

Deloitte.

Building better futures

2023 GLOBAL IMPACT REPORT



MAKING AN
IMPACT THAT
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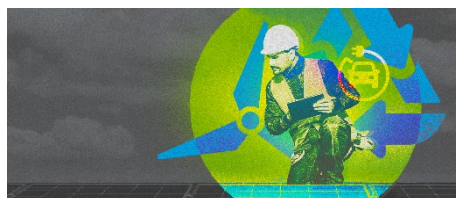


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Letter from leadership

The global business environment has been incredibly dynamic over the past year. The pace of change and the increasing complexity we see in the world around us are relentless—and that momentum shows no signs of slowing down.

While the COVID-19 pandemic shaped the global outlook during the first few years of this decade, driving forces over the past year included unpredictability in the world economy and profound shifts in the geopolitical landscape. The need to adapt and respond to the rapid adoption of game-changing technologies like generative artificial intelligence (AI) has added further complexity. We have seen markets and supply chains disrupted, international relationships rewritten, and expectations about the globalized world economy upended. Amidst all this, also top of mind is the urgency to address climate change and social inequities. The reverberations from each of these forces can be felt around the world and across business, industry, and society.

While this dynamic environment has created challenges, it also continues to bring forth incredible human ingenuity, creativity, determination, and resilience—with the aim of advancing toward a better future. We have been energized by how organizations and individuals have innovated and adapted, and we are proud to work alongside them to help navigate some of the most complex challenges and breakthroughs of modern times.

Leading with purpose

Deloitte's business success goes well beyond financial performance. It is also driven by our commitment to embedding our purpose, to make an impact that matters, in everything we do. We have a responsibility to create a positive impact with our clients, our people, and society. Our organization continues to thrive by focusing on the value we create across all dimensions—environmental, social, governance, and financial.

We also draw strength from our multidisciplinary model, which brings together the tremendous range of experiences and capabilities in our organization globally to address the near-and long-term forces reshaping business and society. Our multidisciplinary model enables us to bring our purpose to life and deliver significant impact for our stakeholders: Deloitte clients value the breadth of capabilities, our people value the

diversity of experiences and career paths, the markets value the quality we deliver, and our communities value the impact we make on many big societal challenges.

Accelerating transformational change

As the pace of change has accelerated, we have continued to help organizations tackle their most complex challenges and guide them on their transformation journeys. We are committed to investing alongside businesses, governments, and communities around the world to develop and deliver breakthrough solutions and services to help advance our collective progress.

Our record of delivering **strong growth** over the past year reflects this. Analysts continue to **recognize Deloitte as a leader** across industries, capabilities, and regions, year after year. And we have again been named the world's **strongest and most valuable commercial services brand** and among the world's **best workplaces**.

This public recognition is underpinned by each of the ways our organization has led with purpose. Across our businesses, Deloitte is focused on guiding organizations' transformation journeys, helping them navigate their most complex challenges, and serving the public interest by delivering on the growing

market demand for climate, energy, nature, equity, and ESG reporting services and solutions. For example, our **Sustainability & Climate** practice has helped organizations accelerate their sustainability journeys, while we have continued to make meaningful progress on our **WorldClimate** ambition, advancing our own progress toward science-based net-zero with near-term 2030 goals. We are leveraging our bold investments in AI, data, cloud, and cyber to deliver innovative and advanced technology solutions. And we have advised organizations on redesigning the talent experience, including adapting diversity, equity, and inclusion strategies for a workplace that's both physical and virtual, while helping ensure our own people have the support, opportunities, and inclusive culture they need to thrive.

Building a more equitable global society

We draw on these same business strengths to help power progress in society, tackling systemic barriers to sustainability, equity, and shared prosperity through our **WorldImpact** agenda. To help foster a more equitable society, we announced a US\$3 billion global societal impact commitment, which complements our **WorldClass** ambition to impact 100 million people with education and career-building opportunities by 2030. We are proud to be a

founding sponsor of the World Economic Forum's Centre for Trustworthy Technology, helping to expand the equitable opportunities of a tech-savvy world.

Measuring and reporting on our impact

With stakeholders continuing to demand greater impact, accountability, and transparency from business, we have set ambitious goals for what is most important to Deloitte. We rigorously measure—and report on—our impact across business, environmental, social, and governance priorities. Measuring our impact helps us keep transforming to meet the ever-changing challenges that face our world.

As an organization that serves as a trusted auditor and adviser to leading companies, we understand the value of external assurance. That's why, starting with FY2023, selected environmental data in this report has been subject to **independent limited assurance**. As the assured data illustrates, our organization is progressing on our journey toward a more sustainable future.

Business shapes the world—and we shape business

Deloitte has a deep history of helping business, government, and society adapt to technological and social changes, as well as shaping the contribution that businesses make to society. That is at the heart of what our organization has been doing for 178 years. Working together, we can help advance equitable and sustainable progress and shared prosperity around the world.



Joe

Joe Ucuzoglu
Deloitte Global CEO

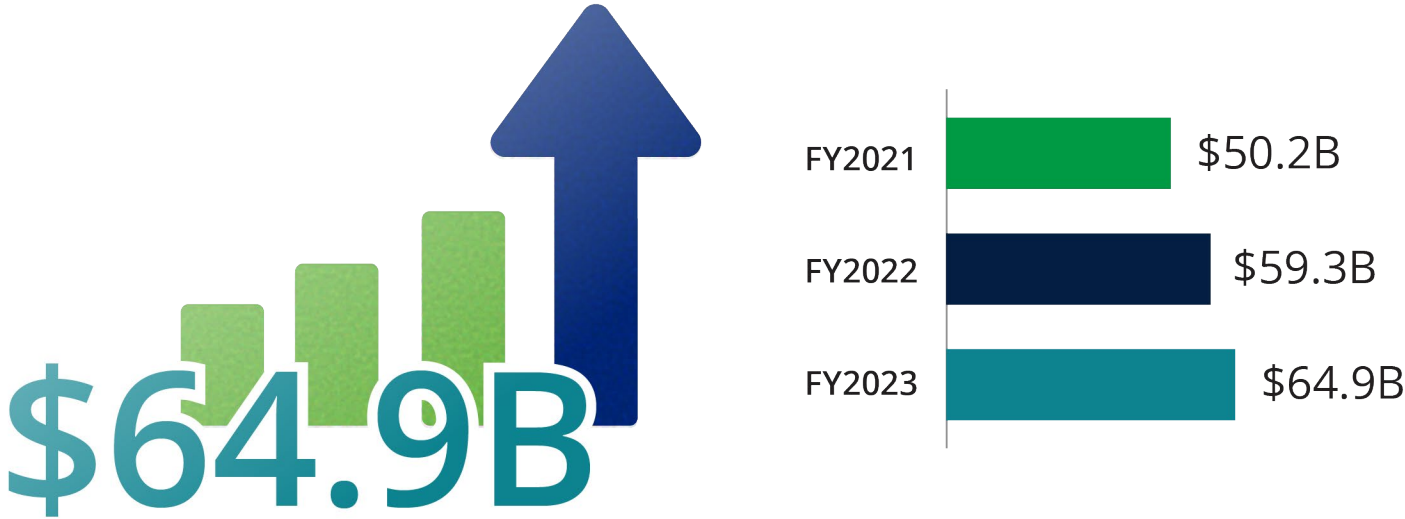
Anna

Anna Marks
Deloitte Global Chair

Business



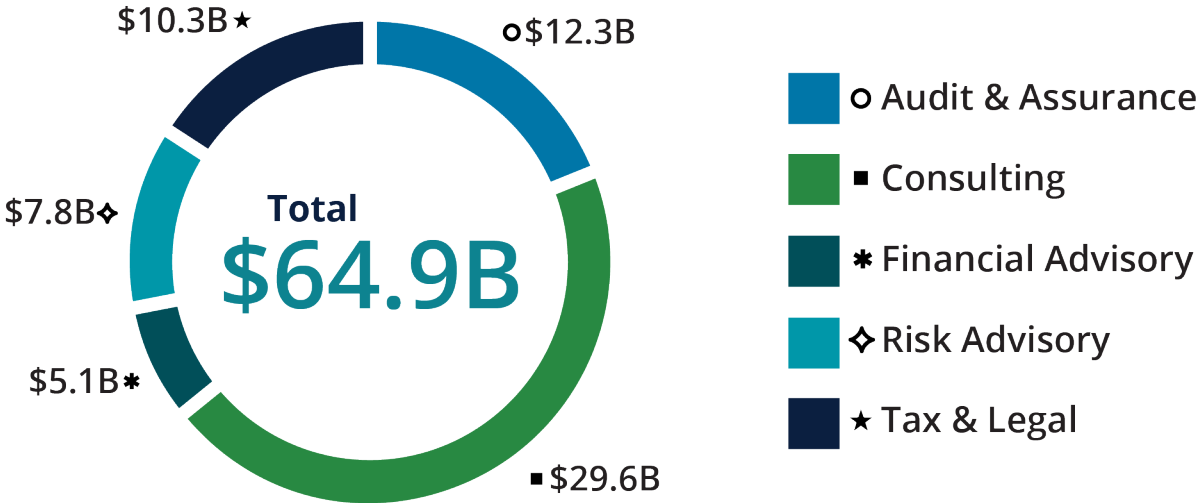
Total revenue



Notes

Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte organization.

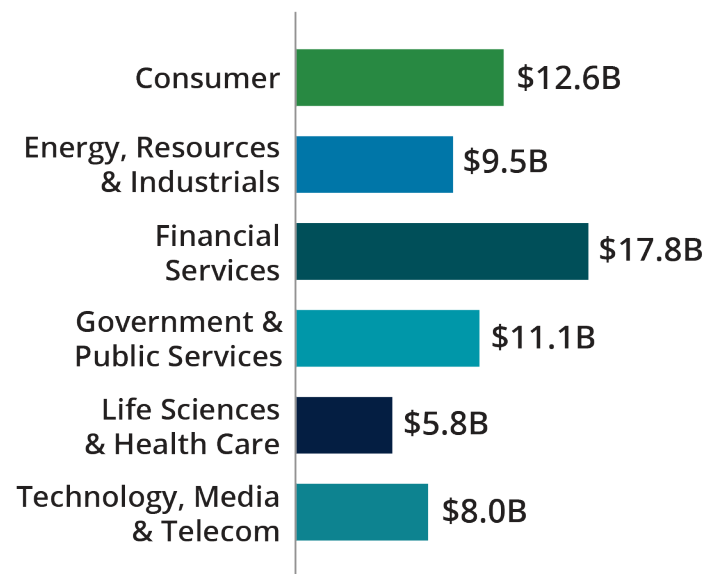
Revenue by business



Notes

Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte organization.
Due to rounding, sum of revenue by business may not equal total.
"Legal" (above) means the legal practices of member firms or their related entities that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

Revenue by industry



Notes

Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by industry may not equal total.

Revenue by region



Notes

Revenue figures are in US\$ billion. Figures are aggregated across Deloitte member firms in the relevant region. Due to rounding, sum of revenue by region may not equal total.

Business



Times of global challenges and rapid advances in technology are naturally also times of uncertainty. The climate crisis, economic and geopolitical shifts, generative artificial intelligence (AI), and other disruptive innovations—there's a long list of complicated matters on today's corporate agenda.

