

SUSTAINABILITY

OUR CAPABILITIES,
YOUR SOLUTIONS

We simplify the complexity of Sustainability and ESG through our diverse skills and leveraging agile service lines.

CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.

Over 1900 people providing clarity in audit, tax, advisory and business outsourcing to companies across numerous industries. Seven offices in South Africa and over 91 000 people in 167 countries around the globe.

We offer industry-specific practices, world-class resources, and an unparalleled commitment to meeting our 'clients' needs, with 75% of our clients recommending us. We serve more than 49 JSE-listed clients and over 200+ internationally listed clients, who are clear on why they chose BDO:

- Quality, independence and a high ethical standard across all services
- Unparalleled partner-involvement (10:1 staff to partner ratio, globally)
- Deep industry knowledge
- Geographic coverage across South Africa and Africa
- Cohesive global network
- Level 1 BEE contributor
- Focused capabilities across over 20 disciplines
- Culture defined by values and purpose

Being ethical and quality driven is a given for us, and to show how this is a part of our DNA, we have developed the **BDO Clarity Charter**. This is our commitment as individuals and as a firm. It underpins all we say and do, from how we live our values to how we engage with you, our clients and all our stakeholders.

Our **BRAND PROMISE** – exceptional client service, always and everywhere - is founded on three core delivery pillars: being responsive, providing the right resources, strong relationships.

GLOBAL STATISTICS 2021

GLOBAL HEADCOUNT

91 054

highly skilled partners and staff worldwide



GLOBAL OFFICES

1 658



GLOBAL REVENUE

US\$ 10.3 BILLION*

*December 2020

167
countries
& territories



LOCAL STATISTICS 2021

LOCAL HEADCOUNT

1 800+

highly skilled partners and staff



LOCAL OFFICES

7 Cape Town
Durban
Johannesburg
Port Elizabeth
Pretoria
Roodepoort
Stellenbosch



in South Africa

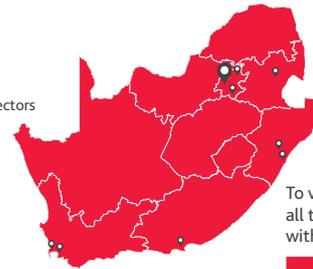
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Partners & Directors



R1.3 BILLION

*March 2020



To view the list of all the countries with BDO offices.

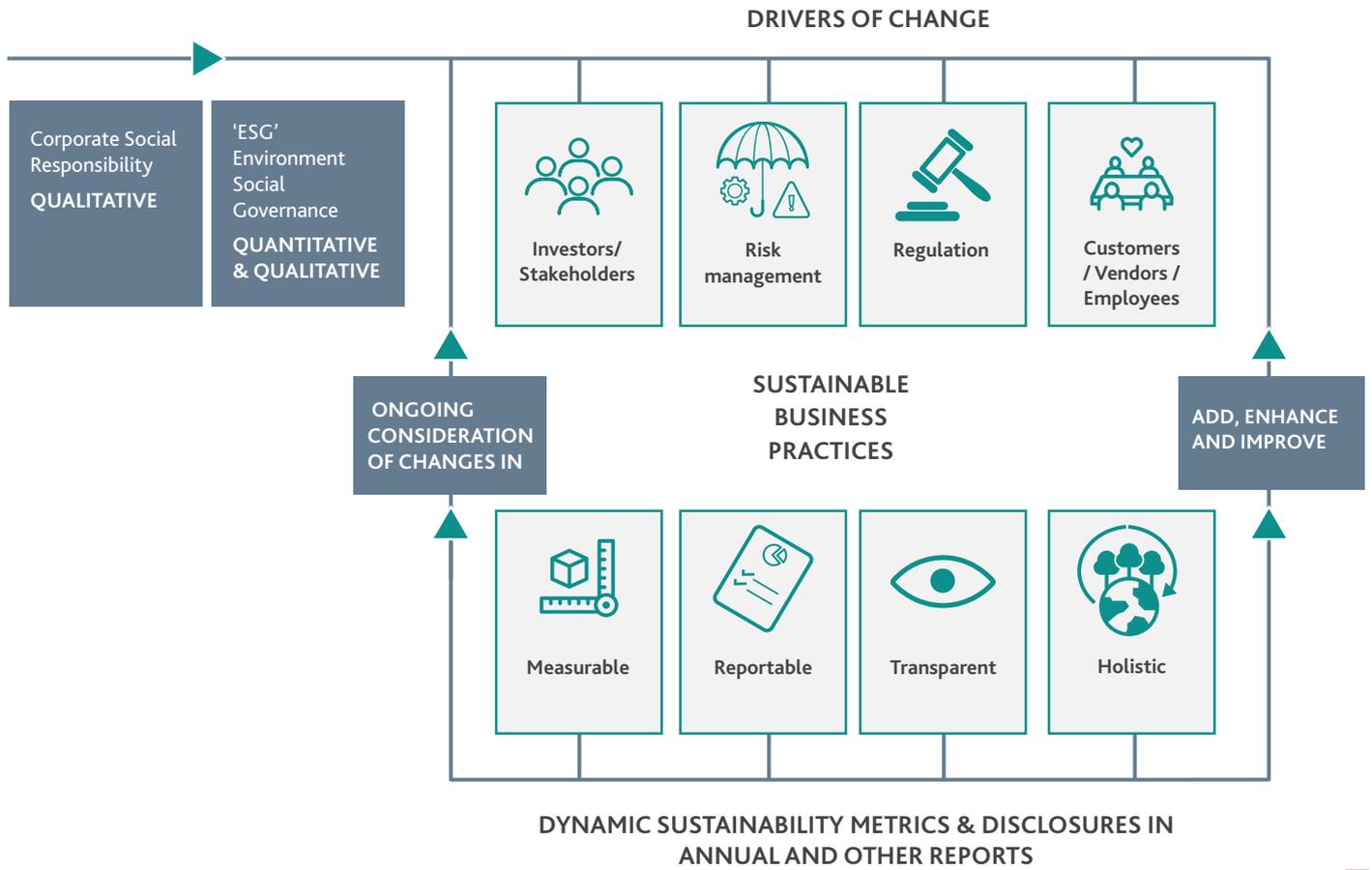
[CLICK HERE](#)

