

# Integrated Transparency Report 2020

*Rethink. What a year!  
Creating value & possibilities together.*



# Content

Welcome from BDO Ukraine's President	<a href="#">3</a>	Public Interest Entities that received statutory audit services	<a href="#">24</a>
BDO Ukraine's Managing Partner introduction	<a href="#">4</a>	Working in Ukraine; responsible beyond Ukraine	<a href="#">25</a>
2020 Sustainability review and outlook	<a href="#">5</a>	Key ESG focus areas and figures	<a href="#">26</a>
About this report - reporting scope and boundary	<a href="#">6</a>	Inclusion and creating fair working conditions	<a href="#">27</a>
Corporate Social Responsibility Principles @ BDO	<a href="#">7</a>	The safety of our employees >> at the heart of everything we do	<a href="#">28</a>
Our materiality determination process	<a href="#">8</a>	Understanding our climate related risks	<a href="#">29</a>
Our material issues	<a href="#">9</a>	TCFD risks and opportunities >> a preliminary analysis	<a href="#">30</a>
Our Business Model	<a href="#">10</a>	TCFD: Overview of key risks and opportunities	<a href="#">31</a>
How we rethink the new reality	<a href="#">11</a>	Our road to Net-Zero	<a href="#">32</a>
Organizational structure and ownership information	<a href="#">12</a>	Waste management issues	<a href="#">33</a>
Risk Management	<a href="#">14</a>	Our ecological footprint	<a href="#">34</a>
Winning public trust through transparency, independence requirements and quality services	<a href="#">15</a>	Water issues	<a href="#">35</a>
Independence and internal review	<a href="#">16</a>	Tomorrow's Sustainability opportunities; built in today	<a href="#">36</a>
BDO quality control systems and management statement on operational effectiveness	<a href="#">18</a>	Appendix 1: BDO Global Network overview	<a href="#">37</a>
Remuneration and rotation policy of key BDO Ukraine audit partners and auditors	<a href="#">20</a>	Appendix 2: Key BDO Global Network data	<a href="#">38</a>
Continuous training of auditors	<a href="#">21</a>	Appendix 3: BDO member firms in EU and EEA countries	<a href="#">39</a>
BDO Ukraine financial information 2020	<a href="#">23</a>	Appendix 4: GRI data	<a href="#">43</a>

# Welcome from BDO Ukraine's President

From a business perspective, the year 2020 was... successful for BDO, in both [Ukraine](#) and [worldwide](#). We have increased our revenue across all service lines and many qualified [professionals](#) have joined our team. But all that happened because of the planned and controlled actions of the entire BDO team.

Despite the tension that is still being created by the global Covid-19 pandemic, we were able to achieve full digitalization of our internal operational processes and change the paradigm of customer service to a digital format.

This outcome is due solely to the investment of resources and time in new technologies that we have made on an ongoing basis in recent years and a clear emphasis on innovation at BDO, at both global and local Ukrainian levels.

In 2021, our priorities remain unchanged compared to 2020, namely:



**Safety** of our employees, customers and partners



Efficient digital remote processes

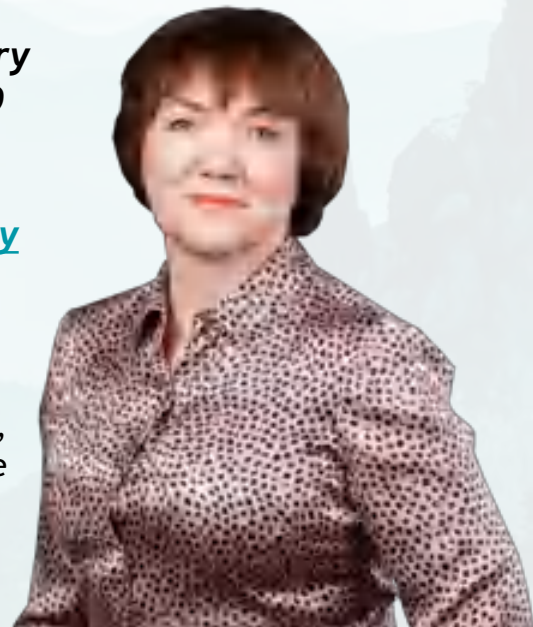


Exceptional **client services**



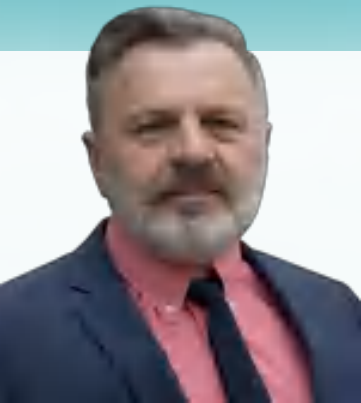
*I would like to express my gratitude to every employee of BDO in Ukraine for reaching the [business recovery stage](#) in a new reality!*

Alla Savchenko,  
President of BDO in Ukraine





# BDO Ukraine's Managing Partner introduction



**Serhii Balchenko**

Dear Colleagues, Friends and Partners,

We invite you to our Integrated Transparency Report for 2020. In these extraordinary business conditions, we continue to show our activities as transparently as possible. This is the key to success for us, the main value for our company, because it contributes to creating and maintaining a hard earned business reputation.

Last year's main difficulties included rethinking the new reality facing all our employees and adapting to the new normal. We responded to this challenge by creating a parallel virtual office. Our digital victory over new challenges lies primarily in achieving greater transparency in the firm's activities through cloud-based technologies, digitizing all stages of client and internal activity, and creating and impactful external BDO Portal. This platform is used not only by our employees, but also by our clients who post information to be processed and adapted by our specialists. Strengthening our transparent business practices is also facilitated by the preparation and publication of this report. We were the first in our industry to prepare an Integrated Report in Ukraine and continue to lead the market in integrated disclosure.

By virtue of early, systematic work including support by the Head Office, which coordinates the network's strategic development and awareness of the risks associated with the pandemic, we did not experience major disruptions in running our operations. First of all, the pandemic has and continues to negatively affected our people. We care deeply about their health and COVID impacted life circumstances. We continue to address this in everything we do e.g. we have organized all possible measures to comply with the highest office sanitary standards to protect those employees who need to be in the office. Unfortunately, some employees contacted COVID and their situation was not helped due to lack of available vaccinations. As a responsible employer we decided to pay for all PCR tests and are in contact with suppliers that offer vaccinations on a commercial basis allowing all of us to see the light at the end of the COVID tunnel. We always strive to look after our employees' wellbeing and this will continue unabated.

We continue to be one of the most successful smaller firms in the international BDO network with smoothly functioning quality control system across all client services. The main goal of the international network, operating under the BDO brand, is the quality of services - quality in everything that we do. Consistent service quality is exactly what positively affects the experience of our clients and we continue to focus on this fully aligned with the goal and positioning of the global BDO brand. We achieve this by constantly adhering to the principles of independence, competence of employees and maintaining and improving a high level of knowledge. Quality means to us people who develop and provide customers with high-quality intelligent products and services. This is our competitive advantage in the competitive Ukrainian Service Market. Quality is achieved by maintaining a clear loyalty system for our people who always know what they need to do. Through constant communication, we create the need and sense of self-leadership in our employees; we want people to constantly people rethink themselves, their capabilities and take tangible steps to become leaders in their industry and activities. This goes beyond the processes and procedures; it becomes part of the makeup of every BDO employee. We clearly understand who we want to be and are confident we have the culture, tools and expertise to make this happen. We provide a creative, sustainable environment that nourishes the mind and gives birth to leaders.

Developing the integrated transparency report you are reading now is consistent with our goal of being a leader in our market. Financial statements disclose retrospective information but in the modern world; in the context of rapid changes that significantly affect businesses, information about the past is interesting only from the perspective of statistical data of the company's financial condition. In the current context, everyone is interested to know what will happen in the future, what processes are being implemented in the company to achieve a brighter, more sustainable future. We are the creators of our future and this is the reason why we want share it with our stakeholders and wider society.

This report informs you about our internal processes, sustainability performance, the attitude of our employees to enable relevant and high quality service delivery and our shared responsibility in adding value in our interactions with clients and stakeholders we encourage you to enjoy our Integrated Transparency Report.

# 2020 Sustainability review and outlook

## Dear stakeholders,

First of all I hope you are healthy and hopeful for better things to come.

2020 was an unexpected, unprecedented year for the world. Our country, business, clients, communities, colleagues and their loved ones were hit hard by the pandemic including tragic loss of life, economic contraction, working from home adjustments, feelings of social isolation, mental challenges, insolvencies and overwhelmed healthcare provision. Yet I also read many new stories and witnessed acts of inspiration, support, cooperation and co-learning in our struggle towards a some sense of normality. Three things stand out for me when looking back on 2020.

The amazing pace of digital adoption helping us maintain communication, allowing our teams to continue co-creation and maintain dynamic client and stakeholder support. Thanks to MS Teams, Zoom and other digital tools which became an integral part of our work, we were able to deliver real time client projects, connecting colleagues over lunchtime yoga sessions, provide COVID support to our partners and even remotely innovate client solutions for the “new normal”.

The incredible response by the global business community to the pandemic which in many case exceeded speed and impact of governments’ efforts. Many companies truly put the S back in Corporate Social Responsibility through generous personal protective equipment (PPE) donations, volunteering their technical expertise to track and communicate the spread of COVID19 and making the health and wellbeing of employees a clear priority whether through launching mental health support schemes or equipping millions of home offices.

The dramatic slowdown of industrial activity and global trade literally allowed our earth and humanity to breathe easier with air pollutants like NO<sub>2</sub> down by up to 30 percent and climate change accelerating CO<sub>2</sub> down 6 percent compared to 2020. On the flipside we created incredible PPE waste mountains of disposable face masks, gloves and plastic visors and the number of delivered parcels and disposable takeaway packaging for those of us working from home reached all time highs.