And change is often not simple or comfortable, especially as the transformative developments impacting the business landscape mean that organizations should transform the way they do business too.

In this dynamic environment, Deloitte helps clients chart a clear path forward, delivers deep insights, and enables trust in the capital markets. We make an impact that matters by bringing together Deloitte's multidisciplinary capabilities, global resources, extensive industry experience, market knowledge, and innovative technologies to help solve companies' most complex business challenges and position them to thrive amid disruption.

Powering meaningful, measurable climate action

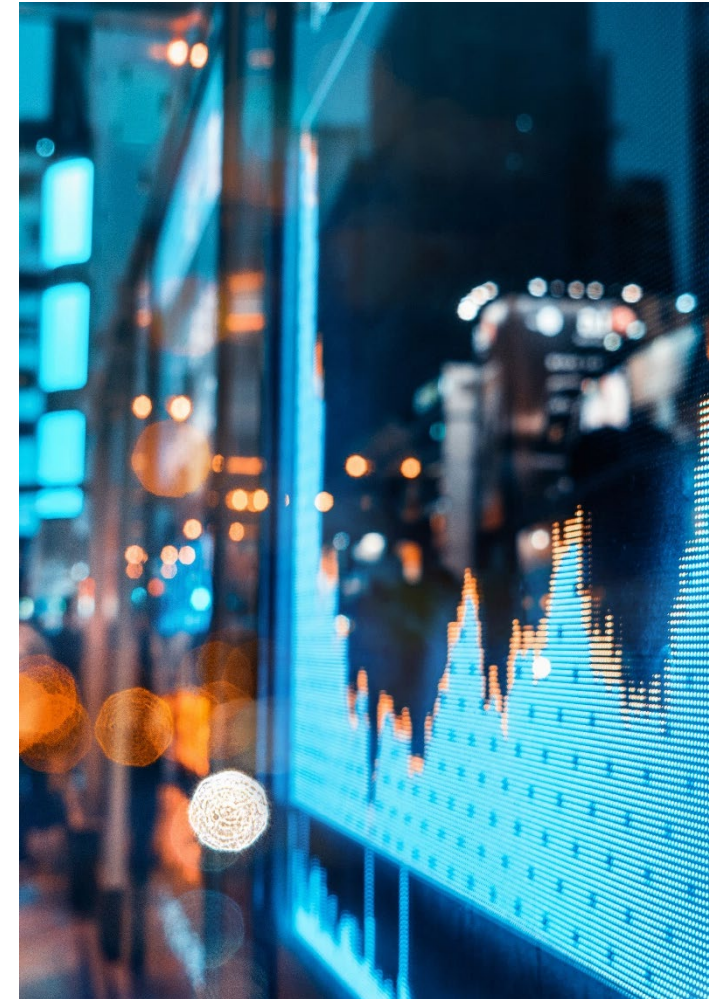
Tackling the climate crisis requires sophisticated solutions and each of us has a role to play, including business. Over the past year, Deloitte's **Sustainability & Climate practice** has worked with companies spanning industries and geographies to turn their climate aspirations into climate action. As global business leaders reevaluate their framework for value creation, with an emphasis on sustainability and a broader set of stakeholders, we introduced Deloitte's **Sustainable Value Map™**, designed to expand perspectives on how an organization's value can be defined and improved in a sustainable world.

Teams from across Deloitte businesses have helped drive meaningful advances in clients' climate-led transformations—from embedding sustainability into their strategies and operations, to measuring and reporting on their progress. For example, Deloitte practitioners guided companies in developing actionable paths to net-zero through Deloitte's GreenLight Solution decarbonization tool, launched in 2023. They helped companies accelerate decarbonization and value creation by bringing together climate technology ecosystems in

a systematic, purposeful way through **GreenSpace Tech**, also launched this year.

Technology solutions are instrumental in the fight against climate change, helping businesses cut through immense amounts of data and information, so that they can feel confident in their ability to take concrete steps to move from strategy to action.

Deloitte teams helped clients position themselves to become sustainability leaders, shape climate-conscious paths to growth, and make an impact for both people and the planet. They developed policy and measurement frameworks to assist clients as they transition their organizations to net-zero, helped empower Indigenous leaders through listening and co-investment in solutions, and helped combat illegal wildlife trade. We also launched the first-of-its-kind **Infrastructure for Good** global barometer with *The Economist*. And as Deloitte clients respond to the ever-evolving market demands and environmental, social, and governance (ESG) reporting requirements, we delivered a broad range of ESG services, including materiality and gap readiness assessment, disclosure preparation, and limited or reasonable assurance.



Navigating digital disruption and transformation

As the pace of digital transformation continues to accelerate, recent disrupters may soon find themselves facing the drivers of disruption too. Wherever they fall on that spectrum, businesses should carefully navigate the powerful pull of technological change. According to Monitor Deloitte's report, [Unleashing value from digital transformation: Paths and pitfalls](#), the appropriate combination of digital transformation actions could unlock as much as US\$1.25 trillion in additional market capitalization across Fortune 500 companies.

Deloitte practices have made bold investments in digital capabilities over the past year, enabling Deloitte practitioners to help their clients address challenges and make the most of opportunities raised by disruptive technologies such as generative AI, 5G, quantum computing, spatial computing, and the metaverse. For example, Deloitte US launched [Unlimited Reality](#) to guide client journeys into the era of spatial computing, creating their own metaverse solutions to help simulate the future of business, as well as a [Generative AI practice](#) to advise them on exponentially enhancing productivity and accelerating the pace of business innovation. Deloitte is also working to

incorporate generative AI into Deloitte platforms to help optimize the way that services are delivered cross-business.

In guiding Deloitte clients through these times of change, we draw on our strong [ecosystem of alliances](#) with many of the world's leading technology providers. During the past year, Deloitte also established alliances with a number of emerging innovative tech companies. From cloud migration to digital transformation, and AI-driven change to workforce reinvention, the combined power of our alliance relationships helps enable us to deliver solutions that add value at each stage of a client's journey.

As we work in this complicated, quickly changing landscape, we are guided by our organization's [Ethical Technology Principles](#), which were developed to help ensure Deloitte's creation and use of technology is trustworthy.

Embedding continuous advantage

Widespread digitalization and ever-changing disruptive technologies—along with evolving regulatory and risk requirements, talent shortages, and the need for increasingly specialized skill sets—can create operational challenges. Over the past year, Deloitte

continued to expand our [Operate](#) services, helping organizations transform and advance critical business functions to increase operational efficiency, add value, and embed continuous advantage into their operations. Deloitte's Operate delivery networks include more than 50,000 practitioners, many working from multi-language delivery centers around the world.

With an appropriate mix of globally and locally available and scalable domain and industry talent, technology, and transformation experience, Deloitte has helped clients tackle some of their toughest challenges in critical areas of business, such as cybersecurity, tax, and risk. For instance, Operate teams have helped clients respond to ransomware attacks and provide 24/7 cybersecurity monitoring, deliver ongoing efficiencies to streamline regulatory filings using AI-enabled platforms, and continually monitor multi-tier global supplier networks for potential disruptions while driving strategies to prevent them.



Building and protecting value and trust

In this complex and constantly changing environment, Deloitte Financial Advisory practitioners acted as trusted advisers for more than 20,000 clients, helping them create and preserve value. Our Mergers and Acquisitions (M&A) services continue to be integral to companies' responses to market volatility and uncertainty, and our Turnaround & Restructuring specialists helped companies navigate banking industry turbulence and wisely use cash reserves and debt markets. Our Forensic practice worked with public and private sector organizations to help address global financial crime; navigate fraud, waste, and matters of abuse; and use digital and AI solutions to manage the risk of malfeasance more effectively.

With our deep portfolio of offerings, Deloitte's Risk Advisory practice continued to provide forward-looking, integrated capabilities around client concerns. For example, with cyberthreats becoming more frequent and sophisticated in nature, our cybersecurity services are designed to help enable the success of Deloitte clients, equipping them to operate securely and grow with confidence. With our latest Cyber offerings—**Managed Extended Detection and Response** and **Digital Identity**—we bring

together experienced practitioners, processes, and market-leading technology to deliver 24/7 vigilance globally for Deloitte clients. For companies operating in industries that are addressing the accelerated transition to the digitalization of their businesses, we can help create a structured approach to their own controls journey in what is often an overly complex environment.

As a leader in quality, Deloitte Audit & Assurance remains committed to our vital role in financial reporting, upholding integrity, independence, and transparency across 180,000+ engagements worldwide. We have won multiple awards for our leading-edge technology and innovative culture. Deloitte Omnia's ESG module was named Digital Innovation of the Year by *International Accounting Bulletin* and received top honors in the "Product" category at the International Innovation Awards by *Enterprise Asia*. Deloitte Audit & Assurance practitioners have also supported non-audit organizations as they navigate the changing landscape of stakeholder needs for more holistic reporting that will tell the story of their business model resilience and broader societal objectives.

Advancing in a shifting landscape

Taxation impacts many of the most important matters facing society, such as action on climate change, policies to tame inflation, and longer-term global economic strategy. The acceleration of new business models is also challenging the tax function in a business in fundamental ways and driving demand to transform tax operating models.

Deloitte's Tax practices helped clients anticipate their needs and navigate the shifting business, regulatory, and economic landscape. Among these shifts are the Organization for Economic Co-operation and Development's (OECD's) two-pillar approach to tax challenges arising from the digital economy, as well as the digitalization of tax authorities, which is driving demand for transparency and technology solutions. Clients are also seeking increased support of the finance function, M&A activity, and supply chain reconfigurations. Deloitte Tax practitioners helped organizations address these developments, including major implications for data quality and access, with advanced tools that automate processes, speed response times, and improve accuracy.

Increasing regulatory, business model, and environmental change has driven demand for Deloitte Legal services. For example, Deloitte Legal practices continued to work with clients on workforce policies to accommodate the now permanent reality of remote and hybrid working, as well as navigate employment laws that could affect workers' rights and well-being, in an environment where attracting and retaining talent has been challenging.

The digitalization of many aspects of work has also ushered in a host of legal complexities, requiring legal considerations to be embedded in the inner workings of a business. The rapid advancement of generative AI has given rise to numerous legal complexities that Deloitte is helping clients to navigate, drawing on Deloitte Consulting practitioners' deep technical knowledge and Deloitte Legal's capabilities. As digital transformation becomes increasingly central to business strategy, we continue to help clients transform their legal departments' operating models with the aim of improving the accuracy and speed of processes, gain cost efficiencies, and uncover new insights using advanced analytics, particularly in managing contract life cycles, collaborating with advisers in real time, and automating routine tasks.



Artificial intelligence and innovation

Over the past year, Deloitte innovation focused on investments across several thematic areas and businesses.



Generative AI

The emergence and rapid advancement of generative artificial intelligence (AI) has unlocked a host of new marketplace applications and a surge of productivity growth, and Deloitte is well positioned to help clients capture these new opportunities.

In 2023, Deloitte US launched a Generative AI practice to help clients harness the power of applied AI and discover ways to exponentially enhance productivity and accelerate the pace of business innovation. Deloitte practitioners guide clients in designing their generative AI strategies and help them plan, build, implement, and operationalize solutions built on the leading foundation models. At the core of the US practice is a generative AI market incubator with a dedicated team of engineers focused on the development of generative AI pilot programs, demos and proofs of concept, and leading practices. The incubator is also supported by a research and development team working alongside leading technology providers in Deloitte US alliance relationships to train and calibrate foundation models, with a focus on mitigating bias and increasing quality of results throughout the life cycle.