Level 1 BEE contributor



HOW SUSTAINABILITY IS CHANGING THE BUSINESS LANDSCAPE

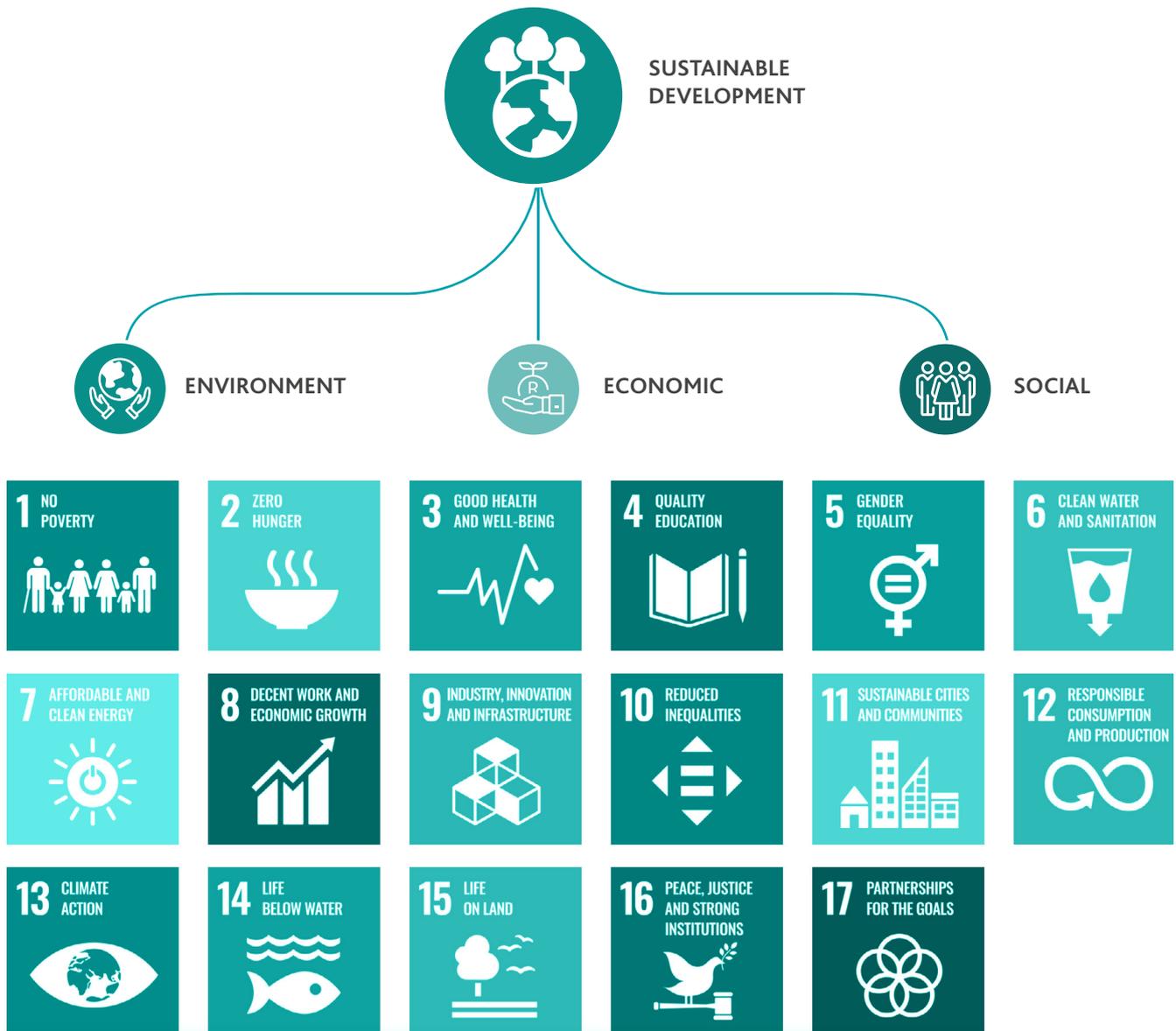
Evolving Sustainable Business Practices



A dynamic and often challenging global environment is transforming business worldwide. Issues such as the global COVID-19 pandemic, increased social unrest related to equality and human rights, climate change, and our natural resources' frailty impact stakeholder, shareholder and regulatory demands. There is increased pressure on companies and governments to respond and report on sustainability considerations as essential measures of success. Investors and customers recognise and value the interconnected nature of non-financial and financial information.

