



BDO Code

new
perspectives



Introduction

Our mission at BDO is to provide confidence for organisations, entrepreneurs and society by delivering top quality anywhere, anytime. We do this by being a professional organisation where proactivity makes a difference, with data and technology-driven enterprising people from different backgrounds.

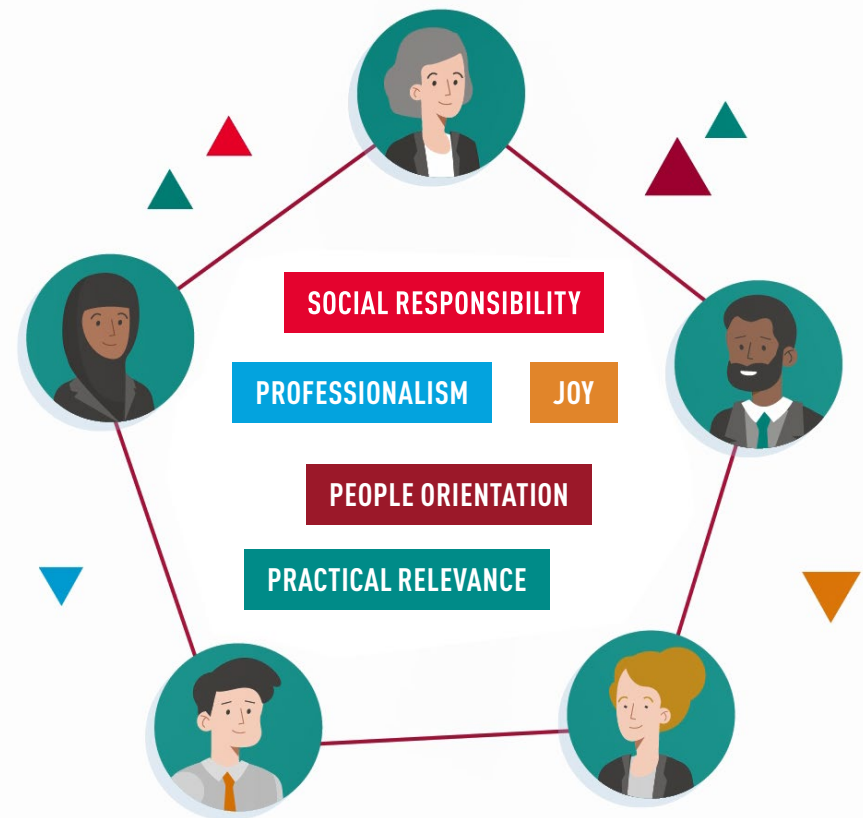
At BDO, our work is guided by a set of shared values and principles. They are ingrained in our DNA and determine our day-to-day actions, both within and outside the organisation.

What is the BDO Code?

The BDO Code describes the core values and the associated principles of conduct that constitute the foundation for the work we do, as individuals and as a team, and for which we are accountable to each other and to third parties. Thus, the BDO Code constitutes the framework for our professional integrity and professional responsibility.

Everyone who works at or on behalf of BDO is expected to know, endorse and conduct themselves in accordance with the BDO Code. New BDO employees are required to acknowledge acceptance of the BDO Code prior to commencement of their employment with BDO. Subsequently, each year, all BDO people will acknowledge in writing that they have read, understand, complied with and will continue to comply with the BDO Code.

We expect the parties for whom we work (our clients), with whom we work (our partners) and who work for us (our suppliers) endorse the same or equivalent values and principles.



How do we apply the BDO Code in practice?

All BDO people have the responsibility to conduct themselves in accordance with the BDO Code. Furthermore, the leaders within BDO, at all levels of the organisation, are responsible for promoting and encouraging ethical conduct and serve as crucial role models. Together, we create a culture where people feel free and safe to raise and discuss their questions, dilemmas and concerns, and to which we respond 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 will discuss our dilemmas and seek advice from an immediate colleague, supervisor, confidential adviser or colleagues in the Quality & Risk Management, Human Resources, Corporate Litigation & Support or Legal Affairs departments.

What do we do in case of violations?