The US Generative AI practice works in conjunction with the Deloitte AI Institute, which supports the responsible growth and development of AI through engaged conversations and market perspectives globally. Deloitte practitioners help clients activate a wide range of generative AI use cases and deploy transformative new applications that have the potential to enhance productivity, amplify creativity, and accelerate the pace of business innovation. As generative AI evolves, ethical, legal, and policy considerations are emerging to support and protect organizations and their users and drive their success. Deloitte is committed to the safe and responsible use of generative AI, guided by our **Trustworthy AI™ framework**, which helps clients develop necessary safeguards and balance competing ethical priorities during product development and operation.

Total M&A solution

Mergers and acquisitions (M&A) are more than just a chance to execute a disruptive business strategy. They can be game-changing moments with opportunities to blaze a bold new trail and create a positive impact, both in business and on society. Throughout the M&A life cycle, Deloitte's **Total M&A Solution** provides cognitive enablers and accelerators to bring the power of automation, analytics, and machine learning to M&A transactions. The integrated set of innovative technologies offers M&A solutions that can be tailored to each client's transaction journey—and helps map the path ahead. As a result, Deloitte practitioners can provide in-tune M&A advice by accessing deeper insights earlier, handling deal complexities, anticipating what's around the next curve, and effectively preparing organizations for change.

Pillar Two Compliance and Reporting solution

The Organization for Economic Co-operation and Development's (OECD's) Pillar Two model rules require that in-scope multinational companies pay a minimum level of tax on income arising in the jurisdictions where they operate. These rules are likely to have

a significant impact on tax operations, as they change many aspects of how global businesses are taxed—and in turn, their data requirements, calculation, and reporting demands. To comply, businesses should coordinate end-to-end tax, finance, IT, and legal inputs. This includes having access to the right data at the right level of detail, evaluating existing technology, generating calculations, preparing and training resources, and managing stakeholder expectations.

Deloitte has developed technology to help multinational businesses plan for and comply with these complex new rules. The Deloitte Pillar Two Compliance and Reporting solution will help enable Deloitte practitioners and clients to collaborate on and manage the end-to-end safe harbor, forecast/provision, and compliance process. It will also provide comprehensive data transformation and import capabilities, and distributed data collection, to help ensure clients can collect the information needed for the Pillar Two process and return.

Deloitte Omnia digital audit platform

Deloitte Audit & Assurance practices continue to invest to transform our audit services to be highly responsive to organizations' evolving needs in the dynamic regulatory landscape.

Deloitte Omnia, our digital audit platform, enables Deloitte audit practitioners to execute their audits digitally while maintaining high-quality audit standards and meeting deadlines.

Additionally, Deloitte has developed an ESG module for Deloitte Omnia: a structured framework powered by AI that addresses multiple standards, disclosure frameworks, and rising regulator expectations. Omnia's ESG module was named Digital Innovation of the Year by the *International Accounting Bulletin* in 2022.

Clare Harding

Deloitte Global Innovation Officer
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Deloitte core services

Audit & Assurance

Audit Services
Assurance Services

Consulting

Strategy, Analytics, and M&A
Customer & Marketing
Core Business Operations
Human Capital
Enterprise Technology & Performance

Financial Advisory

Corporate Finance, M&A, and Restructuring
& Performance Improvement
Valuation, Modeling, and Economic Advisory
Infrastructure, Real Estate, and Climate &
Sustainability
Forensic, Financial Crime, and Discovery &
Data Management

Risk Advisory

Accounting & Internal Controls
Cyber & Strategic Risk
Regulatory & Legal Support

Tax & Legal

Tax Services for Businesses
Global Employer Services
High Net Worth Tax Services
Legal

Notes

The above list of services is a representative sampling of Deloitte business capabilities. Deloitte offers many services, not all of which are available from every Deloitte firm and not all of which are permissible for audit clients under various professional and regulatory standards.



Locations

Geographies with at least one Deloitte office in operation during FY2023 are listed below. These are listed for ease in identifying locations where Deloitte has a presence. They are not intended as statements on political sovereignty.

Please visit www.deloitte.com/GlobalOfficeDirectory and contact an office near you to inquire about Deloitte capabilities to provide services in locations not listed below.

Albania
Algeria
Andorra
Angola
Argentina
Armenia
Aruba
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belgium
Benin
Bermuda
Bolivia
Bosnia-Herzegovina

Botswana
Brazil
British Virgin Islands
Brunei Darussalam
Bulgaria
Cambodia
Cameroon
Canada
Cayman Islands
Chad
Channel Islands (*Jersey and Guernsey*)
Chile
China
Colombia
Congo (*Brazzaville*)
Congo (*Democratic Republic of*)
Costa Rica
Croatia
Curaçao

Cyprus
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Equatorial Guinea
Estonia
Finland
France
Gabon
Georgia
Germany
Ghana
Gibraltar
Greece
Greenland
Guam

Guatemala
Honduras
Hungary
Iceland
India
Indonesia
Iraq
Ireland
Isle of Man
Israel
Italy
Ivory Coast
Japan
Jamaica
Jordan
Kazakhstan
Kenya
Korea (*Republic of*)
Kosovo



Kuwait	Mozambique	Portugal	Trinidad and Tobago
Kyrgyzstan	Myanmar	Puerto Rico	Tunisia
Lao PDR	Namibia	Qatar	Turkey
Latvia	Netherlands	Romania	Turkmenistan
Lebanon	New Zealand	Saudi Arabia	Uganda
Liechtenstein	Nicaragua	Senegal	Ukraine
Lithuania	Nigeria	Serbia (<i>Republic of</i>)	United Arab Emirates
Luxembourg	North Macedonia (<i>Republic of</i>)	Singapore	United Kingdom of Great Britain and Northern Ireland
Malawi	Northern Mariana Islands	Slovak Republic	United States
Malaysia	Norway	Slovenia	Uruguay
Malta	Oman	South Africa	Uzbekistan
Marshall Islands	Palau	Spain	Venezuela
Mauritius	Palestinian Territories	Sri Lanka	Vietnam
Mexico	Panama	Sweden	Yemen
Micronesia (<i>Federated States of</i>)	Papua New Guinea	Switzerland	Zambia
Moldova (<i>Republic of</i>)	Paraguay	Taiwan (<i>China</i>)	Zimbabwe
Monaco	Peru	Tanzania (<i>United Republic of</i>)	
Montenegro	Philippines	Thailand	
Morocco	Poland	Togo	



Environmental



WorldClimate



Reduce emissions

Commitment to science-based net-zero with 2030 goals

Embed sustainability

Address internal policies and practices

Empower individuals

Educate and inspire Deloitte people to act on climate change

Engage ecosystems

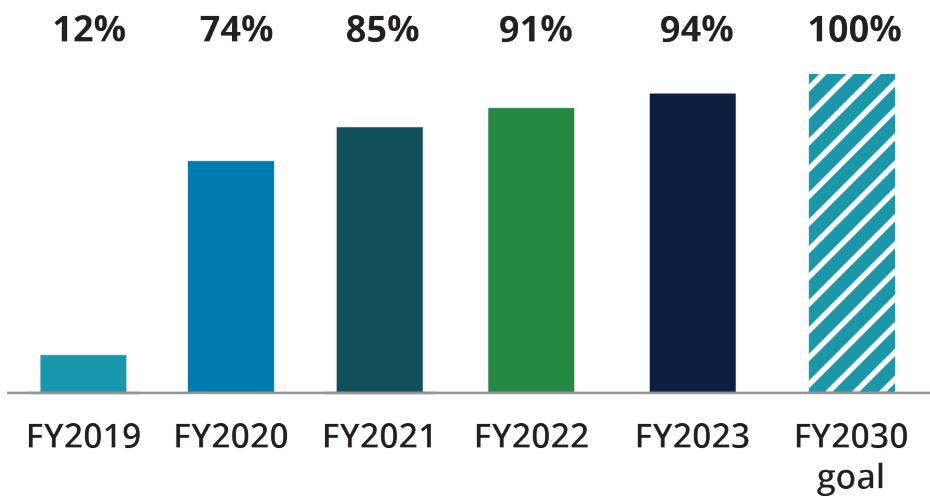
Engage with ecosystems to address climate change

Commitment to science-based net-zero with 2030 goals



- 1** Reduce emissions from business travel 50% per full time equivalent from 2019 levels
- 2** Source 100% renewable energy for Deloitte facilities
- 3** Transition fleets to 100% electric vehicles
- 4** Engage Deloitte's supply chain to set science-based carbon reduction targets
- 5** Invest in meaningful market solutions to compensate for remaining emissions

Renewable electricity consumption

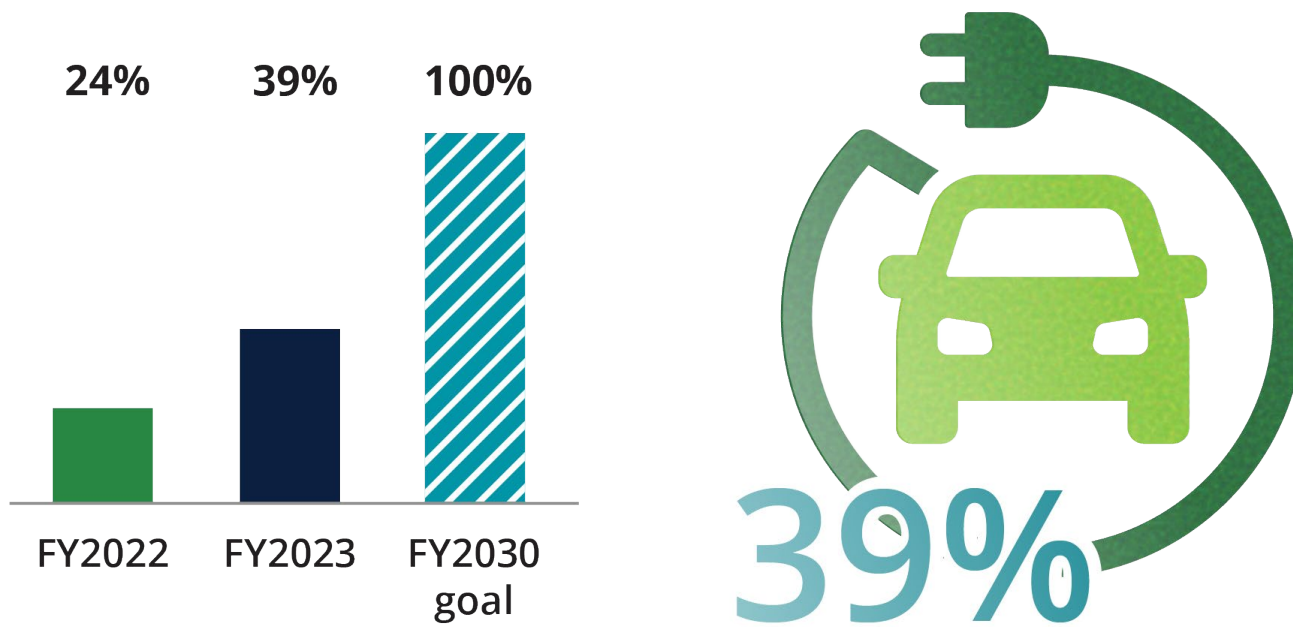


Notes

Figures are aggregated across the Deloitte organization. Where possible, Deloitte firms procure and claim renewable energy in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte firms may procure renewable electricity from a neighboring country. This allows Deloitte to demonstrate commitment to our renewable electricity target and signal market demand.