I truly believe that the global COVID recovery needs to have sustainability at its heart so we can build back better, safer and more prosperous. Something has got to change in a major way! We need to make fundamental shifts in how we live, work, trade, invest, build businesses and value more inclusive relationships with all our stakeholders. BDO has played its part towards this systemic shift in sustainable business practices since 2011. We keep leading the market on integrated reporting performance, host the most experienced team of sustainability and ESG practitioners and are about to formulate a science based net zero carbon target based on the TCFD Recommendations across our entire value chain. To continue delivering value to our clients, communities and stakeholders we must to better and do more to meet their rising expectations also towards demonstrating sustainability in action. As trusted advisor of the future we have developed a suite of Sustainability as a Service (SaaS) solutions which will enable organizations to measure, manage, report and improve their sustainability performance, including environmental, social, governance parameters, against best practice standards. Stay tuned for more in 2021!

As someone who devoted most of my life to the pursuit of organizational and personal sustainability I recognize how big these sustainability challenges are and how impossible it can seem for any one person or one organization to help solve them whether in Ukraine or beyond. But every individual action, when multiplied by a business, employees, families, a village, a city, and a country, creates a movement. And through this movement, we will create the change we need even if the speed does not always match our ambition. We are proud to have played an active part creating BDO’s international SUSTAINABILITY MOVEMENT which brings together inspiration, learning, support, services partnerships and circular business models to improve both our Network’s sustainability performance and support our clients on their sustainability journey worldwide! We want to be part of the wider MOVEMENT put forward by progressive initiatives like the European Green New Deal and binding climate policy to be outlined at the COP26 summit in Glasgow in 2021.

Finally I am really proud to present you Ukraine’s first company report considering the Taskforce for Climate Related Financial Disclosures Recommendations (TCFD). After being the first in Ukraine to launch an integrated report in 2014 we are proud to lead industry once again by starting our journey towards comprehensive disclosure on climate change risks and opportunities.

We wish all our stakeholders sustainable health, resolve and prosperity going forward and look forward to your feedback.



Henning Dräger



# About this report - reporting scope and boundary

## THIRD-PARTY ESG FRAMEWORKS

This year in we've evolved our report adding elements of the Task Force on Climate-Related Financial Disclosures Recommendations (TCFD). These Recommendations are added to our established use of the International Integrated Reporting Framework (<IR>), GRI Standards (GRI) and the United Nations Sustainable Development Goals (SDGs).

- ▶ [TCFD](#) develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to BDO's key stakeholders. [\(Pages 29-32\)](#)
- ▶ [<IR>](#) promotes a more cohesive and efficient approach to corporate reporting and aims to improve the quality of information available to BDO stakeholders by describing our activities' value creation and depreciation over time. [\(Page 10\)](#)
- ▶ [GRI](#) enables BDO to be transparent and take responsibility for our material sustainability impacts. [\(Page 43\)](#)
- ▶ [SDGs](#) allow BDO to link our Ukrainian impacts to the global 2030 United Nations Sustainable Development agenda. [\(Pages 15-19,21-22, 25-36\)](#)

## REPORTING PERIOD AND BOUNDARY

All data in this report covers wholly owned operations for 01 December through 31 December 2020. In some instances, we have included data for a multi-year period to show year over year comparisons and progress.

## REVIEW OF ESG INFORMATION

We believe in voluntary assurance of ESG information and data to strengthen company reporting processes to enhance the credibility of ESG disclosures. We are finalizing our ESG data quality controls and aim to engage a third party to review our material ESG issues key performance indicators in 2022.



TCFD

INTEGRATED REPORTING <IR>





# Corporate Social Responsibility Principles @ BDO



BDO is committed to the promotion of sustainable, progressive and equitable business practices. Our corporate responsibility is to consider all our impacts today to enable people to live and thrive sustainably in the future.

**PEOPLE FIRST.** We are a people business and our colleagues are our greatest assets.

**THRIVING CULTURE.** We strive to provide a working culture which is stimulating, supportive, rewarding and safe for those who create, manage and deliver our products and services. The mental and physical health of our staff is of the utmost importance which the COVID pandemic reinforced again. We support our colleagues in maintaining a healthy work/life balance and managing commitments such as education, family and community volunteering.

**WELLBEING.** We take the wellbeing of our colleagues seriously - as happiness and performance at work go hand in hand. A COVID safe working environment remains critical to gain the trust and confidence of our colleagues to grow and perform. Before COVID struck we offered fresh fruit, milk products, coffee and tea facilities in both offices for all to enjoy and will return to this when safe to do so. We also hold weekly English Club sessions to improve our ability to work across BDO borders

**COMMUNITY.** We encourage colleagues in their charitable and voluntary endeavors as well as engaging in rewarding community partnerships to give back.

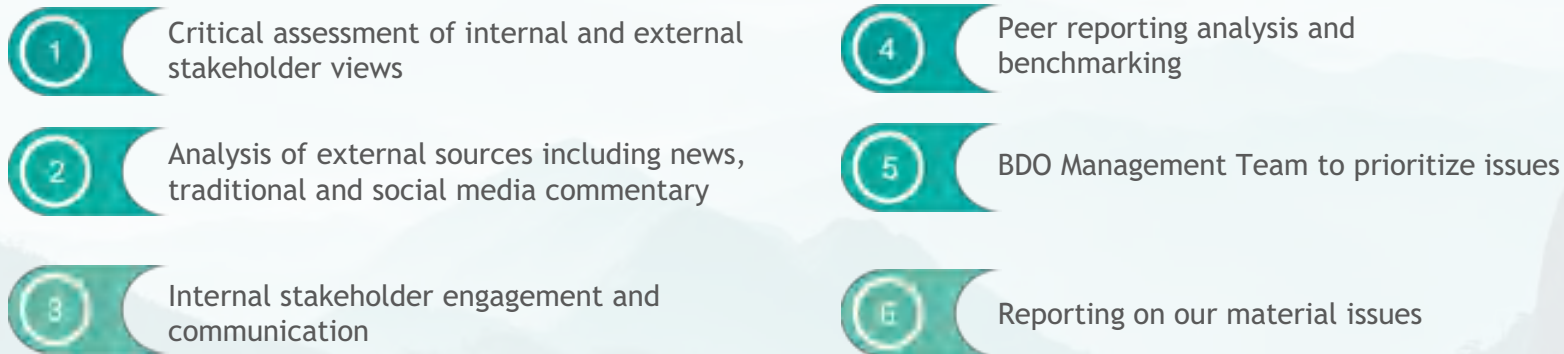
**TALENT & PERFORMANCE.** Our priority is to develop existing talent and wherever possible promote from within. We want to develop and retain colleagues for mutual, long-term success. We invest in our talented colleagues both with formal training and on-the-job opportunities including secondments across the BDO Network. We conduct regular employee engagement surveys, the results of which are shared with staff.

**DIVERSITY & INCLUSION.** We are proud of our diverse and inclusive teams. We believe it enhances collaboration and teamwork; leading to better outcomes for our clients, colleagues and stakeholders.

**LISTENING.** We place great value in listening to people - our colleagues, clients, community partners, peers and other stakeholders. In addition to annual performance reviews, we conduct anonymous staff surveys to give people an opportunity to air their thoughts, ideas and frustrations which they might not be willing to do otherwise.

# Our materiality determination process

Our 2020 report has been informed by matters of material significance to BDO and our stakeholders. We determined these material matters through a elaborate materiality determination process.



## OUR KEY STAKEHOLDERS:



CLIENTS



EMPLOYEES



GOVERNMENT AGENCIES



BDO NETWORK



COMMUNITY PARTNERS

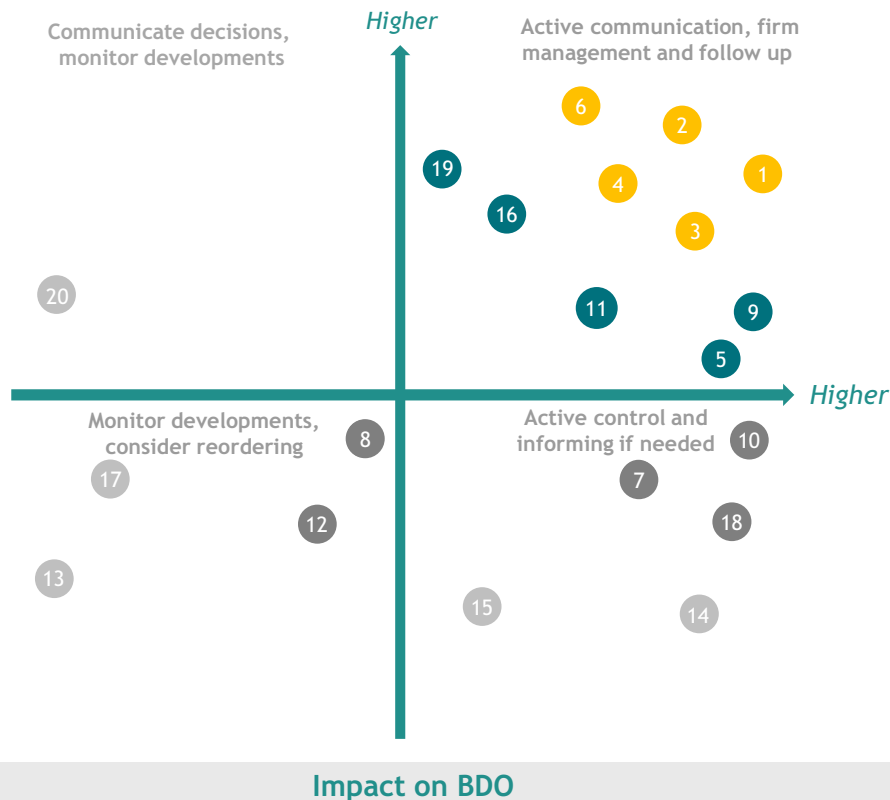


# Our material issues

1 Transparency report requirements	11 Ethical business practices/ Anti-corruption
2 Client solutions	12 Green office
3 Climate change impacts/ emissions	13 LGBTQ+ issues
4 Public trust/ Quality/ Independence	14 Working from Home/flexible working arrangements
5 Enterprise Risk Management	15 Sustainable supply chain
6 Client satisfaction	16 Service cost competitiveness
7 Diversity, Equality & Inclusion	17 Community giving
8 Community partnerships	18 Health & Safety
9 Data & Cyber security	19 Company news and PR
10 Profitability	20 Biodiversity impact