Sustainability is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". (The United Nations Brundtland Commission, 1987)

At BDO we recognise that Sustainability is complex. The diverse nature of the United Nations' 17 Sustainable Development Goals effectively illustrates this complexity. We have moved away from the concept of 'people, planet, profit' and now understand Sustainability as an interrelated network of developmental objectives. These objectives each pose different opportunities and challenges across various sectors, countries and economic systems.



In this regard, Sustainability in BDO forms part of Risk Advisory Services. This is significant as Sustainability relates to both risks and opportunities across organisations and economic sectors.

BDO's Sustainability services can help you unpack the complexity of ESG and help you communicate your business values - and your business value. We can help you seize the opportunities, manage risks and map appropriate actions and strategic decisions to position your organisation as a leader in ESG.

Environmental

Social

G
Governance

WHY SUSTAINABILITY?

The World Economic Forum's latest risk report provides evidence of a dynamic, challenging, global environment transforming the context of business. Key to this transformation is the notion of sustainability in terms of impacts, implications and transparency. Issues such as the COVID-19 pandemic, social unrest as a result of inequality and human rights, climate change, and the frailty of our natural resources impact stakeholder, shareholder, and regulatory demands.

There is added pressure on companies and governments to respond to, and report on sustainability considerations as essential measures of success. Investors and customers recognise and value the interconnected nature of non-financial and financial information. The United Nations Brundtland Commission of 1987 defined sustainability as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

At BDO, we recognise that sustainability is a complex issue and that its evolution has moved away from the concept of 'people, planet, profit'. We now understand sustainability as an interrelated network of developmental objectives. These objectives pose different opportunities and challenges across various sectors, countries, and economic systems.

As the concept of sustainability is dynamic and vastly integrated, it requires a solution from a diverse and highly experienced firm. At BDO, our sustainability service offering and capacities mirror sustainability's dynamic and integrated nature.

Apart from our dedicated sustainable team, we have access to the BDO firm, which is essential to match the all-encompassing nature of sustainability. As a result, we have support from experts in integrated reporting, risk management, socio-economic assessments, actuarial and predictive analysis, data, and technology integration alongside taxation.

Sustainability at BDO forms part of Risk Advisory Services. Our sustainability services can assist you in unpacking the complexity of Environment Social and Governance (ESG) aspects and help you communicate your core business values along with the value it brings. We can help you seize the opportunities, manage risks, and map appropriate actions and strategic decisions to position your organisation as a leader in ESG. Our team possesses the skills, knowledge, and experience to deliver on each aspect of ESG. Our work across multiple sectors and industries have helped us develop an in-depth understanding of sustainability in the business landscape through various contexts.

From in-depth advisory services to leading-edge data and AI solutions, BDO can help you position your business for transformative times by identifying, implementing, and integrating sustainability initiatives as well as ESG compliance.

BDO understands these global challenges and pressures driving sustainability transparency and the evolving nature of indicators. We want to partner with you to unpack this landscape and its implications for your company and its sustainability to meet your environmental, social and governance objectives.



BENEFITS OF ADAPTING AN INTEGRATED SUSTAINABILITY PROGRAMME



From in-depth Advisory services to leading-edge data and AI solutions, BDO can help you position your business for transformative times, identifying, implementing, and integrating sustainability initiatives and ESG compliance.

We can provide businesses with solutions that can simplify the complexities of Sustainability and develop integrated approaches to their sustainability commitments, objectives and challenges. We recognise the dynamic regulatory ESG environment, and we can assist you in meeting your compliance obligations.



Meet The Sustainability Team

Our sustainability professionals understand the dynamics that small businesses and larger companies face. As part of the global BDO network, we provide our clients with support and advisory work to expand into the African continent or internationally, for that matter. Our sustainability team is led by Richard Walker, Head of Risk Advisory Services, our Head of Advisory Thuto Masasa, alongside the Director of Sustainability, Carla Clamp. BDO's sustainability team represents the complexity of ESG. Our qualifications and capabilities cover a wide range of focus areas associated with environmental, social, and governance aspects. As a result, our skill set and experience enable us to untangle these relationships to find straightforward, clear solutions for our clients as they navigate their role in driving a sustainable global development agenda.



Thuto Masasa Head of Advisory

Thuto Masasa is the Head of BDO Advisory Services and is a qualified chartered accountant with extensive experience established over 15 years of working in commerce, assurance and corporate advisory services.

Thuto has actively contributed to integrated reporting thought leadership initiatives, including the JSE Top 100 Listed Companies and State-Owned Companies' Integrated Reporting Awards since their inception in 2011.

She is a member Integrated Reporting Council (IRC) Working Group in South Africa and has participated at the International Integrated Reporting Council groups including presenting at annual conference.

Thuto holds professional memberships with several organisations, including the South African Institute of Chartered Accountants (SAICA), International Regulatory Body for Auditors (IRBA) Integrated Reporting Standing Committee, the Institute of Directors (IoD), and African Women Chartered Accountants Board (AWCA) and has been National Council at the South African Institute International Affairs (SAIIA).