As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported in the Global Impact Report and within RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.

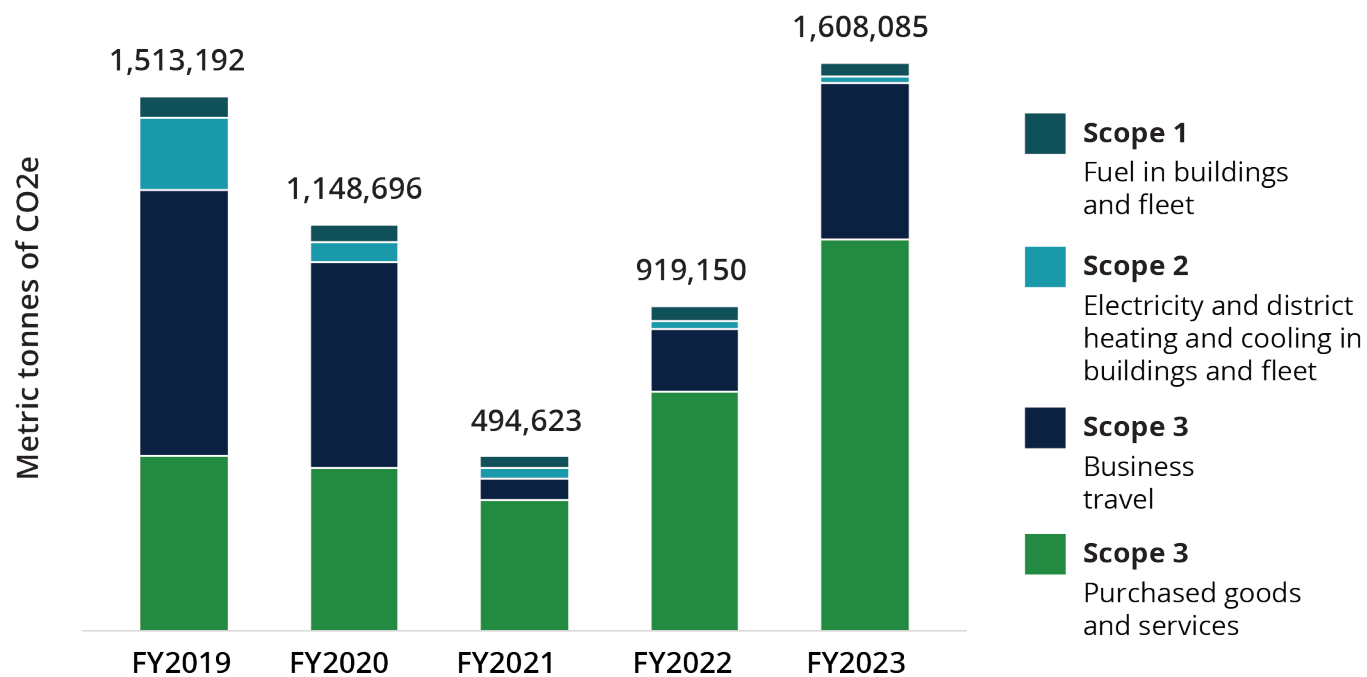
Electric fleet



Notes

Figures are aggregated across the Deloitte organization.

Greenhouse gas emissions by scope



Notes

Figures are aggregated across the Deloitte organization. In FY2023, Deloitte revised the methodology for calculating purchased goods and services (PG&S) emissions. For comparability, this change in methodology has been retroactively applied to previously reported PG&S amounts, which has resulted in a recalculation and restatement of PG&S amounts and emissions totals for the base year and all the previous years' data shown in this report. Additional details on this restatement are provided in the *Deloitte Global FY2023 Basis of Reporting*

Environmental

From droughts and wildfires to hurricanes and flooding, extreme weather events are becoming more frequent and severe, and the climate crisis has emerged as one of the defining challenges of our time.

But over the past year, we have also been reminded how big challenges can inspire tremendous human ingenuity and creative solutions. Organizations committed to climate action are taking significant steps to bring their commitments to life, even in the face of economic headwinds and an energy crisis.

Deloitte is helping to lead the way toward a lower-carbon future by advising clients on their sustainability journeys, as well as through our own meaningful, measurable actions. We are also extending our impact by empowering our 457,000 people around the world, influencing our suppliers and engaging across the broader ecosystem.



Helping clients take action

Recognizing that business has a critical role to play—and that, according to Deloitte Global's 2023 [CxO Sustainability Report](#), more than 60% of CxOs say climate change will have a high impact on their organization's strategy and operations over the next three years—we have deepened Deloitte's collaborations with clients and other organizations to help advance climate action.

Over the past year, the Deloitte [Sustainability & Climate](#) practice globally has worked with clients from across industries and around the world to meaningfully embed sustainability into their decision-making and operations. By bringing together leading sustainability technology with proven business capabilities, Deloitte is helping to drive rapid and significant progress on organizations' climate-led transformations.

Two innovative offerings, launched earlier this year, help make that progress possible. Deloitte's [GreenLight Solution](#), a modular system of end-to-end decarbonization software, helps enable companies of virtually any size, maturity, or geography to assess their carbon footprint and emissions baseline, then develop a clear, actionable roadmap to net-zero.

[GreenSpace Tech](#) helps accelerate decarbonization and value creation by providing businesses with access to a robust ecosystem of climate technologies and innovators to quickly track, develop, and deploy climate tech solutions.

In addition, the [Deloitte Center for Sustainable Progress](#) has published forward-looking research on topics that are top of mind for business leaders. [Hydrogen: Making it happen](#) outlines the practical solutions needed to kick-start the large-scale deployment of clean hydrogen, while [Work toward net zero: The rise of the Green Collar workforce in a just transition](#) explores the shifts in workforce skills needed to move rapidly to a lower-carbon economy.

Advancing our own sustainability journey

We work across our global network to advance *WorldClimate*, Deloitte's environmental sustainability ambition. *WorldClimate* consists of a two-pronged approach: actions we take and actions we inspire. Recognizing that collective action is required to effectively tackle the climate crisis, Deloitte is committed to taking measurable, decisive action on climate change, empowering Deloitte people and engaging the broader ecosystem to create solutions that

facilitate the transition to a low-carbon economy. Deloitte's near-term (2030) greenhouse gas (GHG) reduction goals have been validated by the Science Based Targets initiative (SBTi) as 1.5° C-aligned, science-based targets. Deloitte has also committed to set long-term emissions reduction targets using the SBTi's Net Zero Standard.

We are embedding sustainability into processes and practices throughout the organization, including procurement, and measuring performance against our goals. For instance, Deloitte continues to advance our commitments to the three core initiatives of the Climate Group supporting the advancement of renewable electricity (RE100), electric vehicle (EV) adoption (EV100), and energy efficiency/productivity (EP100). In FY2023, 94% of the energy Deloitte purchased was renewable energy. Looking across our global network, Deloitte North and South Europe (Deloitte NSE) has continued to electrify its fleet, 42% of which now consists of EVs and plug-in hybrids, while The Ridge, Deloitte Africa's Cape Town office, received the Gold Award in the "Best Sustainable Designed Commercial Building Globally" category at the *World Architecture News Awards*.

As we strive to approach environmental matters holistically, it's important to also consider our impact on nature and biodiversity. This is a critical topic for many companies, who turn to us for guidance on developing their nature and biodiversity strategies. While our organization's direct impacts in this area are limited, we are developing a global nature and biodiversity strategy to help address and mitigate impacts throughout our value chain and support nature-positive solutions.

Deloitte also continues to build on our work with Indigenous peoples, including in Australia and Canada, to advance nature-based climate solutions. We recognize the importance of honoring the knowledge of these communities and supporting Indigenous-led climate solutions that embed traditional ecological knowledge. For example, Deloitte Australia owns and manages The Deloitte Carbon Forests, properties that are designed and managed to deliver benefits for biodiversity and local communities, allow for agricultural production, and strengthen Traditional Custodian relationships. Deloitte Australia collaborated with environmental organizations and with Indigenous leaders to help deliver these benefits. In addition, Deloitte and the World Economic Forum (WEF) jointly published [Embedding Indigenous Knowledge in the Conservation and Restoration of Landscapes](#),

which explores how organizations can co-invest with Indigenous leaders to help bring value to both corporate action on nature and the long-term health of nature.

Measuring and reporting on our progress

Clients and other stakeholders are increasingly calling on organizations to report transparently on their ESG performance. Deloitte is a committed leader in this area, reporting our performance against the WEF stakeholder capitalism metrics (SCM) and aligning with the Global Reporting Initiative. We earned **an A-rating from CDP** for our FY2022 response to its climate change questionnaire. In addition, Deloitte has continued its disclosure following the recommendations of the Task Force on Climate-related Financial Disclosures.

We, together with the coalition of companies supporting the WEF SCM initiative, have continued to advocate for a comprehensive global baseline for sustainability reporting based on the International Sustainability Standards Board's (ISSB's) standards (ISSB Standards). As part of this initiative, in June 2023, ISSB and WEF concluded a Memorandum of Understanding, which creates a mechanism for the WEF business community to share leading practices and practicalities of adopting the ISSB Standards and to offer insights and

corporate perspectives into the standard-setting process.

The ISSB issued its first International Sustainability Disclosure Standards, IFRS® S1 and S2, in June 2023. Deloitte issued a **statement welcoming the ISSB Standards'** publication and supporting their adoption around the world. To help ensure the inclusive development and widespread implementation of the standards, the IFRS Foundation launched the Partnership Framework for Capacity Building at COP27, the 2023 UN conference on climate change. Deloitte is a founding signatory and will continue to support companies, investors, and other capital market stakeholders as they prepare to use the ISSB Standards.

Assurance helps to enhance trust in sustainability information and is a critical component of an effective governance structure. We continue to evolve our methodologies, upskill our practitioners, adhere to strict ethics and professional standards, and engage technology to deliver high-quality assurance services. Importantly, starting with FY2023, selected environmental data in this report has been subject to **independent limited assurance**.

The power of our people

Deloitte continues to empower our people to take climate action and make environmentally responsible choices. During the past year, we launched a new [Sustainability & Climate learning program](#) to help give Deloitte people the critical insights needed to expand their skill sets, grow their careers, and serve as trusted advisers to clients as they transform their organizations.

While business travel has resumed in most parts of the world following the COVID-19 pandemic, Deloitte is pursuing a variety of initiatives to help reduce the impact of our travel, an important part of our *WorldClimate* ambition. For example, Deloitte US recently launched its TravelSight dashboard, which combines data related to modes of travel, office visits, and expenses to support environmentally minded decision-making related to travel. Similarly, Deloitte Asia Pacific and Deloitte Global's "Moments that Matter" travel guidelines were developed to support vital in-person touchpoints while keeping climate priorities in balance. By traveling smarter, we can help reduce the scope 3 carbon cost to clients, while also supporting the work-life balance of Deloitte people.