BDO Code violations will not be tolerated as they can undermine trust in our organisation. To ensure that this trust is maintained, all witnessed or suspected violations must be reported immediately. BDO people can report witnessed or suspected abuse or misconduct according to the 'Whistleblower Policy' in effect. Third parties can report such matters through the 'Complaints procedure' provided on the BDO website. We take these reports seriously and will conduct further investigations, if necessary.

In certain cases, a violation may lead to disciplinary action. Individuals must not be subject to retaliation for good faith reporting of concerns or suspected violations.





Our story

We give professionalism a human face

Solid advice and personal contact? Better results and job satisfaction? At BDO, everything goes hand-in-hand. Our team of professionals has the expertise to help organisations thrive, and thanks to their well-honed antennae, they know what's going on with every client in every industry. We are a house of knowledge and people. Because top quality can only be delivered through a human approach.

BDO has a global network, with a local presence just around the corner from every Dutch organisation. This makes us big enough to serve market leaders, and small enough to know what keeps a foundation director awake at night. If anything characterises us, it is our personal approach. We are committed to build long-standing relationships, not short-term engagements. We believe in providing long-term solutions, not quick fixes. We do not write thick reports that end up in a drawer but offer actionable recommendations for improvement. In a business environment, we are the human office.

Advice at the highest level and personal contact. Digital solutions and experts who keep the human element front and centre. That is what we offer our clients. In the public and private sector, from family businesses to SMEs and large organisations. As a strategic partner, we provide the assurance of future-proof advice. And the assurance that we will not leave until the problem is solved. We protect our clients from risks, while encouraging them to seize opportunities. That is how we keep companies enterprising and the economy rolling.

We want to be as healthy as we make our clients. BDO is a company where everyone can be themselves, and we want to be a reflection of society. With a realistic work-life balance that unlocks our healthy ambitions. And multidisciplinary collaborations that lead to out-of-the-box solutions. BDO specialists give professionalism a human face. Down-to-earth and innovative, we are as practical as we are specialised. Professionals and impact makers who provide services and solutions that benefit clients and society.

Whatever ambitions an entrepreneur or business may have, our people help to achieve them, both in terms of assurance and advice. We prove that a human approach is the key to success. For our employees. For our clients. And for society.

PROFESSIONALISM

We are professionals: we stand for top quality, and we act with integrity, and we are objective, reliable and experts in our field. We are focused on continuous development and improvement.

Quality

- ▶ We put the quality of our work first and invest the time required into achieving it.
- ▶ We exercise professional judgement and, where applicable, apply professional skepticism to planning and doing our work.
- ▶ We work diligently, thoroughly, and in a timely manner.
- ▶ We make clear agreements and deliver on them.
- ▶ We give and welcome regular feedback.

Integrity, objectivity, and independence

- ▶ We act with integrity and communicate honestly and sincerely in all our professional and business relationships.
- ▶ We do not allow interests or relationships to inappropriately influence our professional judgement.

Professional competence

- ▶ We comply with the professional standards, laws and regulations and internal rules that apply to us and our work.
- ▶ We keep our (professional) knowledge and skills up to date and at the level required to do our work appropriately.
- ▶ We make effective use of the resources available to us to carry out our work, such as technology, procedures, practices and professional support.
- ▶ We share the knowledge and experience we gain - be it best practices or mistakes - with our colleagues and clients so that we can collectively learn from them.

Confidentiality and privacy

- ▶ We do not disclose confidential information, unless we are required to disclose it; we treat personal information with due care and do not use it for personal gain or the benefit of third parties.

JOY

We enjoy our work: we are enthusiastic in our teamwork and are intrinsically motivated to bring out the best in ourselves and others. We are healthy and vibrant.

Work perception

- ▶ We do our work with genuine care and interest.
- ▶ We speak with pride and positivity about our work.
- ▶ We approach issues from a positive point of view as much as possible and have the ability to put challenges in proper perspective.
- ▶ We focus on the work we enjoy and are good at and keep looking for ways to make it even more enjoyable and to become even better at it.
- ▶ We try to exceed the expectations of our colleagues and clients and surprise them with the results where possible.