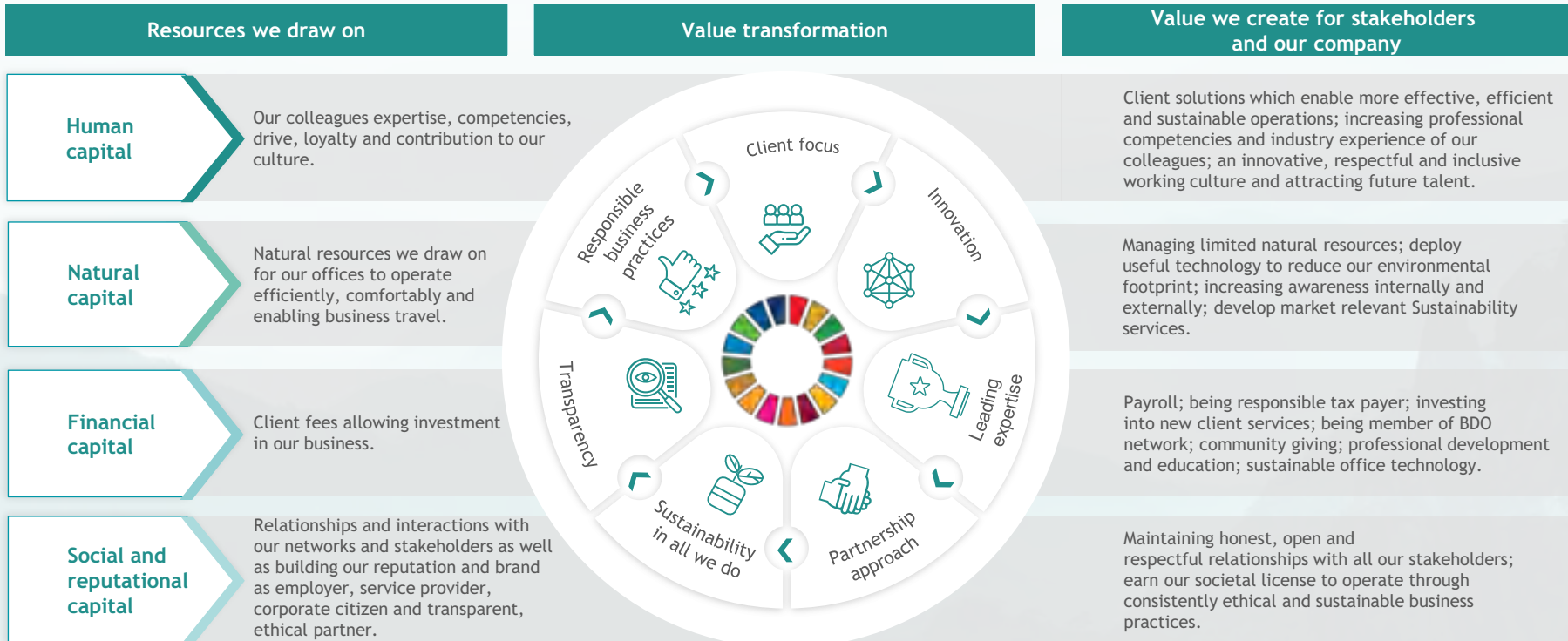
 Material issues covered in this report

Impact on key Stakeholders



Impact on BDO

# Our Business Model



# How we rethink the new reality

## Exceptional client service starts with exceptional people

Every day we help our clients and employees achieve success. Our culture and values are aimed at achieving that very goal.

People are put first. We strive to maintain an inclusive production environment where teamwork and relationships are the highest importance. Distinction. We provide services that meet the highest standards in our industry. We believe that customer relations are based not only on high-quality work, but also on respect, trust and transparency.

Continuous training. Exceptional client service requires deep knowledge. We are constantly learning, sharing knowledge within the company and passing it on to our customers.

Accountability. BDO specialists are personally responsible for their work. Regardless of the circumstances, we keep our promises and fulfill obligations to our customers and employees.



In both external client communication and inside the company, **Rethink** strategy helped us structure our activities in 2020. All service lines of BDO in Ukraine have passed the stages **Rethink : React, Resilience** and **Realize** in respect of their new plans in **a new reality**.

A special [section Rethink](#) was created on the BDO in Ukraine website with a description of the key aspects of the “new reality” methodology.

There was an active internal campaign devoted to introduction to the strategy and planning next actions.

BDO in Ukraine held a large-scale [conference “Rethink Your businesses. Challenges of Digital Transformation”](#), on 20-23 October 2020.

- 334 attendees
- 19 contributions
- 20 speakers
- 12 hours and 30 minutes total timing



# Organizational structure and ownership information (1/2)



BDO is registered in Ukraine in the form of a Limited Liability Company (LLC). **BDO LLC**, together with other companies operating under the BDO brand in Ukraine, is a member of BDO Network.



BDO Ukraine also includes other member-firms, which are registered in Ukraine:

BDO LLC

BDO Consulting LLC

BDO Corporate Finance LLC



Location of the audit firm:

4 Andriya Fabra st.,  
Dnipro, 49000

Kharkivske Road 201-203,  
10th floor (non-segregated  
subdivision), Kyiv, 02121

Assurance services are provided exclusively by BDO LLC (identification code 20197074).

# Organizational structure and ownership information (1/2)



BDO LLC is included in all sections of the Register of Auditors and Auditing Entities, in particular in Section 4 of auditing entities that have the right to conduct mandatory audits of financial statements of Public Interest Entities (PIEs). Register registration number: [2868](#).



BDO LLC passed the audit service quality control on 27 January 2020.



According to the statute, the governing bodies are the general meeting of owners and the Directorate, [which includes president, director and executive director, financial director](#).



The Company has no related parties that fall under definition of “related party of an audit entity” in accordance with the Law of Ukraine “On Auditing Financial Statements and Auditing Activities”.



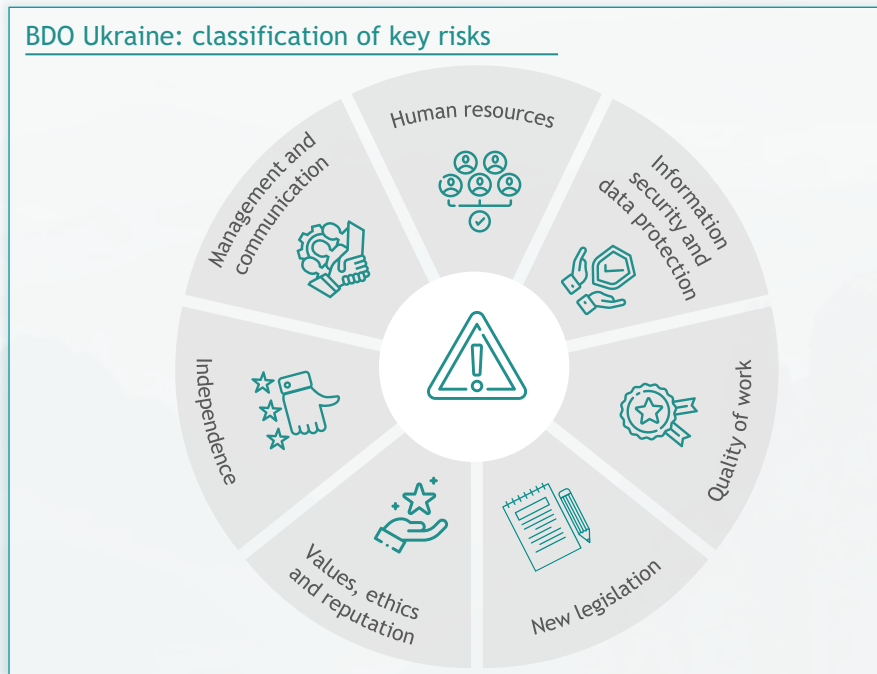
# Risk Management



Our company has a systematic and effective process for identifying and managing risks to reduce their impact on the viability and sustainability of the company.

On a regular basis, management analyzes the potential risks and threats that our company may face during its activities, in particular, operational, regulatory, financial, technological and reputational risks.

All identified risks are analyzed from the perspective of how they can affect the ability of BDO to achieve the set goals. The identified risks are classified according to the probability of occurrence and the potential impact they will have on our business. Responsible persons are appointed to manage the identified risks and a list of precautions is taken to mitigate and reduce the impact of risks.



# Winning public trust through transparency, independence requirements and quality services

Our important role as auditor and supplier of leading business solutions is to provide trust and confidence to clients, regulators, financial capital providers, and our people and stakeholders. We regularly review our policies, processes, and governance mechanisms to build and maintain public trust in the work we do. We work in an environment that requires us to meet higher professional, ethical and independence standards, more often than required by other professions.

## General information about BDO's quality control system

We believe that audit quality is the foundation of trust in financial statements and financial markets using audited information. Our intention and commitment is to provide high quality audit services and added value to our clients. By investing and focusing our efforts in this area for many years, we have a very strong foundation that enables us quickly meet the growing expectations of customers, standard-setting bodies and regulators at a high-quality level.