Our Green Teams, led by Deloitte people, foster internal grass roots efforts to promote more sustainable choices in Deloitte offices around the world and encourage community volunteering with environmental non-profit organizations. Deloitte also hosts internal virtual spaces for sharing inspiring ideas and prompting discussions that drive action—such as organizing a six-week vegan challenge or an office recycling or clothing drive. During Earth Month, we explored the individual actions each of us can take in our daily lives, in addition to the work Deloitte does for clients, to help build "[Better Futures. Together.](#)", with a special focus on the circular economy, nature and biodiversity, and decarbonization.

Environmental impact across our ecosystems

Over the past year, we also continued to engage with like-minded organizations across our ecosystems to help inspire action, increase demand for sustainable products and services, and develop solutions.

As part of Deloitte's commitment to WEF's [First Movers Coalition](#), we are participating in aviation sector working groups to help enable further design and implementation of several sustainable aviation fuel (SAF) initiatives.

It's a priority for Deloitte, as an organization that utilizes air travel, to collaborate and help expand the market for low-emission transportation solutions. Reporting and accounting of SAF purchases is a developing area that can benefit from connecting efforts by numerous stakeholders across the SAF value chain. Deloitte is participating in the development of a chain of custody framework for transport decarbonization through membership in the governing board of the [Book and Claim Community](#), formed by the Smart Freight Centre and the Rocky Mountain Institute. We also purchased SAF from various participants in the market, both to signal demand for SAF and to deepen our own market knowledge. In addition, Deloitte helps accelerate SAF usage as a founding member of the [Sustainable Aviation Buyers Alliance](#) and through our involvement in WEF's [Clean Skies for Tomorrow Coalition](#). We also help advance climate action more broadly through WEF's [Alliance of CEO Climate Leaders](#).

Recognizing the power of young people to embrace and drive the principle of sustainable living, Deloitte is collaborating with [Junk Kouture](#), a recycled fashion competition with an education platform, to inspire and empower the circular engineers of tomorrow.

We have created opportunities for their voices to be heard at events such as COP27 and the WEF Annual Meeting in Davos and developed a masterclass curriculum focused on sustainability and climate and diversity, equity, and inclusion.

Last November, Deloitte helped launch the International Olympic Committee **Climate Action Awards**, which will honor athletes and sports organizations within the Olympic Movement who are tackling climate change. As a Worldwide Olympic and Paralympic Management Consulting Partner (TOP), Deloitte is supporting the IOC Climate Action Award x Innovation, which recognizes innovation and education efforts focused on reducing emissions to help create a more sustainable future.

Deloitte is also a contributor to the Sustainable Markets Initiative (SMI) and collaborates with SMI on its mission to build a coordinated global effort within the private sector to help accelerate the achievement of global climate, biodiversity, and Sustainable Development Goal targets.



Environmental progress

Taking meaningful, measurable actions to embed sustainability throughout our organization is a cornerstone of *WorldClimate*, Deloitte's environmental ambition. In FY2020, our near-term (2030) greenhouse gas (GHG) reduction goals were validated by the Science Based Targets initiative (SBTi) as 1.5° C-aligned, science-based targets. Over the past year, we have continued to work toward achieving these targets, recognizing the increasing urgency of the climate crisis.

FY2023 Scope 1 and 2 emissions decreased 79% compared to base year emissions, exceeding our organization's 2030 SBTi goal of a 70% reduction in Scope 1 and 2 emissions. These reductions are primarily driven by purchases of renewable energy, transition to electric vehicles in Deloitte firm fleets, and a change in policy regarding accounting for fleet emissions where Deloitte has no operational control.

Progress toward Deloitte's 2030 goal of a 50% reduction in business travel emissions per Full-Time Equivalent (FTE) slowed considerably in FY2023 due to travel rebounds following the COVID-19 pandemic. This is a significant challenge for professional services organizations like Deloitte, as well as companies across

numerous other industries where travel has long been a core component of doing business. Deloitte is continuing to implement guidance and practices aimed at addressing business travel intentionality and exploring additional ways to reduce travel emissions through value chain mitigation measures like sustainable aviation fuel certificate purchases. Increasingly, clients are asking Deloitte to report client-specific travel emissions and set goals to reduce them. We welcome such opportunities to work together with Deloitte clients to reduce emissions in this critical area.

Additional information on business travel initiatives is provided in the [Environmental article](#) in this report.

Our emissions from Scope 3 Purchased Goods and Services increased in FY2023 by 63% compared to FY2022. While the amount of goods and services procured by Deloitte increased by a small percentage, the emissions factors used for those goods and services increased significantly in many cases, contributing to the emissions increase. Calculating emissions from goods and services carries the most uncertainty, as spend data is used to approximate emissions rather than activity data. Deloitte observed that industry average emission factors tend to increase significantly as organizations improve completeness of their emissions reporting.

We will continue to work closely with our suppliers toward achieving our goal of having 67% of them, by emissions, set science-based targets by 2025. Over time, as suppliers set goals and have success in their journey towards meeting them, we anticipate Scope 3 emissions for this category will decrease.

Additional details of our GHG emissions and performance against goals are included in the [Performance metrics and reporting frameworks](#) summary.

Advancing fleet electrification

Deloitte continues to advance our commitment to the [Climate Group's EV100 initiative](#), which seeks to accelerate the transition to 100% electric vehicles (EVs) by 2030. Looking across our global organization, Deloitte's fleet has advanced from 24% EVs in FY2022 to 39% in FY2023.

Deloitte member firms are helping to drive this effort. For example, this year Deloitte North and South Europe (Deloitte NSE) implemented guidance that all new vehicle purchases must be hybrids (either a conventional combustion hybrid or a plug-in electric hybrid) or full-battery EVs. In FY2023, 42% of Deloitte NSE's fleet now consists of EVs and plug-in hybrids.

Prioritizing renewable electricity

Deloitte is likewise committed to the **Climate Group's RE100 initiative**, supporting the advancement of renewable electricity. We continue to make progress toward our goal of procuring 100% of our electricity from renewable sources, achieving 91% in FY2022 and 94% in FY2023. This goal is not without its challenges for a large global organization like Deloitte, which seeks to purchase renewable electricity for a highly distributed load that spans markets around the world. Where RE100-compliant renewable electricity cannot be sourced, Deloitte firms sometimes source renewable energy attributes from a neighboring geography. This enables Deloitte to demonstrate commitment to our renewable electricity target, help expand the market for renewable electricity in adjacent geographies where it is available, and promote the economic opportunities that come with opening or expanding in-country supply.

Achieving 100% renewable electricity requires the development of vitally important renewable electricity projects, infrastructure, and associated contracts in each market where Deloitte operates. In addressing these matters, Deloitte seeks to engage key stakeholders and looks to aggregate demand with others in order to open markets to voluntary procurement of renewable electricity.

Transitioning our approach to support a low-carbon economy

Deloitte has committed to invest in meaningful market solutions for the emissions we cannot yet eliminate. In recent years, we have compensated for unabated emissions through carbon credit purchases as a means to promote the advancement of sustainability solutions, while also recognizing that this does not replace the need to reduce emissions in line with science. In FY2021 and FY2022, Deloitte purchased certified carbon credits for 100% of emissions from operations and business travel.

We continue to explore and seek to adopt leading practices around climate investment and supporting the transition to a low-carbon economy through beyond value chain mitigation. We recognize that purchasing carbon credits, while an important mechanism to bring funding to new climate abatement projects, is only one piece of the puzzle. A comprehensive approach to global decarbonization is needed.

Based on this, in FY2023 Deloitte began transitioning our approach to expand our investment in beyond value chain mitigation to a portfolio of innovative beyond-compliance or credited investments in climate mitigation measures that otherwise may not occur without

external funding. We are beginning this transition through the implementation of a voluntary internal carbon price. Deloitte's internal carbon price is designed to secure a consistent level of investment by establishing a floor price, though Deloitte firms are encouraged to apply a higher price as they implement this new financial mechanism. A floor price was established to remove barriers to the adoption of the carbon price in the Global South, given the disparity in both wealth and emissions between the Global North and Global South. We will continue to reassess our approach to carbon pricing in future years, and anticipate gradually increasing the minimum carbon price to align with leading benchmarks and expanding the scope to cover additional sources of emissions. We will also continue to evaluate the most impactful uses of funds collected through implementation of our carbon price.

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Climate considerations in financial statement audits

Deloitte's commitments to people, the planet, and our Purpose are reflected throughout our organization's strategy, operations, and stakeholder engagement. As it relates to auditors, generally accepted auditing standards require auditors to identify and assess the risks of material misstatement in the financial statements of the companies they audit, and to design and perform audit procedures responsive to those risks, including, when relevant, climate-related risks.

Specifically, within Deloitte's Audit & Assurance (A&A) practice, Deloitte is committed to supporting net-zero ambitions by planning and performing financial statement audits with a focus on quality, integrity, and objectivity and in accordance with the relevant laws, regulations, and professional standards.

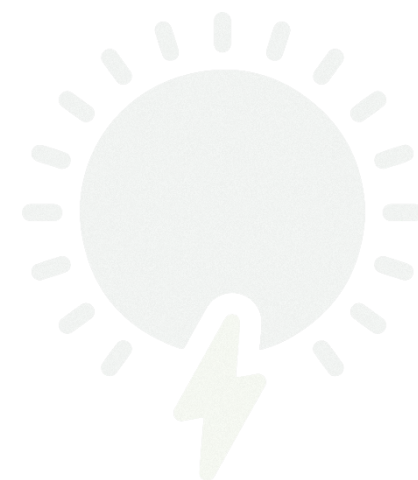
Further, as one of the leading A&A providers, Deloitte has developed best-in-class training and methodologies, which embed climate considerations and keep pace with the relevant professional standards.

In addition, to demonstrate Deloitte A&A's commitment to net-zero ambitions, Deloitte A&A has been monitoring four quality metrics in the audits of financial statements of the largest companies audited by Deloitte in carbon-intensive industries (e.g., oil and gas, industrial products, and electrical utilities) ("in-scope engagements"). The metrics were monitored for December 2022 and March 2023 year-end audits. For all in-scope engagements, the following activities have been performed, and all in-scope engagements achieved these quality metrics:

- 1. Application of audit methodology** – this quality metric measures the percentage of Deloitte in-scope engagement teams that performed specific audit procedures to determine whether climate risks were material to the financial statements taken in whole.
- 2. Training** – this quality metric measures the percentage of Deloitte engagement team practitioners assigned to the in-scope engagement teams at the manager level and higher that received training related to assessing and responding to climate risks in audit engagements.

- 3. Communications** – this quality metric measures the percentage of Deloitte in-scope engagement teams that discussed the relevance of climate risks to the financial statements and the audit with the audited entity's management and those charged with governance.
- 4. Reporting** – this quality metric measures the percentage of Deloitte in-scope engagement teams that considered whether climate risks needed to be explicitly mentioned in their audit reports.

Deloitte will reassess the list of in-scope engagements periodically to reconsider our monitoring activities around considerations of climate-related risks on financial statement audits.



Climate-related stakeholder engagement

During the last year, Deloitte has also proactively engaged with key stakeholders, including policymakers whose activities affect business and industry and who could be effective in advocating for the establishment of public policies that support a net-zero transition of economic sectors in line with science and with regard to social impacts.