Cooperation

- ▶ We are motivated to pursue cooperation with our colleagues and clients.
- ▶ We challenge ourselves and others to achieve the best results.
- ▶ We inspire and motivate ourselves and others to provide new ideas and innovative solutions.
- ▶ We share and celebrate our successes and those of the people we work with.

Safe work environment

- ▶ We actively contribute to team spirit and do not tolerate undesirable behaviour, such as bullying, sexual harassment, discrimination, or aggression and violence.
- ▶ We recognise the boundaries of others and do not cross them and we are aware of our position (of power) towards others and do not abuse it.
- ▶ We foster a work environment where we are free to make choices and let go of things.

Working conditions and human rights

- ▶ We invest energy in activities that give us energy in return, and we maintain a healthy balance between exertion and relaxation, as we do with our work and life.
- ▶ We create good working conditions that comply with applicable laws and regulations, and respect human rights.

Our code

PRACTICAL RELEVANCE

We provide solutions that are relevant in practice: efficient, effective, technology-driven and situation-tailored. We are proactive and reduce complexity to its essence.

Applicability

- ▶ We ask our clients about their specific needs and expectations and the story and purpose behind them.
- ▶ We deliver work that adds value and meets concrete needs and expectations.
- ▶ We ensure that our advice is directly applicable and provide tools for that application.

Effectiveness and efficiency

- ▶ We keep the goal and the assignment in mind throughout our work.
- ▶ We work in a systematic and efficient manner.
- ▶ We communicate concretely and concisely, using clear and understandable language.

Innovation and technology

- ▶ We actively contribute to the development of new, innovative services and solutions.
- ▶ We follow current external and technological developments and translate them into the specific situation of our work.
- ▶ We identify areas for improvement and initiate solutions.

Our code

PEOPLE ORIENTATION

We are people-oriented: we have a genuine interest in and regard for the people behind colleagues, clients and people in society. We believe that every individual matters and contributes to success and should feel connected and welcome.

Personal

- ▶ We show a personal connection with other BDO people, the people behind our clients and the people in society.
- ▶ We build long-lasting business relationships based on mutual trust.
- ▶ We pay attention to the person behind the professional.
- ▶ We are approachable and respond quickly to messages.
- ▶ We create room for achieving our personal ambitions and those of others.
- ▶ We lead by example.

Respect

- ▶ We interact with others in a respectful, open, and honest manner.
- ▶ We take the time to listen and show genuine interest in the needs and expectations of others.
- ▶ We always take the wishes and preferences of other people into account.

Diversity and inclusion

- ▶ We respect diversity in all respects.
- ▶ We have the courage to be who we are and make sure that others can too.
- ▶ We focus on other people's strengths and trust that they have positive intentions.
- ▶ We actively contribute to safe, informal and friendly cooperation.

Our code

SOCIAL RESPONSIBILITY

We feel socially responsible: we strive for a sustainable and future-proof impact on our environment.

We work on connection and trust.

Fair business practices

- ▶ We reject unethical and illegal business practices, such as bribery, corruption, money laundering, terrorism financing, tax evasion, violation of sanctions laws or other laws and regulations, and take our responsibilities in this regard seriously.

Responsibility

- ▶ We are committed to, and feel a responsibility for, the society in which we live and work.
- ▶ We endorse the social function of our services.
- ▶ We take responsibility for what we do and what we fail to do.
- ▶ We speak out about the social issues we truly understand.
- ▶ We are collectively committed to social projects set up by the BDO Impact Centre.

Sustainability

- ▶ We consider the social impact of the engagements we perform and focus our activities on adding value to *people, planet and profit*.
- ▶ We favour the best possible long-term results over short-term quick wins.
- ▶ We identify relevant developments in society and broaden our horizons where necessary.
- ▶ We make a constructive contribution to the development and profiling of our profession in society.

Trust

- ▶ We contribute to increasing and maintaining the trust that society has placed in us and will not bring BDO or our profession into disrepute.
- ▶ We can confidently explain and justify our work to a reasonably informed third party.
- ▶ We actively engage in conversation with our colleagues, clients and others about our respective roles in society.

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new perspectives

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