Our company's quality control policies and procedures, which are the basis of our quality control system and risk management system, including those ones related to ethics and independence, have been developed in accordance with the requirements of International Standard on Quality Control 1 "Quality Control for Firms that perform audits and reviews of financial statements, and other assurance and related services engagements" (ISQC 1), published by the International Auditing and Assurance Standards Board (IAASB), Code of Ethics for professional accountants, published by the International Ethics Standards Board for Accountants (IESBA) and all Ukrainian legislative requirements.

As a member of the BDO Network, we must adhere to network-approved quality control standards, which we combine with local legal and regulatory requirements. Information on changes in methodology, policies and procedures for quality control, ethics, independence and risk management is communicated to all employees of our company through e-mails and relevant training. Timely and complete application of such changes is controlled through the introduction of internal monitoring programs.

We believe that building an effective quality control and risk management system, together with strict adherence to established policies, rules and procedures by the Company's management and staff, is an integral part of our day-to-day operations to support, promote and improve audit quality. All BDO partners and staff are responsible for compliance with professional and internal quality standards and take appropriate measures to ensure full compliance with the requirements of quality, ethics and independence.

# Independence and internal review (1/2)

The BDO network has implemented policies and procedures to ensure independence that meet the IESBA requirements and which are included in the BDO Risk Management Manual and the BDO Independence Program, and a number of automated tools at the international level have been implemented, access to which all member firms of the BDO network have.

To ensure the independence of the company and compliance of our existing risk management system in terms of ethics and independence, the requirements of current legislation of Ukraine, our company has implemented a set of measures part of our risk management system covering all service lines, all employees and services provided by other BDO network companies.

Separate but inexhaustible elements of this risk management system in terms of ensuring independence and ethical requirements are listed below:

- ▶ Policy and related procedures of accepting and continuing work with clients and engagements. Procedures for client's risk assessment and selecting precautionary measures to minimize risks. Procedures for identifying and assessing threats to independence in relation to potential clients who are enterprises of public interest. Requirements for financial relations of the company with the customers.
- ▶ The procedure of assessing potential and existing engagements and clients for potential conflicts of interest, identifying existing conflicts and implementing precautionary measures. The requirements for combination of non-audit services.
- ▶ The procedures of ensuring and confirming the independence of the company's staff. Rotation of partners and staff of the company. Interaction after termination of employment.

We regularly review and improve our policies, principles and procedures that cover our relationships with clients in the process of providing audit, review, related and other assurance services, the timeframe of cooperation with clients, the amount of fees and the provision of non-audit services to audit clients on audit, etc. In case we are unable to properly resolve a potential conflict of interests by imposing appropriate measures, we refuse to provide services that cause conflict of interests.

## Independence and internal review (2/2)

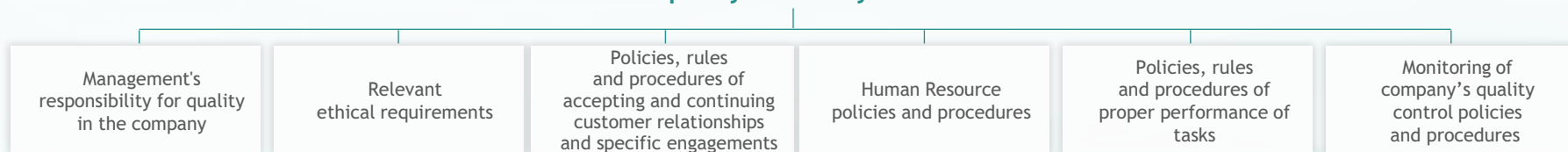
The annual process of independence declarations requires confirmation of independence by the company's partners and staff starting from the date of hiring. We declare that our financial, business, employment and personal requirements have been complied with, and disclose all cases that may indicate a potential threat to independence. In addition, all members of the audit engagement team, and the internal experts involved, confirm in writing their independence from the engagement at the beginning and at the end of the engagement. We also verify our independence at global BDO Network level through BDO's established written independence verification procedures and through all employees' access to the International Register of BDO clients with limited service provision; and access to software that allows to verify whether a potential customer, operating outside Ukraine, is cooperating with other BDO offices. As part of the independence verification program, our company regularly conducts a random independence compliance check for relevant employees. While working for the company, our staff receives ongoing professional training on independence and risk management.

### Statements about internal independence monitoring

We monitor compliance with our policies, procedures and independence requirements on permanent basis. We confirm that during 2020 we took all measures to ensure independence that are set out in this Report, and that in 2020 we performed the internal check of compliance with independence requirements.

# BDO quality control system and management statement on operational effectiveness (1/2)

## BDO internal quality control system in Ukraine



Implementation and maintenance of the internal quality control system is the duty and responsibility of BDO's management. Management demonstrates its commitment to the principles of professional ethics, business integrity and quality by its own example.

In accordance with the requirements of International Standard on Quality Control (ISQC 1), the ultimate responsibility for overview over quality control system of services in our company belongs to the CEO. General management of ethics, independence, control over the quality control system, risk management and compliance with current legislation and policies and procedures implemented by the company, is executed via specialists in risk management, quality control, methodology, financial monitoring, lawyers, etc. At the same time, the professional staff of our company is also responsible for compliance with professional standards, ethical and independence requirements, and provision of quality services. It is expected that all company staff understands, applies and adheres to the company's business strategy and established policies, rules and procedures.

Auditor independence is a key requirement of international professional standards and regulators. Information on our risk management system, which regulates compliance with ethical requirements and the acceptance and continuation of customer relationships and specific tasks, is provided in the section [“Information on Practices Ensuring Independence and Confirmation of Carrying Out the Internal Independence Review”](#) of this report. One of the key factors that determine quality of work is confidence in high professional level of company's staff, commitment to the company's values and the staff's desire to guarantee the highest audit quality level. This implies the need of selecting appropriate staff, introducing the continuous staff development system, having competent and optimal resources allocation, and appointing relevant specialists to perform tasks. Information on our management system is provided in the section [“Organizational and legal structure, form of ownership and management structure”](#) of this report.



# BDO quality control system and management statement on operational effectiveness (2/2)

To meet the requirements of ISQC 1 for monitoring the company's quality control policies and procedures, our company has implemented internal Quality Monitoring Program, which consists of the following elements:

- ▶ Annual monitoring program of company's quality control policies and procedures in accordance with the requirements of ISQC 1,
- ▶ Regular inspections of the quality control system by authorized controllers of the BDO network within the framework of the Quality Monitoring Program,
- ▶ Annual confirmation of our company's compliance with the requirements of BDO network accreditation.

To cover the risks of its professional activity, BDO LLC has appropriate insurance coverage for its professional liability, which meets the requirements of current legislation of Ukraine. To ensure a unified approach and a high level of audit quality for all BDO member firms, the network management has developed an Audit Quality Framework to meet the requirements of ISQC 1, and has provided several internally developed tools including:

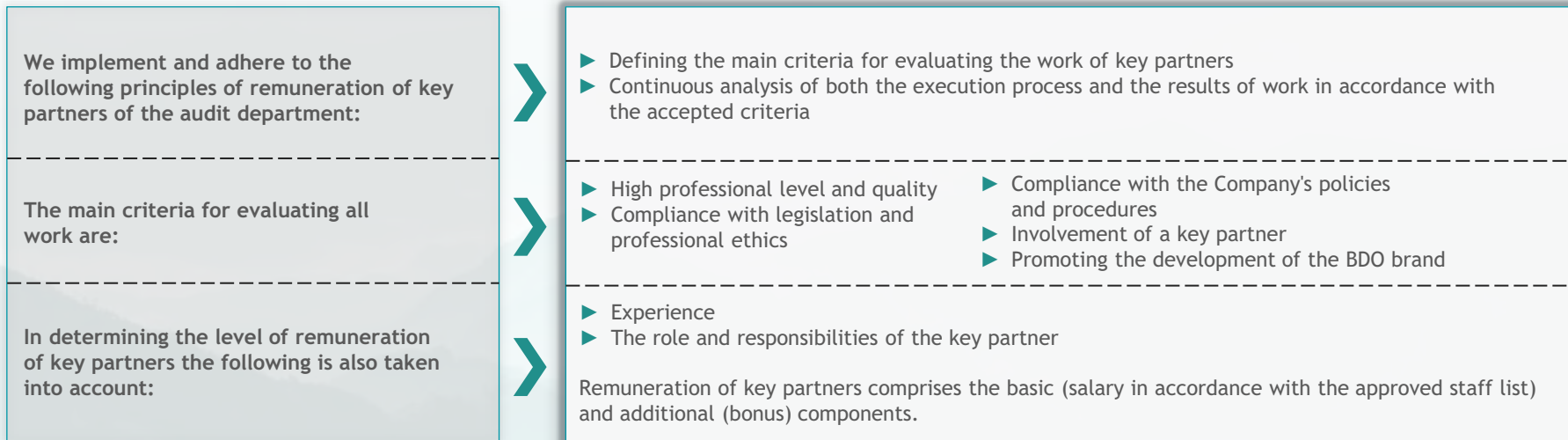
- ▶ The BDO Network Guidelines, including the BDO Audit Manual and the BDO Risk Management Manual, have been developed in accordance with the requirements of International Standards on Quality Control, Auditing, Review, Other Assurance and Related Services. In order to consider the requirements of the current legislation of Ukraine, we have additionally developed and applied internal rules and procedures.
- ▶ BDO APT audit software is designed as a tool for planning, documenting, forming opinions, and storing working papers on performed assurance tasks. We use APT to perform all audit engagements, reviews, other assurance and related services in Ukraine.
- ▶ BDO Advantage software is designed as a tool for planning and conducting audit procedures based on global data analytics. This helps to optimize acquisition and analysis of large amounts of data, which not only ensures the potential effectiveness of auditors' working efficacy, but also identifies and focuses audit procedures on risk areas.