During FY2023, Deloitte engaged with a variety of stakeholders and policy influencers on public policy matters through a variety of mechanisms, including:

- Deloitte Global was a signatory to the World Economic Forum (WEF) Alliance of CEO climate leaders' [open letter addressed to world leaders](#) in advance of COP27. As part of the WEF Alliance, Deloitte works alongside other members to increase net-zero transition activities by setting science-based targets, disclosing emissions, and advancing decarbonization efforts across global value chains.
- Deloitte is an active participant in the aviation sector of the WEF's First Movers Coalition. Bringing together both government and business, the [First Movers Coalition](#) works to formulate purchase commitments, aggregate

demand, and create an enabling environment for innovative clean technologies across eight hard-to-abate sectors. Within the aviation sector, Deloitte participates in coalition activities to advance net-zero goals, including involvement in the sector's working groups.

- Deloitte Global published "[Transform to React: Climate Policy in the New World Order](#)", an article outlining recommendations for governments and companies that wish to optimize their contributions to climate-related efforts collaboratively, while taking into account economic and geopolitical considerations that affect public policy.
- Deloitte India served as the 2023 [B20 India](#) Knowledge Partner for the Action Council on ESG and for the Taskforce on Energy, Climate Change, and Resource Efficiency, which included contributions to the development of policy recommendations for the G20.
- Deloitte developed "[Work toward net zero: The rise of the Green Collar workforce in a just transition](#)", a report that identifies impacts of climate change and decarbonization on vulnerable segments of the workforce and outlines public policy principles that underly workers' adaptation and equitable transitions.

- Deloitte coordinated with the [Economist Impact Insight Hour](#) to conduct a webinar featuring Deloitte, the International Organisation of Employers (IOE), and the International Labour Organisation (ILO), in which we discussed just transition, workforce vulnerabilities accentuated by climate change, and reactive adaptation policies.
- Deloitte developed the [Using sustainability reporting to drive behavioral change](#) report, which leverages insights from 25 interviews with leaders in the investment, business, academic, and nonprofit sectors, and identifies six conditions needed to encourage the adoption of sustainability reporting and create operating environments conducive to behavior change.
- Deloitte organized a [LinkedIn webinar](#) during COP27 that featured Deloitte and Janine Guillot, former CEO of the Value Reporting Foundation and Sustainability Accountability Standards Board, that explored how sustainability reporting can drive behavioral change in businesses and markets.
- Deloitte promoted long-term behavior change and the adoption of sustainability reporting and disclosures by authoring articles that were featured in [Forbes](#) and [Accounting and Business](#).

- Deloitte Global presented and dialogued on the climate-related matters as a part of various regulatory and professional engagements, with the International Organization of Securities Commissions (**IOSCO**), the International Forum of Independent Audit Regulators (**IFIAR**), the Committee of European Auditing Oversight Bodies (**CEAOB**), and various other regulators and standard-setters, such as the International Sustainability Standards Board (**ISSB**) and the International Auditing and Assurance Standards Board (**IAASB**), as well as other stakeholders.

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Nature and biodiversity

Biodiversity—the rich variety of living things on Earth—is crucial for healthy ecosystems and a healthy planet. However, much of the world’s biodiversity is at risk due to climate change, human consumption, and other impacts on nature—that is, the physical world including plants, animals, the landscape, oceans, and other features of the earth.

According to the World Economic Forum, 50% of global GDP is **dependent on nature**. This means disruptions to the Earth’s ecosystems could affect our current way of life. It also means that organizations have an important role to play in protecting nature.

In translating our environmental ambitions into action, Deloitte considers environmental matters widely, including examining our impact on nature and biodiversity. Our organization supports nature-positive solutions and is assessing impacts throughout our value chain.

Accelerating our efforts

To help address and mitigate our organization’s impacts, we are developing a global nature and biodiversity strategy. Deloitte also continues to accelerate our efforts to support nature and biodiversity in the areas of real estate and purchased goods and services.

We are taking a closer look at our real estate around the world—analyzing our buildings and choices for fit-outs, furnishings, and other elements—to identify opportunities to minimize impacts on nature. In addition, we are evaluating practices across our Deloitte University campuses to provide recommendations on operational and behavioral changes to help protect nature and biodiversity.

Deloitte is addressing our supply chain impacts and implementing measures to promote a sustainable, circular economy. This includes seeking to promote positive nature impacts through more responsible choices. As part of this effort, we launched Products with Purpose, a catalog of branded promotional items that adhere to a set of sustainable supply chain guidelines, including impacts to nature.



Taking action around the world

Deloitte firms are advancing a number of initiatives to help protect complex environments and help address the particular risks to biodiversity in their regions, including:

- Deloitte Australia owns and manages The Deloitte Carbon Forests, properties that are designed and managed to deliver benefits for biodiversity and local communities, allow for agricultural production, and strengthen Traditional Custodian relationships. Deloitte Australia collaborated with environmental organizations and with Indigenous leaders to help deliver these benefits. The selection for planting focuses on local native species and aims to support the generation of co-benefits, such as biodiversity outcomes, Traditional Custodian engagement and procurement, and dedicated areas for continued agricultural production.
- The [Deloitte Forest project](#), led by Deloitte Brazil, aims to plant 15,000 seedlings per year through FY2030 in the Atlantic Forest and supports the recovery of basins' and sub-basins' watersheds.
- Deloitte Canada is the first and only professional services firm contributing to the Great Bear Forest Carbon Project, supporting an Indigenous-led, nature-based climate solution that enhances local economic development and employment through community-led guardians initiatives. Revenue from the sale of carbon credits helps enable the communities to protect old-growth forests that are designated for harvest, to secure valuable carbon stores, and to safeguard biodiversity.
- Deloitte Netherlands and Deloitte Dutch Caribbean are supporting the reforestation of mangrove forests in Curaçao.
- Deloitte India is working with a nonprofit organization to conserve and support the nesting habitat of Olive Ridley turtles in Chennai, as well as teaming up with another nonprofit to conduct beach cleanups in Mumbai.

This past April, Deloitte people from around the world came together to celebrate Earth Month and take action, especially around nature and biodiversity. For example:

- Deloitte Bermuda people helped clean up a local coral reef, removing trash and other debris and helping to protect the biodiversity of their local ecosystem.
- Deloitte Kenya, Deloitte Tanzania, Deloitte Canada, and other Deloitte firms across our global Deloitte network participated in reforestation and/or forest care volunteer opportunities.
- Deloitte Costa Rica built pollinator gardens to encourage butterflies, bees, and other pollinators to visit.



The collective power of individual choices

As a global organization with approximately 457,000 people around the world, we understand how individual choices can add up to powerful collective action. We help raise awareness and inspire action with internal webinars such as “Know nature. Boost biodiversity,” which focuses on biodiversity impacts and how each of us can help. World Wildlife Fund’s (WWF’s) “What is biodiversity?” and other collaborative educational opportunities provide further insights to Deloitte people and showcase examples of how protecting wildlife around the world can benefit local environments.

Helping clients prioritize nature

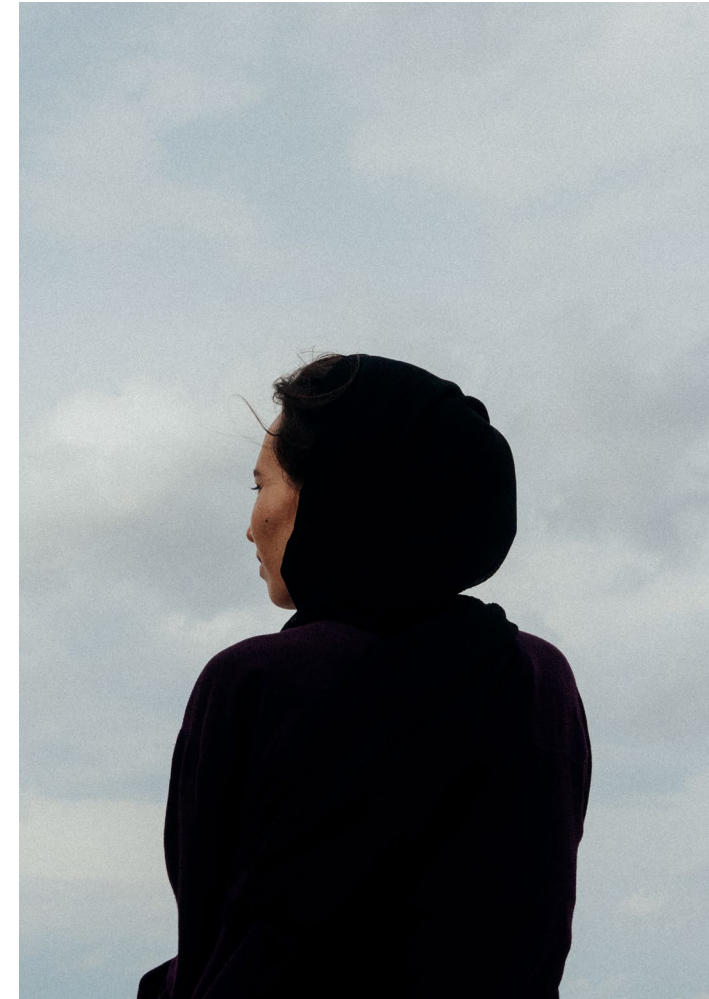
We support Deloitte clients in their efforts to assess their impact and prioritize nature and biodiversity. This includes sharing insights and actionable guidance from throughout our organization, such as:

- **Banking on natural capital**, a report on unlocking the value of nature and actions that can be taken to work towards a nature-positive future;

- **Climate-nature nexus: Expanding finance from climate to nature**, a webinar on integrating climate- and nature-related risks;
- **How global nature targets are relevant to business**, a blog on the Kunming-Montreal Global Biodiversity Framework, the targets it sets out for protecting and restoring global biodiversity, and three key considerations for businesses;
- **Nature and biodiversity**, a podcast exploring what “nature risk” is, how it relates to climate risk, and what businesses should be doing to prepare for nature-related regulation; and
- **Nature is next: Towards integrating nature-related risks in the Dutch Financial sector**, an article on how financial institutions can learn about and engage with nature-related risks.

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Sustainable and responsible supply chain

As consumers and regulators call for greater traceability and insight into supply chains, organizations are increasingly exploring ecosystem strategies that take into account their end-to-end transparency, design, sourcing, manufacturing, and distribution. Deloitte works with organizations from across industries as they design and optimize their physical footprint, as well as helping to design their sustainable supply chain operating models by leveraging data analytics, technology, collaboration with alliance relationships, and circular economy principles.

Deloitte is likewise focused on our own supply chains, which cross multiple industries and regions of the world. Recognizing that more than two-thirds of Deloitte's aggregate emissions are derived from purchased goods and services, Deloitte's *WorldClimate* strategy includes a specific focus on developing more sustainable supply chains.

Assessing, managing, and reducing supply chain emissions

As part of Deloitte's *WorldClimate* initiative, in FY2023 we continued to expand on previous years' supply chain sustainability activities. Efforts to assess, manage, and reduce supply chain emissions are underway across Deloitte's major purchasing categories, and include implementation of sustainability-related request for proposal (RFP) questions and contract language. These improvements include introducing *WorldClimate*-specific criteria with our suppliers, such as setting science-based targets, and category-specific ESG-related items such as recycling and electricity-use standards. In support of these goals, Deloitte Global has established a Procurement Sustainability team, with the express purpose of driving sustainability solutions in Deloitte supply chain and procurement processes.