[Click here to read more](#)

Richard Walker Head of Risk Advisory Services

Richard is BDO's Head of Advisory Services with over two decades of experience in Internal Audit, Risk Management, Governance, and SOX Internal Financial Controls consulting. He has a storied history in advising large, high growth and dynamic organisations on improvements in governance, risk management and combined assurance frameworks.

He specialises in control environment evaluation, both design and effectiveness, and advises on implementing or considering strategy and operating models and the impact on the control environment.

Richard has a broad range of clients working both in South Africa and internationally. He plays an active role in helping his clients navigate the regulatory and risk management challenges facing businesses today. He works across multiple sectors covering financial services, Real Estate and construction, manufacturing, mining, tertiary education, and public sector, including donor funding, UNESCO and European Union audits. [Click here to read more](#)



Carla Clamp Director, Sustainability

Carla is the Director of Sustainability with over 20 years of experience in risk management, corporate governance, sustainability consulting, and internal audit services. She has worked on several governance and structural governance projects in the City of Ekurhuleni and the City of Johannesburg. One of these projects included a complete governance, mandate mapping, and restructuring for the City of Ekurhuleni.

Carla is passionate about good governance and has performed many successful Board Assessments and training assignments.

Carla is vastly experienced in corporate governance reviews, governance training for all levels of business staff, remuneration practices, integrated reporting, sustainability assessments, and advisory services, amongst others. Carla has been involved in developing responses to the various King Reports on Corporate Governance in South Africa and written several thought leadership articles. She presents to multiple clients and forums on Corporate Governance and Risk Management topics. [Click here to read more](#)

Akhona Mbebe

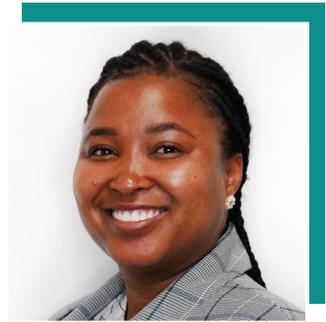
Manager, Sustainability

Akhona is a manager for the firm's ESG division. She has previous experience as a Project Manager for CSIR and an Environmental Scientist for GIBB Engineering & Environmental Scientists.

She did her Environmental Monitoring internship at Department of Agriculture & Rural Development and later joined Royal Haskoning DHV as a Junior Environmental Consultant.

She holds a bachelor's degree in environmental and Water Sciences and Honours in Environmental management.

The knowledge gained through these qualifications allows her to gain skills in climate change advisory, environmental compliance and audits, environmental and social reports, strategic planning, and sustainability reporting.



Karien Erasmus

Senior Manager Sustainability, Climate Change Specialist

Karien is a senior manager in our Risk Advisory Services Division who joined BDO as a Sustainability and Climate Change specialist. She holds a BA Hons in Sustainable Development and a MPhil in Development Practice. Her master's degree in development practice was affiliated with the Global Association of Master's in Development Practice, coordinated by Columbia University in New York. Her thesis dealt with responsible leadership and the application of greenhouse gas target setting methodologies in developing economies. It was selected for publication in the book Sustainable Development Goals for Society, Volume 2, by Springer Nature last year.

Karien has over 15 years experience in the South African and African sustainability space. She is passionate about Africa, its people, and communities' inherent ability to build climate resilience. She has extensive experience in climate change risk assessment, mitigation, and adaptation across various economic sectors. Her work in the climate change space ranges from developing climate change risk policies for several listed, international companies and developing implementation strategies for climate action.

Karien has worked on strategic projects related to climate change for the South African government, including South Africa's first Biennial Update Report, the South African Carbon Offset Administration System, the Green Fund impact analysis, and the climate change risk assessment and adaptation plan for the National Tourism Sector.

In addition to her climate change experience, Karien has worked in the infrastructure and development planning spheres and environmental impact evaluation. Her core focus areas include sustainability risk assessment, strategy development, scenario analysis, climate risk and vulnerability assessment, adaptation planning, and greenhouse gas inventory analysis.

Some of Karien's clients, both past and present, include Horizon Minerals, Oceana, The Office of the Pension Fund Adjudicator, Easigas, Hulamin, Harmony, Gold Fields, Ivanhoe Mines, Gold Fields, Grobank, the Mr Price Group, the National Department of Tourism, the National Department of Forestry, Fisheries and Environment, the Department of Minerals and Energy.

Dineo Mokono

Environment Social Governance (ESG) Manager

Dineo is BDO's ESG Manager who deals with sustainability, OHS, corporate governance and compliance, and risk management. She has 7 years of experience as a sustainability specialist at the South African Post Office, where her primary role included environmental management and energy management.

She holds a BSc in Geology and Geography and a BSc Honours in Environmental monitoring and modelling, alongside a certificate in Environmental Management.



Dineo is experienced in corporate governance reviews, board assessments and training, environmental legal framework and compliance, strategy and policy development, health and safety reviews, governance maturity assessments, and assurance of non-financial information.