## Statements on internal quality control effectiveness

BDO's internal quality control system for audit services is designed to provide a basis for reasonable assurance that the audit engagements performed by the company meet the requirements and regulations of Ukrainian legislation in force.

Due to its inherent limitations, the quality control system cannot provide absolute assurance that all cases of non-compliance with current legislation and regulations will be prevented or detected; however, taking into account the available results of our audit control system, available quality assurance tools, results of quality monitoring systems, results of external inspections of regulators, action plans to address deficiencies and feedback, we confirm, with reasonable assurance, that during 2020 the internal quality control system has performed effectively.

# Remuneration and rotation policy of key BDO Ukraine audit partners and auditors



## Description of the rotation policy of key audit partners and auditors involved in the statutory audit engagement

Pursuant to the Law of Ukraine “On the audit of financial statements and audit activities” BDO Ukraine has implemented internal policies and monitoring procedure over duration of the statutory audit assignment and rotation of key audit partners and auditors involved in the engagement of mandatory audit. Those policies and monitoring provide for the gradual rotation of key partners and auditors within the period specified by law.

# Continuous training of auditors

In order to ensure high-quality audit, review, other assurance and related services, we pay considerable attention to continuous professional training of our auditors. BDO Ukraine requires auditors take at least 120 hours of professional training over three years.



## Employees of our Company:

- ▶ attend professional events in Ukraine – seminars, round tables, conferences, webinars, etc.;
- ▶ attend internal seminars and trainings on professional skills development are held on a continuous basis;
- ▶ read professional publications on economic issues, accounting and auditing;
- ▶ use the professional library and corporate knowledge base containing International Standards on Auditing and International Financial Reporting Standards (IFRS), as well as internal rules, policies and procedures;
- ▶ learn in practice by completing work tasks under the supervision of more experienced colleagues and receiving constant feedback from managers;
- ▶ have access to training materials from the international BDO network;
- ▶ attend international conferences of the BDO network on audit, accounting, taxes, etc.



## Professional training for auditors in 2020:

- ▶ Audit methodology<sup>6</sup> including training ACCA, AICPA;
- ▶ IFRS, including ACCA DipIFR, AICPA IFRS and in-depth training on IFRS 16;
- ▶ Legal basis for submitting IFRS financial statements in a single electronic format iXBRL;
- ▶ Cybersecurity and compliance with IT policies;
- ▶ Risk management and compliance with independence principles;
- ▶ Performance management, including CIMA;
- ▶ GDPR and Personal Data Protection Policy;
- ▶ Digital Quotient Mindset (development of skills to effectively use modern digital technologies in work).



## Comprehensive professional training program for new employees of the Audit Department in 2020:

- ▶ Audit methodology;
- ▶ Review of International Standards on Auditing and other professional standards;
- ▶ Working with corporate audit software;
- ▶ Risk management and compliance with independence principles;
- ▶ GDPR and Personal Data Protection Policy;
- ▶ Cybersecurity and compliance with IT policies;
- ▶ Digital Quotient Mindset (development of skills to effectively use modern digital technologies in work).

# Continuous development of our auditors



We maintain a solid foundation of experience and qualifications of our professional staff, which contains information about their education, international certificates and information about acquired professional experience. For each employee we also keep an annual diary of continuous professional development (CDP).

Distribution of corporate training hours for employees of the Audit Department in 2020



## 100% contribution to development

In addition to the above factors, continuous training of auditors is also based on the model 70/20/10. This model demonstrates the ability to ensure stable result and sustainable development of new knowledge, professional views and behavior - and this is mainly due to on-the-job training.

**70**

- ▶ Independent performance of new tasks and introduction of new work tools

**20**

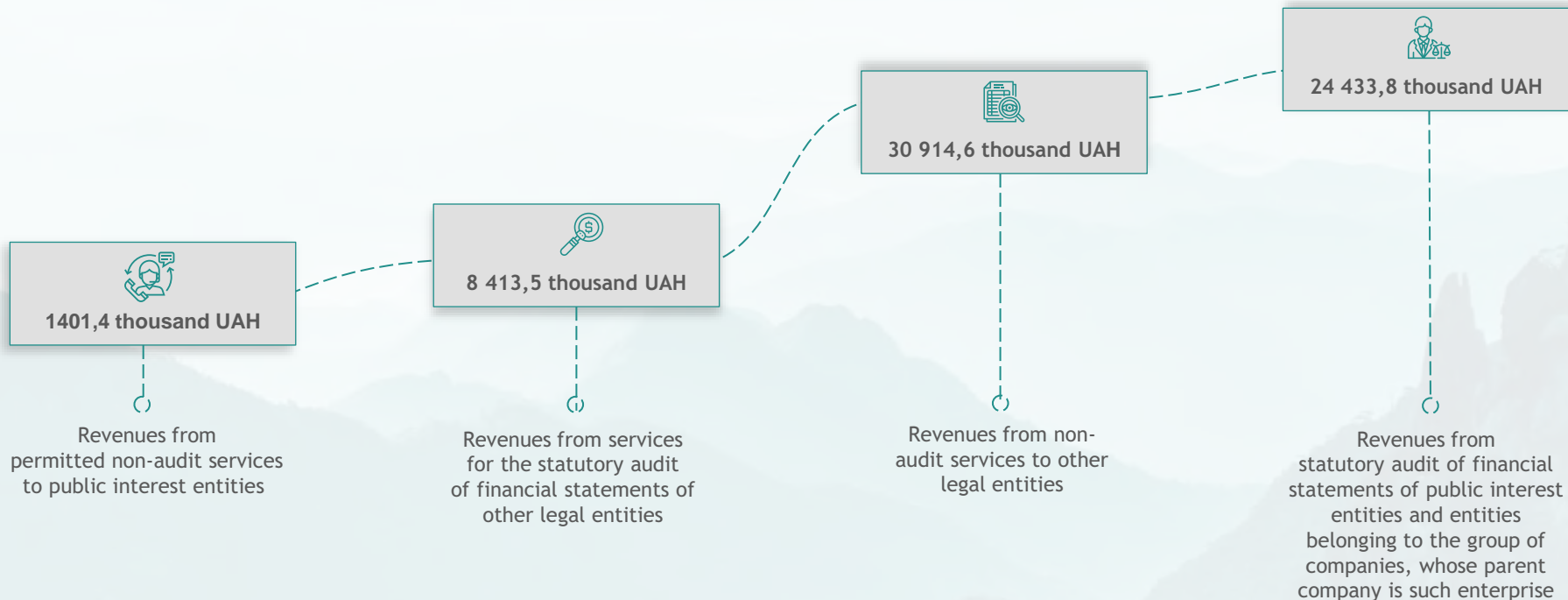
- ▶ communication and feedback
- ▶ mentoring
- ▶ coaching
- ▶ role model

**10**

- ▶ trainings and courses
- ▶ books
- ▶ online learning
- ▶ e-learnings, etc.

We encourage employees to become members of public professional organizations - in particular, the Union of Auditors of Ukraine (ACA), the Federation of Professional Accountants and Auditors of Ukraine (FPBAU), the Union of Tax Consultants of Ukraine (UTCU).

# BDO Ukraine financial information 2020





# Public Interest Entities that received statutory audit services



Below is a list of entities provided for in paragraph 2.6 of Article 37 of the Law of Ukraine “On Audit of Financial Statements and Auditing Activities”, based on the results of the statutory audit of financial statements whereby BDO LLC provided an audit report for 2020

- ▶ JSC Zhytomyr Butter Plant
- ▶ JSC Idea Bank
- ▶ JSC Khmelnytskoblenergo
- ▶ State Enterprise Antonov
- ▶ State Enterprise NNEGC Energoatom
- ▶ Foreign Investment Enterprise
- ▶ Amic Ukraine
- ▶ Private Lease Farm Uman Greenhouse Complex
- ▶ PrJSC House of vintage Cognacs Tavria
- ▶ PrJSC Kyiv Cardboard and Paper Mill

- ▶ PrJSC Mondelez Ukraina
- ▶ PrJSC Poltava Poultry Farm
- ▶ PrJSC Insurance Company Ukrainian Insurance Group
- ▶ PrJSC Ukraine International Airlines
- ▶ PJSC Energomashpetsstal
- ▶ Kryukov Railway Car Building Works PJSC
- ▶ ALLC AF Zlagoda
- ▶ ALLC Agrofirma Korsun
- ▶ Alliance Energy Trade LLC
- ▶ Olvia Construction Company LLC

- ▶ LLC Jabil Circuit Ukraine limited
- ▶ Epam Systems LLC
- ▶ Infox LLC
- ▶ Master-Avia LLC
- ▶ Natasha-Agro LLC
- ▶ LLC Poletechnika
- ▶ LLC SAV-Distribution
- ▶ Glass Alliance LLC
- ▶ Teva Ukraine LLC
- ▶ LLC Ukrainske Zerno

# Working in Ukraine; responsible beyond Ukraine.

## UN Sustainable Development Goals motivating our daily work



Protect our employees from contracting COVID by providing working from home opportunities and a safe office environment. Support general wellbeing measures to maintain positive mental health of all colleagues.



Provide quality education, professional development and lifelong learning for all colleagues.



Add value through creating jobs that support Ukrainian livelihoods and provide opportunities for growth and betterment.



Use our industry expertise and insights to create a more sustainable foundation for our clients and country to succeed



Manage our natural capital responsibly and provide sustainable, circular economy based client solutions



Stimulate and educate our colleagues and stakeholders on material sustainability issues including climate and map our carbon impact across the entire value chain. We strive to always be a climate positive corporate activist in our communities and networks.