Carbon emission reporting by suppliers

To be in line with the Paris Agreement goals, our *WorldClimate* initiative focuses on engaging our highest emitting suppliers in order to drive

responsible climate choices within our organization and beyond. In FY2023, our primary goal was to start to engage with suppliers that have not yet committed to setting science-based emissions reduction targets, to better understand their greenhouse gas emissions and their journey toward decarbonization. Continuing to use the CDP (formerly Carbon Disclosure Project) platform, we have encouraged these suppliers to report their emissions and actions through this centralized climate-focused reporting questionnaire.

Initiatives of this kind help Deloitte to calculate our emissions with greater accuracy and identify suppliers for additional engagement. These initiatives also are the cornerstone for Deloitte's *WorldClimate* goal of having two-thirds of our suppliers (by emissions) set science-based targets.



Pursuing our efforts in support of alternative solutions to reduce emissions

To help reduce our business travel-related emissions, Deloitte continues to participate in the sustainable aviation fuel (SAF) market. In 2023, we purchased SAF from a variety of market participants, building on purchases made in 2021 and 2022. In addition, we are working to advance collective SAF demand through our participation in the World Economic Forum's [Clean Skies for Tomorrow Coalition](#) and [First Movers Coalition](#), as well as the [Sustainable Aviation Buyers Alliance](#).

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Social



Societal investments

Deloitte has made a worldwide commitment to invest more than US\$3 billion over the next 10 years in societal impact initiatives.



\$1.4B

Total societal investments from FY2019 through FY2023

\$377M

Total societal investments in FY2023

1.9M

Hours of volunteer and pro bono time

Notes

Total societal investments of US\$377M include US\$148M in donations, US\$197M in value of volunteer and pro bono work, and US\$31M in management costs. Figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.

WorldClass commitment

Through WorldClass, we seek to expand opportunities for 100 million individuals by 2030 by providing access to education and job skills.



57M

Individuals reached toward our 100M goal

24M

Individuals reached in FY2023

\$177M

WorldClass investments

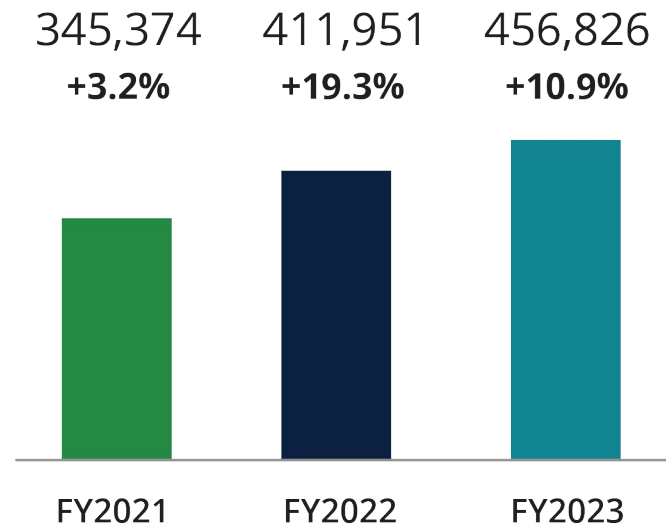
991,100

Hours of volunteer and pro bono time dedicated to WorldClass

Notes

"Individuals reached" refers to the total number of people, external to Deloitte, impacted through support provided by Deloitte people to individuals (e.g., mentoring) and organizations (e.g., capacity building for nonprofit organizations) toward Deloitte's goal of reaching 100 million individuals by 2030. Because of rounding, numbers may not tally with the total.

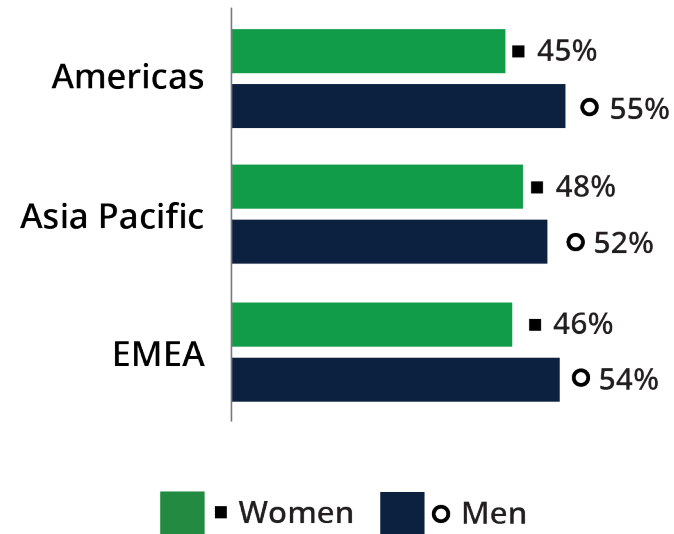
Total headcount



Notes

Figures are aggregated across the Deloitte organization.

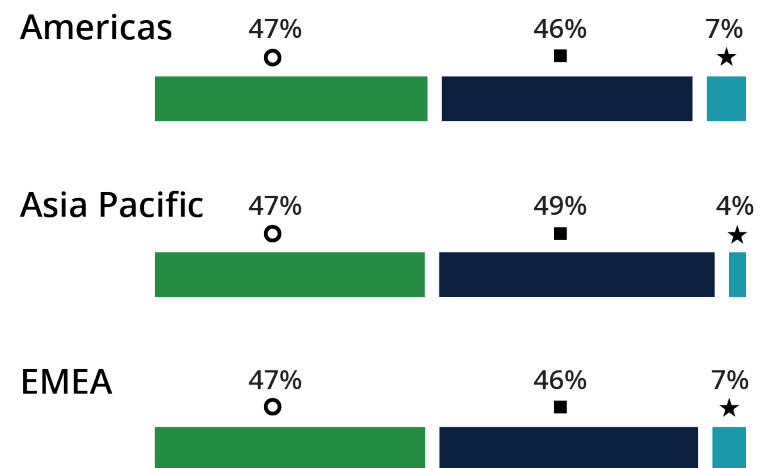
Headcount by region and gender



Notes

Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%. These figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.

Headcount by region and age range



■ ○ Age < 30
 ■ ■ Age 30 - 50
 ■ ★ Age > 50

Notes

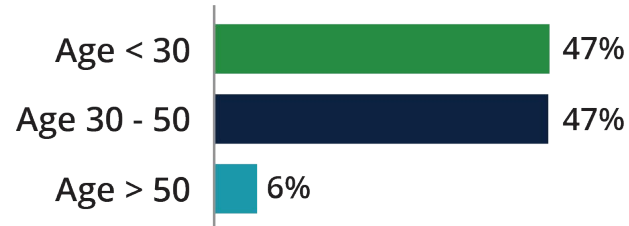
These figures are aggregated across the Deloitte organization. Age ranges are estimated based on data collected from Deloitte firms. Because of rounding, numbers may not tally with the total.

Total headcount by gender and age

By gender



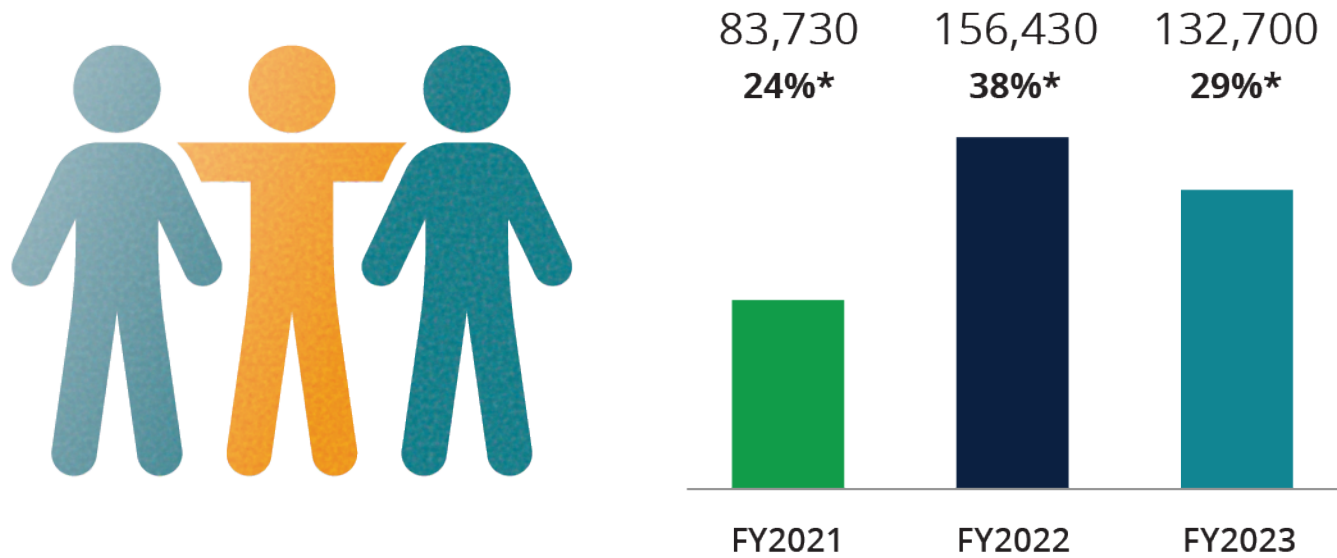
By age



Notes

Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%. These figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.

Total new hires



Notes

These figures are aggregated across the Deloitte organization.

**New hires as a percentage of total headcount.*

Attracting top talent



**Applications received
across the organization**

7.93 million

Internships

34,200

New hires

132,700

Notes

Figures are aggregated across the Deloitte organization.

Developing top talent



47 average annual training hours per individual

\$670M direct training investment; average of \$1,500 per individual

\$6.4B annual indirect training cost

9.9M e-learning courses completed

Notes

Monetary figures are in US\$. Training hours do not include on-the-job digital learning hours that are a core aspect of development at Deloitte. Average direct training investments per individual represent data collection from all Deloitte firms. Indirect training cost is the opportunity cost based on estimates of the value of time spent in formal learning.

Locations of Deloitte University facilities



Canada
Toronto

Belgium
La Hulpe

India
Hyderabad

Mexico
Mexico City

Singapore
Sentosa Island

US
Westlake

Notes

Two additional Deloitte University locations are under construction.

Social

From equity in education and health, to equity and inclusion at work, to meeting urgent needs related to humanitarian crises, we actively engage in addressing and creating solutions to the most pressing challenges facing society. These challenges are deeply human, impact billions of people, and require long-term, transformative system solutions. They cannot be solved by any single individual or organization. Deloitte's approach is to help lead the way and inspire powerful collaborations that enable our people to work with clients and community organizations on shared solutions.

Over the past year, we have invested our know-how and resources, and our people have invested their time through pro bono work and volunteering, to tackle systemic problems in communities around the world. To further scale and accelerate these efforts, Deloitte has made a worldwide commitment to invest more than US\$3 billion over the next 10 years in societal impact initiatives. We are committed to investing in education

and skills development, climate action, humanitarian responses, and the most pressing needs in our local communities. We are also focused on supporting and developing our 457,000 people around the world, including addressing these challenges within our organization. Deloitte continues to provide career opportunities, resources, and an inclusive culture to help our people thrive.