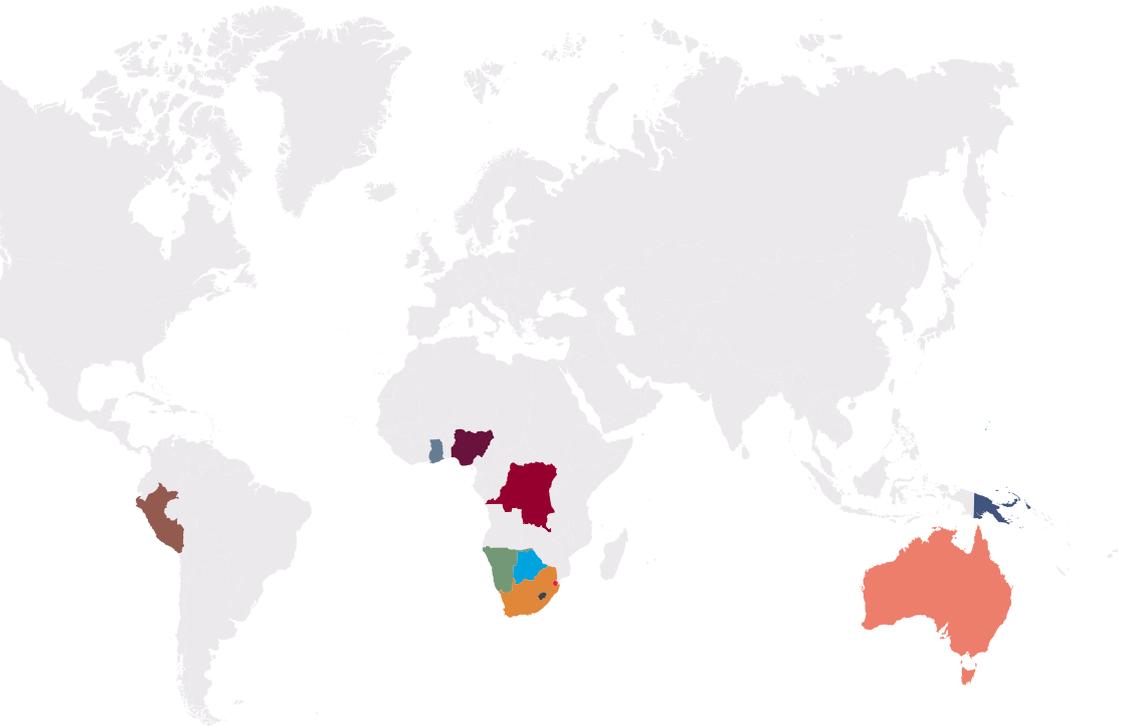
It's clear that our team's combined experience coupled with qualifications in Environmental Sciences, Development Practice, and Psychology enables us to provide exceptional client service. Furthermore, we are members of the Institute of Internal Auditors (IIA), Institute of Directors SA (IOD SA), and the Institute of Risk Management SA (IRMSA).

The team has worked in the following key sectors:

Mining	Energy Sector: renewables and gas	Manufacturing
Freight Services	Financial Sector	Public
Health Sector	Real Estate & Construction	Not for Profit

The South African Sustainability team has worked across Africa and globally in the following countries:

 South Africa	
 Botswana	
 Democratic Republic of Congo	
 Eswatini	
 Ghana	
 Lesotho	
 Namibia	
 Nigeria	
 Australia	
 Peru	
 Papua New Guinea	



"The story of BDO in South Africa is one of which we are all proud of. Our firm has grown significantly and we are proud of our contribution in making BDO one of the fastest growing professional services firms, not only in South Africa, but also the world."

Mark Stewart, CEO



CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.

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THE POWER OF INDUSTRY EXPERIENCE

We have a clear ambition at BDO which sets us apart from other competitor accounting and advisory firms – to provide exceptional client service through demonstrable knowledge, understanding, and focus.

We deliver this ambition because we are passionate about understanding your business, its key drivers, the sector in which you operate, its challenges and opportunities.

We firmly believe that exceptional client service is about the service team's qualities, skills, and behaviours, which is why everyone in our core team has a genuine desire to deliver their best.

Our technical knowledge underpins our sustainability experience, resulting from significant time investment in understanding clients' businesses and providing value solutions. We are well-connected with industry professionals to broaden the depth of our knowledge, and our global ESG group to ensure we are at the forefront of developments in ESG.



Service delivery enabled by technology

ESG and sustainability management are moving into the technological and digital realm in an evolving digital world. At BDO we are comfortable with this transition from spreadsheets to an all-encompassing digital environment. Our sustainability team capacities, combined with the unique skills and expertise in our digital advisory team, ensure that the outputs of our services are useful to support the digital evolution of ESG.

We use several technology solutions developed specifically for BDO:

- ▶ APT Next Generation - a globally developed audit methodology for our professionals to devise proper audit procedures and testing based upon applicable auditing standards as well as to factor in engagement and industry-specific facts and circumstances for all types and sizes of audit engagements.
- ▶ The BDO Client portal – enables transparency, accessibility, and real-time responsiveness.
- ▶ BDO Advantage - our customised automation and data analytics tool which combines smart technology with our knowledge and understanding of our clients' businesses to deliver information for in-depth interpretation.