# Key ESG focus areas and figures

## Our best Sustainability foot forward

- ▶ Build, use and share lower impact solutions
- ▶ Use limited natural resources with great care



## We are a people business

- ▶ Development, learning and co-creation is in our DNA
- ▶ We foster ideas and opportunities; strengthen diversity, inclusion, and open horizons in our unique culture



## Stakeholder trust & license to operate

- ▶ We want win-win partnerships
- ▶ Transparency, ethics, equality, meritocracy and applying precautionary governance principles are part of our foundation

## ENVIRONMENT



**0,43**  
tons CO<sub>2</sub>/FTE

Emissions intensity per full-time employee

## SOCIAL



**24 new colleagues**  
**> 2300 hours of formal corporate training**

In 2020, despite COVID related shutdowns of communities we operate in BDO hired 24 new employees.

## GOVERNANCE



**55%**  
**Women in management position**

We are proud to exceed any international management and board gender diversity thresholds for many years now.

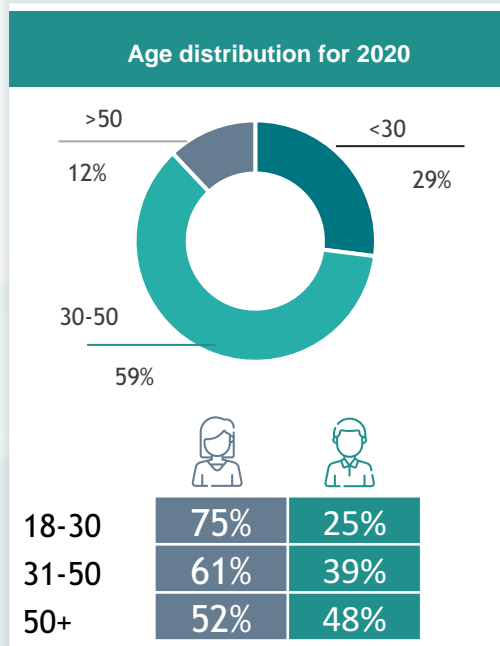
# Inclusion and creating fair working conditions

BDO Ukraine promotes the development of an inclusive environment and strives to create conditions in which working and developing will be convenient for each employee. We track gender diversity in business and among management personnel. We provide equal opportunities for everyone, regardless of gender, race, age, sexual orientation, ethnicity, or any other traits.

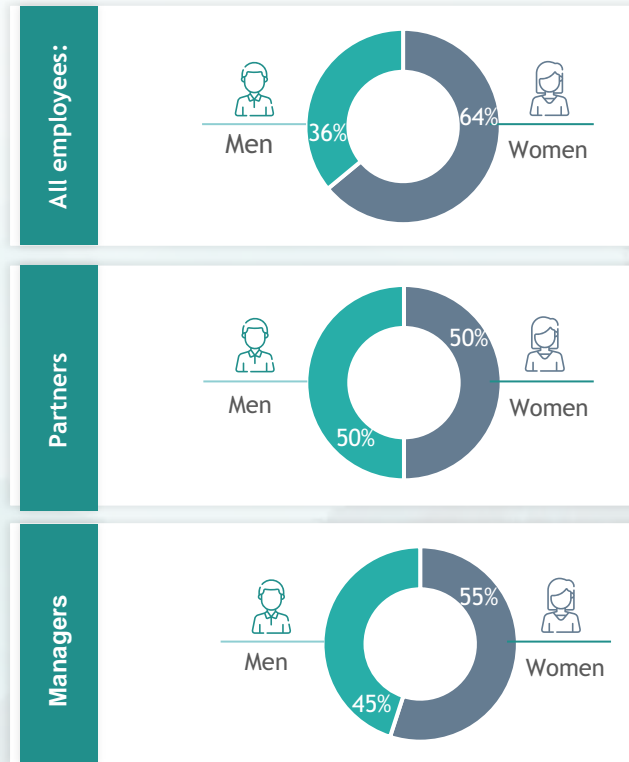
Our female leaders and professionals always have an equally important voice reinforcing our aim to conduct successful, sustainable and ethical business.

We recruit personalities and highly qualified specialists and never discriminate by gender, age or other immaterial criteria.

A key development principle is to provide all employees with equal opportunities for career growth and development. BDO Ukraine pays employees for their merits and performance of duties without any gender bias. For our employees, there is a transparent assessment system in place that promotes individual excellence and team development.



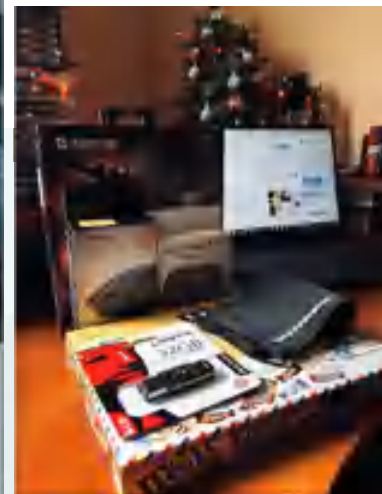
Our 2020 gender diversity



# The safety of our employees >> at the heart of everything we do

Physical safety of employees in 2020 was ensured by the following measures:

- ▶ Purchase of Personal Protective Equipment (PPE) for more than 70,000 UAH
- ▶ Development and implementation of new policies and procedures, in particular regarding “Measures to Prevent COVID - 19 Disease of the Company Employees”
- ▶ Conducting about 50 tests (PCR and coronavirus antigen) in the office or compensating employees for the cost of tests
- ▶ Health insurance payment including COVID coverage
- ▶ Focus on the optimal work-life balance for employees
- ▶ Compensation for taxi and courier services used
- ▶ Enable remote work during 9.5 months quarantine in 2020
- ▶ Moving all internal events (training, meetings, celebrations, etc.) online.



# Understanding our climate related risks

We believe in wo\*manmade climate change, study the science based guidance and future impact projections issued by [The Intergovernmental Panel on Climate Change](#) (IPCC) with great interest and concern. Climate change is very likely to have an impact on the way we do business, interact with our clients, seek new market opportunities in Ukraine and continue to be a viable business. In order to reflect possible climate risks we started internal discussions to update our enterprise risk management system (ERM) by including the Recommendations of the [Task Force on Climate Related Financial Disclosures](#) (TCFD).

The TCFD Recommendations are designed to provide consistent, decision-useful, forward-looking information on the material financial impacts of climate-related risks and opportunities both from *physical risks* e.g. flooding and fire and *transition risks* to a lower-carbon Ukrainian and global economy including technology, policy and legal, market and reputational risks.

In our 2021 report we will follow best TCFD practice by disclosing how we identify, assess, and manages climate-related risks by:

- ▶ Describing our processes for identifying and assessing climate-related risks;
- ▶ Describing our processes for managing climate-related risks; and
- ▶ Describing how processes for identifying, assessing, and managing climate-related risks are integrated into BDO's overall ERM
- ▶ Setting relevant metrics and targets to address our material transition and physical risks and opportunities

**TCFD**

## Risk Management Process





# TCFD risks and opportunities >> a preliminary analysis

This section provides our current thinking of projected actual and potential material impacts of climate-related risks and opportunities on BDO's business, strategy and financial planning. These preliminary insights will be followed up in our 2021 report with a more detailed coverage based on projected climate scenarios and deeper analysis of available data.

## Summary Implications on Our Business, Strategy and Financial Planning

In our preliminary assessment of the potential implications of climate change on BDO's business, strategy and financial planning in accordance with the TCFD framework, we have identified near-, mid- and long-term risks and opportunities across our business ([see next page for details](#)). Starting with the **transition risks** we identified (1) policy and legal e.g. carbon legislation impacting BDO and our clients' business models and (2) market and reputation e.g. changes in client behavior and preferences towards more sustainable business partners and services are the most material climate-related risks.

The **physical risks** to our business revolve around (1) safe and regular access to our offices due to increasing deterioration of transport infrastructure including flooding of the Dnipro river and (2) physical assess to our clients' premises for e.g. audits due to climate related events cause disruptions in scheduling and performing our jobs.

Increasing awareness about climate change will impact our clients' preferences, leading to increased demand for services with a lower climate impact in addition to the traditional selection criterial including price, quality and delivery. The risk of not being able to meet these demands by making the transition to a lower-carbon economy may have a significant impact on our competitiveness.

We see several opportunities related to climate change, particularly as our aim is to increasingly invest in embedding sustainability across our business whether boosting our Sustainability as a Service client offerings (SaaS), improve our make our business processes and reward climate positive behaviour. Our main opportunity relates to being clients' preferred partner in developing more sustainable and climate friendly products and services with a low or positive climate impact. Serving the demands of an increasingly climate-conscious client base present a transformation opportunity bringing our own sustainability performance in line with the market ensuring consistency, credibility and authenticity in delivery of solutions to the circular, lower carbon economy of tomorrow.

### Note on TCFD Metrics & Targets

In 2021 we will formulate metrics and targets to assess and manage our relevant climate-related risks and opportunities. As mentioned in the report this will likely include a net zero GHG emissions target from our own operations and business travel by 2030 and a 2030 GHG intensity reduction target. Future climate targets will be in line with the Paris Climate Agreement and the 1.5°C ambition for our business.

# TCFD: Overview of key risks and opportunities

This section provides our current thinking of projected actual and potential material impacts of climate-related risks and opportunities on BDO's business, strategy and financial planning. These preliminary insights will be followed up in our 2021 report with a more detailed coverage based on projected climate scenarios and deeper analysis of available data.

