charged to an internal or external L&D code by the total number of employees (headcount) at year-end. Employees are classified based on their job grade as follows: salary partners / directors, senior managers, managers, junior managers, senior professionals, professionals, interns, students on work placements and casual workers.

KPI	Definition / calculation method
G1 – Business conduct	
Perceived culture score (employee survey)	<p>This is the average score for the answers to 12 questions in our annual employee survey. The questionnaire was sent to all employees in May 2024, and the response rate was approximately 70%. By completing the questionnaire, employees can share with us how they perceive conduct and culture at BDO. The survey is anonymous. The 12 questions relate to culture, and the average score for those questions is the KPI. The results of the employee survey were shared with all employees in a webinar/Studio Horizon in October. They were also discussed with the MTs of all lines of service, Young BDO and the Works Council.</p> <p>Our culture programme - BDO Horizon - is aimed at keeping us moving forward towards our desired culture. Currently, our desired culture is an agile, people-centric and quality-oriented culture in which people feel secure and experience a sense of belonging, regardless of their differences, and enjoy their work at a learning, resilient and value-driven organisation. We want to offer an environment where change is seen as an opportunity to take the next step together, and where everyone leads by example and plays a part in creating our desired culture. We are not afraid to give and receive feedback. We never lose sight of the interests of people and society in the choices we make.</p> <p>To measure the perception of our culture, we ask our employees to participate in a Horizon survey. This survey includes a number of questions about the core values we consider to be our compass points. These questions are asked in every survey. For the purposes of the KPI, we have included an average score for these questions.</p>
Quality	
Quality control reviews of Audit & Assurance engagements and Accountancy & Business Advisory engagements	This is the number of engagements that were subject to a quality control review during the financial year (the review must have been completed before the end of the reporting period). This review supports the engagement team in delivering the expected quality. Such reviews do not culminate in an opinion on the engagement (satisfactory or unsatisfactory). Internal quality control reviews of engagements are carried out if this is a statutory requirement (e.g. PIEs) or if the engagement qualifies as high-risk.
Internal quality monitoring reviews of Audit & Assurance engagements, internal quality monitoring reviews of Accountancy & Business Advisory engagements	This is the number of files for which reviews were completed during the financial year, broken down by type of review and final score. Internal quality monitoring reviews are conducted at least once every three years for every partner, for senior managers who are in the partnership track and for partners who were lateral hires.
Internal quality monitoring reviews of Tax engagements	This is the number of files for which reviews were completed during the financial year, broken down by type of review and final score.
Recorded independence violations	This KPI is the number of independence violations recorded by QRM. The percentage is determined by dividing the number of violations by the total headcount.

### Forward-looking information

This report contains information that can be considered forward-looking. This information is not based on historical facts. Instead, it reflects the expectations of BDO's Governing Board. It is inherently uncertain and beyond our control (either fully or in part). BDO will not amend or update the forward-looking information after the date of publication of this report and has no responsibility to do so. Readers and other users of this report are advised to be on the alert for more up-to-date information on the topics covered by this report.

## Appendix B - List of abbreviations and acronyms

A&A	Audit & Assurance
A&B	Accountancy & Business Advisory
ADR	Dutch Central Government Audit Service
AFM	Netherlands Authority for the Financial Markets
AI	Artificial intelligence
FSO	Financial Supervision Office
Statistics Netherlands	Statistics Netherlands
CFO	Chief Financial Officer
CO <sub>2</sub>	Carbon dioxide
CO <sub>2</sub> e	Carbon dioxide equivalent
COO	Chief Operating Officer
CQO	Chief Quality Officer
CSRD	Corporate Sustainability Reporting Directive
Peer review	Peer review by tax advisers
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
EQCR	Engagement Quality Control Review
ESG	Environmental, social and governance
ESRS	European Sustainability Reporting Standards
FAR	Foundation for Auditing Research
FIU	Financial Intelligence Unit
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HR	Human Resources
IESBA	International Ethics Standards Board for Accountants
ISQM	International Standard on Quality Management
KPI	Key Performance Indicator
kWh	Kilowatt hour
LoS	Line of service
SME	Small or medium-sized enterprise
ML	Machine learning
MT	Management team
ESS	Employee satisfaction survey
NBA	Netherlands Institute of Chartered Accountants

NPS	Net Promoter Score
EQR	Engagement quality review
EQR Officer	Engagement Quality Review Officer
OOB	Public interest entity
Works Council	Works Council
P2P	People-to-People
PCAOB	Public Company Accounting Oversight Board
PE	Private equity
PSA	Professional services automation
QRM	Quality & Risk Management
RaaS	Robotics as a Service
HI&RA	Hazard Identification & Risk Assessment
RLCC	Regional Learning Compliance Center
RPA	Robotic Process Automation
GB	Governing Board
SB	Supervisory Board
SaaS	Software as a Service
SBTi	Science-Based Targets initiative
SDG	Sustainable Development Goal
SEC	Securities and Exchange Commission
T&L	Tax & Legal
TBQR	Theme-based quality review
TKR	Theme-based quality monitoring review
TOP	Talent Development & Performance
TTW	Tank-to-wheel emissions
UAF	University Asylum Fund
VAO	Dutch Accounting Bodies Regulation
VGBA	Dutch Code of Conduct and Professional Practice for Accountants Regulation
ViO	Regulation regarding the Independence of Accountants in the case of Assurance Engagements
Wta	Audit Firms (Supervision) Act (Wet toezicht accountantsorganisaties)
WTT	Wheel-to-tank emissions
WTW	Well-to-wheel emissions
Wwft	Anti-Money Laundering and Anti-Terrorist Financing Act (Wet ter voorkoming van witwassen en financieren van terrorisme)

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**A different view  
on value**