In addition to the above, our Sustainability team has an analytics license for Refinitiv. Refinitiv is a leading global ESG and sustainability rating tool, which provides in-depth analysis on various market related aspects, as per global stock exchanges. Our license enables us to access this wealth of data and further enhance the sustainability management business case. The use of technology platforms such as Refinitiv to enable us to undertake in-depth research into market trends, innovative solutions and provide clients with up to date analysis relevant to their specific industries. Through Refinitiv we are able to provide expert peer reviews and benchmarking assessments to ensure that clients are aware of trends, improvements and innovations to help them achieve their strategic goals. These tools not only assist our clients but also BDO in thought leadership, global and regional research and up to date information that not only assist clients in ESG but also in other aspects such as finance, investment, reputation, etc. It also provides in-depth sector insight.

Additionally, our sustainability team has an analytics capability and holds licences with leading global ESG and sustainability rating tools. They provide an in-depth analysis on various market related aspects, as per global stock exchanges. Our license enables us to access this wealth of data and further enhance the sustainability management business case. The use of technology platforms allows us to undertake in-depth research into market trends, innovative solutions, and provide clients with up-to-date analysis that is relevant to their specific industries. By using analytics, we can provide expert peer reviews and benchmark assessments to ensure that clients are aware of trends, improvements, and innovations that can help them achieve their strategic goals.

These tools also assist BDO in thought leadership, global and regional research, and current information that assist clients in ESG and other aspects, including finance, investment, reputation, etc. It also provides in-depth sector insight.

Sustainability services: from planning to implementation

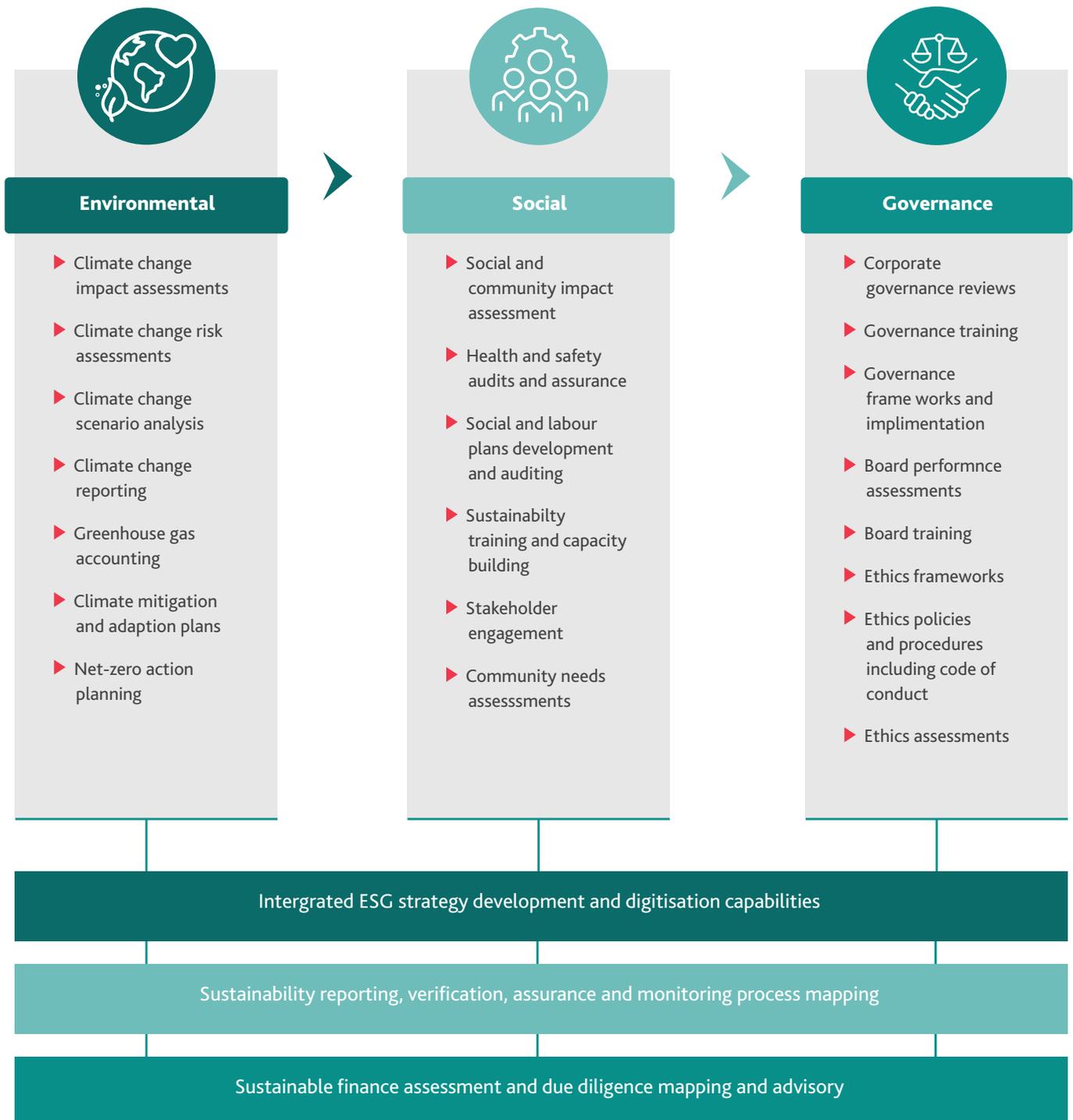
Our services cover all project phases:

1. We'll develop a sustainability risk map and include a robust sustainability policy.

2. Our team will uncover operational targets and take care of reporting and assurance.



We provide the following niche ESG services:



Our local client experience

Recently, we have completed the following assignments for clients in the aviation, FMCG, Mining and manufacturing industries

- ▶ Assurance of sustainability information for two JSE-listed companies in the mining and food production industries.
- ▶ Occupational health and safety reviews for manufacturing industry.
- ▶ Corporate governance reviews including board assessments for the public sector and construction industry.
- ▶ A greenhouse gas inventory for a clothing manufacturer.
- ▶ Sustainable financial analysis for a South African theme park.
- ▶ Greenhouse gas reporting and carbon tax assessment.



Project Example 1: Mid-tier gold mining company in Australia

We assisted a mid-tier gold mining company in Australia with developing a baseline sustainability report as part of the National Australia Bank's due diligence process and aligned to the Sustainability Accounting Standards Board requirements. We assisted the company with determining their material issues, developing their sustainability report, including using innovative reporting technology, and developing a strategic action plan to mature their reporting and sustainability integration.



Project Example 2: Greenhouse Gas Inventory for a manufacturing client

We are assisting a large manufacturing company with developing their first greenhouse gas inventory, aligned to ISO 14064-1:2018. In this regard, we have mapped data collection processes, assisted with determining significant emissions and developed strategies to monitor and track greenhouse gas emissions.



Project Example 3: Limited and reasonable assurance for a FMCG group

We are assisting a large food manufacturing company with a SADC footprint with an assurance of their sustainability information. We are providing limited and reasonable assurance using internationally recognised standards such as the AA1000 and the ISAE 3000.

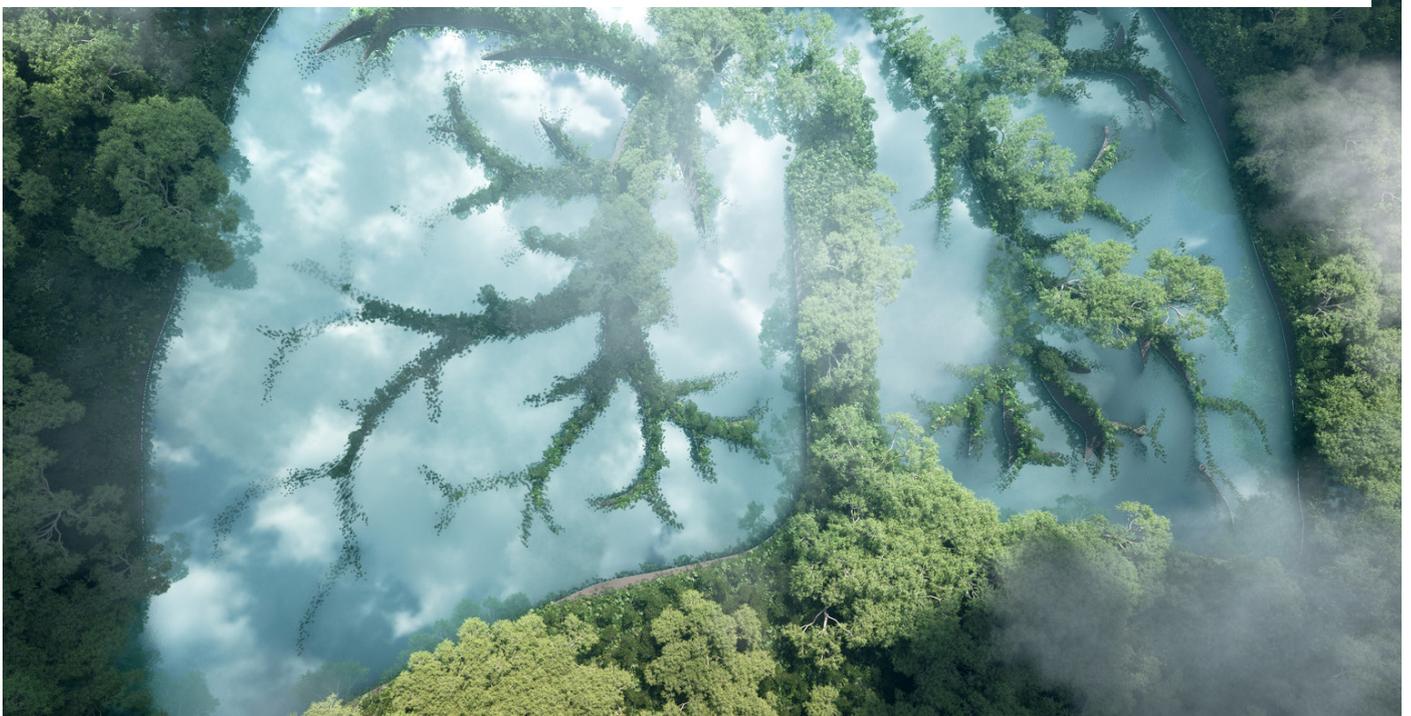
The key performance indicators being assured range from social (CSI projects and spend), environmental including scope of emission and internal controls. We are providing assurance on the information that is to be published in their integrated and sustainability report.