Timeline:	<b>Short</b>	<b>Mid</b>	<b>Long</b>
	<2 years	3-5 years	5 -20 years
Classifications:	<b>Low</b>	<b>Mid</b>	<b>High</b>
	Monitor to ensure risk exposure remains low	Monitor and mitigate risks to maintain current risk exposure level	Take mitigating actions to reduce exposure

		TIMELINE		
<b>OPPORTUNITIES</b>		Resilience	Mid	
		Markets	Short	
		Products and Services	Short	
		Energy source	Short	
		Resource Efficiency	Short	
<b>RISKS</b>	<b>PHYSICAL</b>	Chronic	Long	Low
		Acute	Mid	Mid
	<b>TRANSITION</b>	Reputation	Short	High
		Market	Short	High
		Technology	Mid	Mid
		Policy and Legal	Mid	High
				<b>CLASSIFICATION</b>

# Our road to Net-Zero

Man\*Woman-made climate change is increasingly affecting living and working conditions around the world, making this the decade to deliver on meaningful climate action.

BDO is a professional services company so our most significant aspects of our environmental footprint are the greenhouse gas emissions related to client travel, daily commuting and electricity used in our Dnipro and Kyiv offices.

Through partnerships, behavior change, innovation, technology investment and offering Sustainability as a Service (SaaS) solutions we aim to mitigate carbon risks and maximize carbon opportunities which enables our business, clients and stakeholders to grow and prosper 10, 50 yes 100 years from now.

## Achieve Net-Zero emissions by 2030

First we'll focus on actual reductions in our direct and indirect emissions but in parallel will invest in gold standard emissions reduction projects that will remove carbon from the atmosphere.

## Our Net-Zero journey

We are confident to have a robust data set and Ukraine specific data later this year allowing us to scientifically map and manage our carbon footprint. We look forward to share our progress with you in our next report.

Z  
NET  
R<sub>3</sub><sup>0</sup>  
BDO  
2

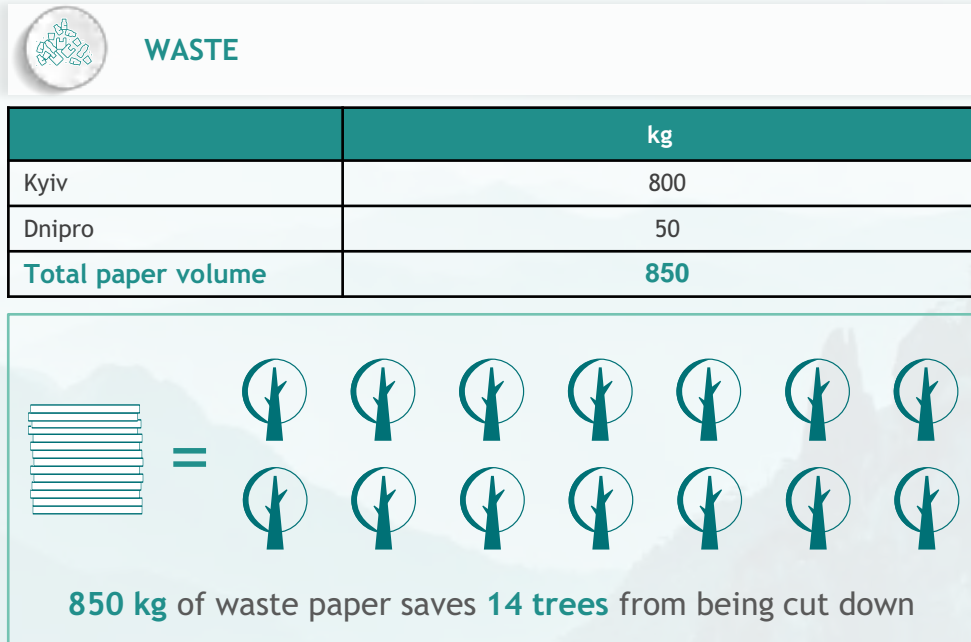
# Waste management issues

Our **Green Office** policy aims to reduce waste and reuse materials that provide added value. The Company develops a waste management strategy based on the principles of a circular economy.

Waste management consists of a number of components, including paper, plastic, glass, metals and materials related to IT and office infrastructure. Based on the volume of waste and the recyclability, we focus our efforts on minimizing the use of paper and plastic, as well as on adapting all working information technology equipment and furniture to a different purpose.

Our offices have clearly marked recycling areas by waste type. During the pandemic, an additional container for masks and other protective equipment is installed in offices so that these items do not end up in containers for recyclables.

We use PEFC-certified paper, toilet paper from recycled raw materials supporting responsible forest management.



Plastic recycling has proved difficult due to COVID related government mandates. When restrictions ease we aim to report on our plastics footprint in 2021.

# Our ecological footprint

We are guided by the sustainable development principles in order to use resources responsibly. We are committed to reducing the impact on the environment as the issue of climate change has an increasing impact on our planet. By using electricity for heating, air conditioning and operating our IT systems, we constantly strive to minimize the environmental impact of CO<sub>2</sub> emissions generated by our offices.

We assess our ecological footprint from direct energy consumption (scope 1) and indirect energy use (scope 2) and use ISO standards to monitor, analyze and calculate absolute CO<sub>2</sub> emissions. We are currently working to map and standardize our indirect emissions (scope 3) across the entire future value chain.



## Electricity consumption and CO<sub>2</sub> emissions

	Electricity consumption in 2020 (kWh)	2020 CO <sub>2</sub> /ton* (scope 2)
Dnipro	117 484	62
Kyiv	40 517	21
<b>Total</b>	<b>158 001</b>	<b>83</b>

Visualization of the volume of our CO<sub>2</sub> emissions in 2020 = 35 air travels from Kyiv to New York\*\*



New-York



Kyiv

\*Source [EIB Project Carbon Footprint Methodologies: Methodologies for the Assessment of Project GHG Emissions and Emission Variations, July 2020](#)

\*\*Source [myclimate](#)

# Water issues

Water is the basis for healthy ecosystems and a necessary resource for human life. BDO in Ukraine does not use water in significant volumes for the production of products or provision of services, but our offices have an impact on water resources through water drainage and use.

We understand that fresh water is a limited natural resource, so we make efforts to minimize its use in everyday life. We use technical means enabling us to reduce water consumption. Awareness and reminders in the form of labels near water sources increase consumer awareness and consciousness.

We plan to continue exploring and investing in technologies that will help reduce water consumption in our offices.

The volume of water consumed during 2020 is comparable to **14%** of the Olympic swimming pool filling.

**962 500,00 CUP** (400 ML)= 10 cups for each BDO employee colleagues worldwide

## Our 2020 Water consumption



Dnipro  
202 (M<sup>3</sup>)



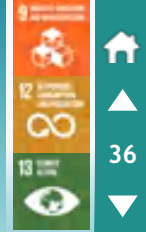
Kyiv  
183 (M<sup>3</sup>)



Total  
385(M<sup>3</sup>)







# Tomorrow's Sustainability opportunities; built in today

As Ukraine's leading Sustainability as a Service (SaaS) provider, BDO has both a responsibility and major opportunities to join clients in contributing to greater sustainable development. Key issues including climate change, urbanization pressures, waste management, lower carbon energy generation, urban air pollution, digital and circular economy demands, sustainability risk disclosure legislation; companies, communities and cities need to adapt to a more sustainable future. BDO is at the center of this transition with expertise used to enable the Ukrainian society to grow and develop in a smarter, more sustainable and resource-efficient way. **Sustainability** is complex and no solution fits all so our qualified expertise is needed more than ever signifying many business opportunities for BDO today and in the future.

## ENVIRONMENT

Gap analysis and benchmarking
Climate Change resilience and scenario planning against TCFD Recommendations
Assurance, attestation and certification
Reporting and external communication including integrated, sustainability, CSR and impact
Environmental impact statements and assessments (EIA)
Product Life Cycle Analysis (LCA)
Supply chain sustainability risk assessment
Carbon and water footprint analysis
Waste management and recycling flow assessments
Energy audits (office and industrial)
Environmental issues and awareness training for management and employees
Policy, process and strategy development against best in class industry practices
Renewable energy finance

## SOCIAL

Health, safety, risk assessment and management
Key stakeholder identification, engagement and communication plans
Development of appropriate social, health and wellbeing promotions and campaigns
Social Risk Audits for supply chains
Cross cultural communication solutions and training
Diversity, Equity and Inclusion assessment and training

## GOVERNANCE

Anti-Corruption, bribery and transparency policy assessment and benchmarking
Sustainability compliance
Circular/lower carbon business model assessment
Resource and technology optimization
Development of sustainability balanced scorecards (KPIs and KRIs) for managers
Sustainability strategy integration with existing performance management systems
Developing organizational purpose and sustainability commitment statement
Development of sustainability policies, code of conduct and related formalized practices
Board structure, diversity and sustainability assessment experience
Supply chain and operational risk management
Executive remuneration and transparent tax reporting

# Appendix 1: BDO Global Network overview

## Council

- ▶ One member firm, one vote
- ▶ Approves the central budget, appoints the Board of the Global Network and approves the BDO Statutes

## Global Network Board

- ▶ Representatives of major member firms: Australia, Canada, China, Germany, Netherlands, United Kingdom and United States
- ▶ Sets policy and determines network priorities
- ▶ Controls the work of Global Steering group (GLT)

## Steering group

- ▶ Directors General of the Network for Audit and Consulting, Taxation, Human Resources and Development, Business Development and Marketing, IT, at the global and regional levels, and the International Secretary
- ▶ Coordinates the regular activities of the network

## Regional Board

- ▶ Representatives of each country / largest member firm in the region
- ▶ Provides strategic communication, coordination and cooperation activities within regions

## International Committees

- ▶ Includes specialists from member firms
- ▶ Global Steering Group Reporting (GLT)
- ▶ Development of International Policies and Guidelines

## Legal form and structure of the network

The BDO network is an international network of independent accounting, tax and consulting firms that are members of BDO International Limited and provide professional services under the BDO brand.

BDO International Limited is a management company of the BDO network, which establishes obligations for membership of BDO member firms. The BDO Network reports to the Board, the Global Network Board and the BDO International Limited Steering Group. Each of BDO International Limited, Brussels Worldwide Services BVBA and BDO member firms are separate legal entities and not liable for any other acts or omissions of such enterprise. BDO International Limited and Brussels Worldwide Services BVBA do not provide any professional services to clients. This is done exclusively by BDO member firms.

## Main committees:

- ▶ Audit Innovation Control Committee
- ▶ Audit Steering Committee
- ▶ Tax Advisory Committee
- ▶ International Risk Management Committee
- ▶ International Committee for Business Development and Brand Marketing
- ▶ International Committee on Personnel and Development
- ▶ International IT Committee

# Appendix 2: Key BDO Global Network data

## GLOBAL REVENUES

**US\$ 10.3 BILLION**



**+7.8%\***

(at constant exchange rates)\*

## TOTAL HEADCOUNT



**91,054**

**PEOPLE**

**+3.3%**

## GLOBAL FOOTPRINT

**167 COUNTRIES**



**1,658**

**OFFICES**



## PERCENTAGE REVENUE BY REGION



**12%**

**ASIA PACIFIC**



**34%**

**EMEA**



**53%**

**AMERICAS**

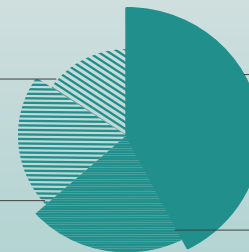
## FEE SPLIT BY SERVICE LINE

**15% BSO**

**42% ABA**

**21% ADVISORY**

**22% TAX**



Net income received by BDO EU / EEA for the provision of statutory audit services **€784.884.996** (published 15 October 2020)



## Appendix 3: BDO member firms in EU and EEA countries (1/4)

COUNTRY	TERRITORY	NAME OF AUDIT FIRM
AUSTRIA	Austria	BDO Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
	Austria	BDO Steiermark GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
	Austria	BDO Salzburg GmbH Wirtschaftsprüfungs - und Steuerberatungsgesellschaft
	Austria	BDO Oberösterreich GmbH Wirtschaftsprüfungs - und Steuerberatungsgesellschaft
BELGIUM	Belgium	BDO Bedrijfsrevisoren - Réviseurs d'Entreprises CVBA
BULGARIA	Bulgaria	BDO Bulgaria OOD
CROATIA	Croatia	BDO Croatia D.O.O.
ALBANIA	Albania	BDO ALBANIA LLC
KOSOVO	Kosovo	BDO KOSOVO
CYPRUS	Cyprus	BDO Limited
CZECH REPUBLIC	Czech Republic	BDO Audit s.r.o
	Czech Republic	BDO Group s.r.o.
	Czech Republic	BDO Czech Republic s.r.o.
DENMARK	Denmark	BDO Statsautoriseret revisionsaktieselskab
		BDO Holding V, Statsautoriseret Revisionsaktieselskab
ESTONIA	Estonia	BDO Eesti AS
FINLAND	Finland	BDO Oy
	Finland	BDO Audiator Oy
	Finland	Finnpartners BDO Oy



## Appendix 3: BDO member firms in EU and EEA countries (2/4)

COUNTRY	TERRITORY	NAME OF AUDIT FIRM
FRANCE	France	BDO France
	France	BDO IDF
	France	BDO RHONE-ALPES
	France	BDO 2AS
	France	BDO LES HERBIERS
	France	BDO FONTENAY LE COMTE
	France	BDO ST GILLES CROIX DE VIE
	France	BDO NANTES
	France	BDO ARRAOU
	France	VINCENT RUSE CONSEIL
	France	BDO LES ULIS
	France	FIDENT AUDIT
	France	3APEXCO
	France	3A CORPORATE
	France	BDO Paris Audit & Advisory
France	BDO Méditerranée	
GERMANY	Germany	BDO AG Wirtschaftsprüfungsgesellschaft
	Germany	BDO Oldenburg GmbH & Co KG Wirtschaftsprüfungsgesellschaft
	Germany	BDO DPI AG Wirtschaftsprüfungsgesellschaft
	Germany	BDO Dr. Daiber Audit GmbH Wirtschaftsprüfungsgesellschaft



## Appendix 3: BDO member firms in EU and EEA countries (3/4)

COUNTRY	TERRITORY	NAME OF AUDIT FIRM
GIBRALTA	Gibraltar	BDO Limited
GREECE	Greece	BDO CERTIFIED PUBLIC ACCOUNTANTS S.A.
HUNGARY	Hungary	BDO Hungary Audit Ltd
ICELAND	Iceland	BDO ehf.
IRELAND	Ireland	BDO
SPAIN	Spain	BDO Auditores, S.L.P.
	Spain	BDO Audiberia Abogados y Asesores Tributarios, S.L.P.
ITALY	Italy	BDO Italia S.p.A.
LATVIA	Latvia	SIA BDO ASSURANCE
LIECHTENSTEIN	Liechtenstein	BDO (Liechtenstein) AG
LITHUANIA	Lithuania	BDO Auditas ir Apskaita, UAB
LUXEMBOURG	Luxembourg	BDO Audit
MALTA	Malta	BDO Malta CPAs
NETHERLANDS	Netherlands	BDO Audit & Assurance B.V.
NORWAY	Norway	BDO AS
POLAND	Poland	BDO Spółka z ograniczoną odpowiedzialnością Sp. K.
	Poland	BDO Legal Latala is Wspólnicy Sp.K. (non-voting Firm)
PORTUGAL	Portugal	BDO & Associados, SROC, Lda
ROMANIA	Romania	BDO Audit SRL
	Romania	BDO Auditors & Accountants SRL
	Romania	BDO Auditors and Business Advisors SRL





## Appendix 3: BDO member firms in EU and EEA countries (4/4)

COUNTRY	TERRITORY	NAME OF THE AUDIT FIRM
SLOVAK REPUBLIC	Slovak Republic	BDO Audit, spol. s r.o.
SLOVENIA	Slovenia	BDO Revizija d.o.o.
SWEDEN	Sweden	BDO AB
	Sweden	BDO Göteborg AB
	Sweden	BDO Göteborg Intressenter AB
	Sweden	BDO Göteborg KB
	Sweden	BDO Mälardalen AB
	Sweden	BDO Mälardalen Intressenter AB
	Sweden	BDO Norr AB
	Sweden	BDO Norr Intressenter AB
	Sweden	BDO Stockholm AB
	Sweden	BDO Sweden AB
	Sweden	BDO Syd AB
	Sweden	BDO Syd Intressenter AB
	Sweden	BDO Syd KB
UNITED KINGDOM / ISLE OF MAN	United Kingdom	BDO LLP
	Northern Ireland	BDO Northern Ireland
SWITZERLAND	Switzerland	BDO Ltd/AG/SA

# Appendix 4: GRI data

GRI DISCLOSURE		LINKS
Environmental		
GRI 301-1	Office materials	<a href="#">Page 33</a>
GRI 301-2	Recycling content	<a href="#">Page 33</a>
GRI 302-1	Energy use	<a href="#">Page 34</a>
GRI 302-3	Energy intensity per FTE	<a href="#">Page 26</a>
GRI 303-1	Water use	<a href="#">Page 35</a>
GRI 305-2	Indirect CO <sub>2</sub> emissions	<a href="#">Page 34</a>
GRI 306-3	Waste generation	<a href="#">Page 34</a>
Social		
GRI 401-1	Jobs and turnover	<a href="#">Page 26</a>
GRI 401-2	Employee benefits	<a href="#">Page 28</a>
GRI 403-1	Health and Safety	<a href="#">Page 28</a>
GRI 405-1	Diversity	<a href="#">Page 27</a>
Governance		
GRI 103-1	Management approach and materiality	<a href="#">Page 8-9</a>
GRI 103-2	Materiality components	<a href="#">Page 9</a>
GRI 103-3	Materiality evaluation	<a href="#">Page 8-9</a>
GRI 201-1	Revenue	<a href="#">Page 23</a>
GRI 201-2	Climate change risks to financial position	<a href="#">Page 29-31</a>

# We welcome your feedback

## YOUR SUSTAINABILITY CONTACTS

### Henning Dräger

*Partner Sustainability & ESG Solutions*

E-mail: [hdrager@bdo.ua](mailto:hdrager@bdo.ua)

### Rusalina Dobrovan

*ESG manager*

E-mail: [rdobrovan@bdo.ua](mailto:rdobrovan@bdo.ua)

## YOUR TRANSPARENCY CONTACT

### Liliya Dzyuba

*Risk Management & Quality Control Partner*

E-mail: [ldzyuba@bdo.ua](mailto:ldzyuba@bdo.ua)



### Kyiv:

201-203, Kharkivske Road,  
10th floor

Tel.: +380 44 393 26 87, 88

Fax: +380 44 393 26 91

E-mail: [bdo@bdo.kiev.ua](mailto:bdo@bdo.kiev.ua)

### Dnipro:

4, Andriia Fabra street,  
4th floor

Tel.: +380 56 370 30 43

Fax: +380 56 370 30 45

E-mail: [dnipro@bdo.com.ua](mailto:dnipro@bdo.com.ua)

E-mail: [info@bdo.ua](mailto:info@bdo.ua)

[www.bdo.ua](http://www.bdo.ua)



This publication has been carefully prepared by company's experts, but it has been written in general terms and should be seen as broad guidance only. The publication cannot be relied upon to cover specific situations and you should not act, or refrain from acting, upon the information contained therein without obtaining specific professional advice.

Please contact BDO in Ukraine to discuss these matters in the context of your particular circumstances. BDO in Ukraine, its partners, employees and agents do not accept or assume any liability or duty of care for any loss arising from any action taken or not taken by anyone in reliance on the information in this publication or for any decision based on it.

BDO LLC, a Ukrainian LLC, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms. BDO is formed from the first letters of the surnames of company founders:

Binder, Dijkster and Otte.