Project Example 4: Review of Social Labour plans

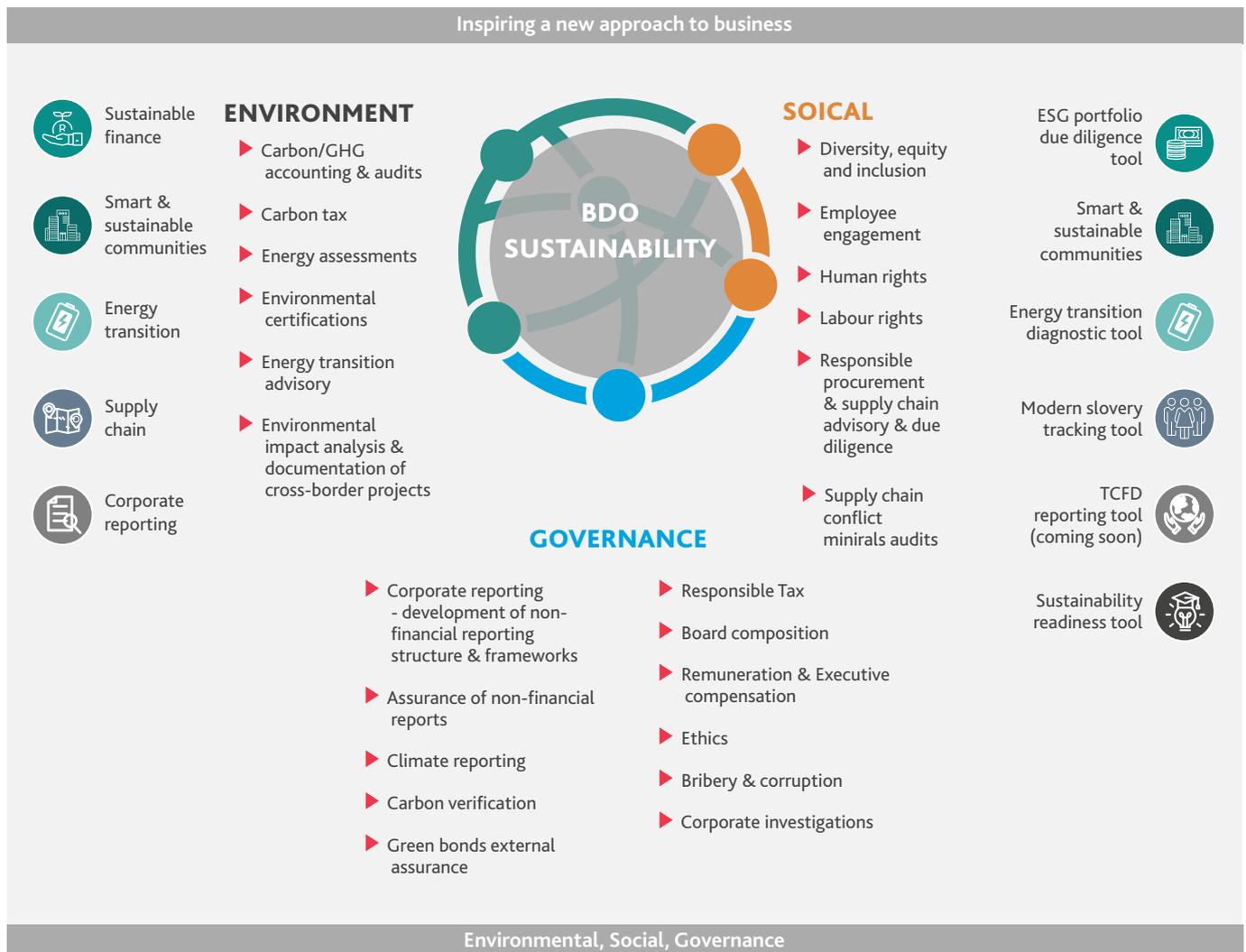
We conducted a social labour plan review of one of the largest platinum mining companies in South Africa. We reviewed compliance with legislation, reporting and actual implementation of the projects stated to the submission to the Department of Mineral Resources.

The aim is to ensure that the mining company meets their compliance and social obligation to ensure that they continue operations.



Global capabilities in this sector

From a global perspective, our dream is to inspire, educate and lead an unstoppable movement for sustainable business practice in our markets and in our organisation. Our sustainability approach aims to create and foster long-term benefits by taking into consideration how we operate within an increasingly complex environment – recognising threats, mitigating risks and capitalising on development opportunities. Find out more about our commitments and our process. Our global sustainability services is illustrated below.



BDO's range of sustainability resources aim to educate, guide, and provide insights into this rapidly evolving global transformation. The firm is committed to helping businesses around the world transform for a sustainable future which is why we guide our clients along their sustainability journey with a practical approach focused on value creation and material risk management.

The toolbox and tools that we use include:



Sustainability Readiness Tool (bdo.no)



Energy Transition Diagnostic Tool (bdo.no)



Smart and Sustainable Tool (bdo.no)



FOR A CLEAR PERSPECTIVE,
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