Societal impact

Empowering 100 million people through education and skills

Young people are the innovators, entrepreneurs, and business leaders of the future. They will need new skills to help us meet the complex challenges of tomorrow. And yet, millions of people around the world are held back from achieving their full potential. Education and skills lay the foundation for opportunity and progress—and create better futures. Deloitte is investing in innovative approaches to support education, digital skills development, and training opportunities to help more people succeed in the modern economy.

Deloitte's **WorldClass** ambition is to impact 100 million people by 2030 through programs and collaborations with leading education and skills building organizations. We are working with Deloitte clients, governments, innovators, schools, universities, and nonprofits around the world. Deloitte donates funds, and our people volunteer their time and capabilities, to support millions of students, teachers, and education leaders worldwide. We are scaling solutions that have helped to propel 57 million individuals forward since 2017, including 24 million during FY2023.

While our *WorldClass* ambition is marked by the scale of our 100 million goal, it's the life-changing impact on individuals that inspires this work. For instance, by supporting the Pan African Robotics Competition through pro bono consulting services, Deloitte Africa is helping more young people like **Marème** from Senegal to cultivate the science, technology, engineering, and mathematics skills vital to innovation. Alongside Udayan Care, Deloitte India offers young women like **Kajal** scholarships, career guidance, and mentoring—which has enabled Kajal to attend college and pursue a life-changing career as a journalist.

Across the world, Deloitte is providing mentorship and skills training to support refugees such as **Nazanin**, who now calls Italy home after being forced to flee Afghanistan. She is learning Italian and developing the skills needed to become an integral part of her new community. And in the US, Deloitte is collaborating with Braven to empower underrepresented young people like **Latrel** with the skills, networks, experiences, and confidence needed to transition from college to strong first jobs.

Advancing societal impact across our ecosystem

Collaborating on shared solutions helps enable us to make an even greater impact. Our people thrive when working with clients and collaborators from other businesses, nonprofits, and non-governmental organizations to co-create transformative approaches.

We empower our people to lead the way on addressing the long-term challenges facing society, putting their drive, desire, and energy to work. Deloitte has continued to expand on our **collaboration** with One Young World (OYW) to help develop young professionals into future leaders. Each year, Deloitte sends approximately 70 young leaders to the OYW Summit, including Deloitte people and social innovators. In 2023, Deloitte was proud to sponsor two OYW **Lead2030 Challenges**, impactful youth-led initiatives focused on quality education and climate action. Through these challenges, Deloitte provides US\$50,000 grants, pro bono support, and mentorship to social innovators developing bold, meaningful solutions.

Our focus on creating a more equitable society also includes our efforts around the **Deloitte Health Equity Institutes (DHEIs)**. During the past year, we launched DHEIs in Europe and Spanish Latin America to complement our established DHEIs in Africa, India and the US. Each of the DHEIs advances an array of cross-sector collaborations, philanthropic investments, and research activities. In addition, Deloitte is honored to be a signatory of the **Zero Health Gaps Pledge**, the first global, multi-sector, CEO-level pledge to help advance health equity, which was launched by the **Global Health Equity Network** at the 2023 World Economic Forum Annual Meeting in Davos.

During the past year, we also furthered Deloitte and the International Olympic Committee's (IOC's) "partnership with purpose," which applies Deloitte's deep management and business consulting acumen to help the IOC realize the possibilities of its **Olympic Agenda 2020+5** and drive initiatives related to sustainability, diversity, equity, and inclusion, and athlete career transition and well-being. We also recently announced the first-ever global **Team Deloitte**, a group of 19 Deloitte people who are also elite athletes training to qualify for the Olympic and Paralympic Games Paris 2024.

They are joined by a cohort of Deloitte-sponsored athletes, which is set to grow with further Deloitte people being added. From gold medalist Paralympians who have broken world records, to an Olympic hopeful in **breaking**, one of the Olympic Games' newest sports, the dual-career members of Team Deloitte represent 14 countries in 15 different sports. This extraordinary group of Deloitte people and elite athletes exemplifies the unique qualities required to succeed in both sport and business.

In the spirit of that duality and as part of Deloitte's management consulting partnership with the IOC, we will work with the IOC on the development of programs and initiatives related to athlete support. These include the **Athlete365 Mentoring program**, which seeks to support a cohort of Olympian and Paralympian mentees in their career transitions from elite sport. Eleven retired Olympians and Paralympians at Deloitte are participating in this program and look forward to sharing their experiences and giving back to the athlete community and the Olympic and Paralympic Movement.

Helping those impacted by humanitarian crises

In the face of humanitarian crises, Deloitte has responded with meaningful support for our people and the communities impacted. As the war in Ukraine continues, Deloitte and our people are supporting Ukrainians through financial donations, pro bono services, and volunteer work. For example, Deloitte Poland's **Ukraine Refugee Pulse report**, which focused on gathering insights into how to support refugees more effectively, has helped inform the response to this crisis by Polish national and local government, international organizations, NGOs, and businesses.

Deloitte Central Europe and Deloitte Poland have provided pro bono advisory services to the Ministry of Family and Social Policy in Poland, delivering a transformation strategy for the country's Public Employment Services (PES). By offering services that answer the needs of the refugees, PES will be able to help facilitate greater access to the labor market. Deloitte has also supported clients in making an impact. For example, Deloitte Ukraine swiftly stepped up to provide pro bono legal help to Eurocar as it converted a manufacturing facility into a humanitarian aid warehouse.



In February 2023, the largest earthquake in Turkey and Syria in over a century caused massive destruction affecting nearly 15 million people. More than eight months after the devastation, millions of people continue to need support, having lost their homes, belongings, and livelihoods. Funding from Deloitte, along with other donors, to the International Federation of the Red Cross and Red Crescent Societies (IFRC) is helping to support immediate needs for first aid, shelter, food, and financial assistance.

Health equity

Health equity is the fair and just opportunity for everyone to fulfill their human potential in all aspects of health and well-being. This overall state of well-being is influenced not just by access to health care, but also by systemic and unintentional bias and the conditions in which people are born, grow, live, work, and age—the social, economic, and environmental drivers of health.

While history shows that global society has made tremendous strides in extending average life expectancy, historically marginalized communities are still more likely to experience worse health outcomes than the overall population. These health inequities are being exacerbated by climate change, forced migration, the rising cost of living, and the continuing impact of the COVID-19 pandemic.

Achieving health equity is a complex, global challenge—one where many organizations have a role to play, including Deloitte.



A global commitment

Deloitte is honored to be among the growing list of approximately 80 signatories of the **Zero Health Gaps Pledge**, the first global, multi-sector, CEO-level pledge to help advance health equity. Launched by the **Global Health Equity Network (GHEN)** at the 2023 World Economic Forum (WEF) Annual Meeting in Davos, the pledge aligns with Deloitte's Purpose, to make an impact that matters, and with our goal of achieving health equity across our organization, offerings, communities, and ecosystem globally.

The pledge includes 10 key commitments for CEOs to embed health equity principles throughout their operations, workforce, and guiding philosophies. Pledge commitments include supporting strong diversity, equity, and inclusion programs; providing accessible high-quality health and mental health services; paying employees across the supply chain a living wage; and investing in safe living environments.

Deloitte has worked closely with WEF over the past several years to establish and lead the GHEN, a network that mobilizes executive leaders across sectors and geographies to commit to prioritizing health equity. Deloitte Global CEO Joe Ucuzoglu serves as co-chair of the GHEN.

While achieving a world with zero health gaps is an immense challenge, we believe health equity is an essential element in making a sustainable future for humanity a reality. Deloitte is committed to activating our clients, resources, and communities to help reach this goal.

Addressing health concerns around the world

Over the past year, Deloitte firms have taken action to advance progress toward the goal of zero health gaps through the Deloitte Health Equity Institutes (DHEIs). In addition to the established DHEIs in Africa, India, and the US, we recently launched DHEIs in Europe and Spanish Latin America (S-LATAM). Each of the DHEIs advances an array of cross-sector collaborations, philanthropic investments, and research activity. These initiatives are unified by our global mission and focused on the unique health challenges in their respective regions.

The **Africa DHEI** is working to help reduce health disparities across the continent through collaborations with key policymakers and players in the life sciences and pharmaceutical industries. Earlier this year, the Africa DHEI published **Improving access to health care in Africa**, a report that examines these disparities and highlights innovative approaches to tackling them. The Africa DHEI is also developing an

initiative to help address mental health in rural and remote communities.

The **India DHEI** is working to support mental health and well-being by mobilizing resources for local health care practitioners to help close the treatment gap, reduce the stigma surrounding diagnosis and treatment of mental ill-health, and ultimately improve quality of life. The India DHEI's report, **Mental health and well-being in the workplace**, takes a closer look at how mental health and well-being have the potential to make a significant impact on employees, and makes the case for change. In addition, the India DHEI is extending the **"Expand the Ward"** model to help address the topic of **maternal and child anemia**. This year, the India DHEI implemented the model in three communities; anemia levels subsequently dropped by 23% over the following three months, against the government target of 3% in one year.

Additionally, the India DHEI engaged in advocacy research reports to identify and document the social determinants of health for vulnerable groups in the country. This research provided deep insights into health care behaviors and access vulnerabilities of gig-workers and the unemployed population and made policy recommendations to help make health care more inclusive for these groups.

The **US DHEI** has established more than 25 collaborations across the public, private, and social sectors to further its mission to advance health equity for those with some of the greatest needs. These collaborations are designed to activate decision-makers to take action, advance health equity in communities, and drive innovation and learning through the use of **data and analytics tools** and **research**. For example, the US DHEI's **collaboration with UnidosUS**, the largest Hispanic civil rights and advocacy organization in the US, will help provide equitable mental and oral health care access for Latino children. **Driving Health Equity in the Workforce**, a US DHEI collaboration with the American Heart Association (AHA) and the Society for Human Resources (SHRM) Foundation, is supporting AHA's creation of a roadmap of tools, resources, and knowledge products to help improve health and well-being for 10 million members of the US workforce. The US DHEI is also collaborating with organizations like **New Profit** and **Echoing Green** to support social entrepreneurs who are developing innovative solutions to the direct and upstream causes of health inequities across the nation.

Launched earlier this year, the **European DHEI** is focusing its work on **mental health**, particularly in children and young people, as well as efforts

to highlight and reduce inequities in cancer. The European DHEI collaborated with Mind & Scottish Association for Mental Health to create an interactive mental health cost calculator. By inputting organizational data, employers can better understand the true cost of poor mental health, compare their results to industry averages, and learn more about recommendations for investing in their employees' well-being and mental health.

The **S-LATAM DHEI** also launched this year, with an initial focus on lung cancer, reproductive health, and diabetes—all critical health concerns impacting the population in Latin America. The S-LATAM DHEI collaborated with Novartis to publish **Take heart and stop the silent killer**, a report designed to increase awareness of Atherosclerotic Cardiovascular Disease (ASCVD) in the region. The S-LATAM DHEI, in collaboration with a pharmaceutical company dedicated to women's health, the Yucatan Government in Mexico, and the United Nations Population Fund, designed a sustainable and innovative financing model to help reduce unplanned teenage pregnancies in the Yucatan area of Mexico. With those lessons learned, the S-LATAM DHEI is also collaborating with the Bolivar Government in Colombia to address the same health challenge. Finally, the DHEI is working, along with one of the states in

Mexico and a pharmaceutical company with products for diabetes diagnosis and treatment, to design a model focused on providing diabetes patients with more access to diagnosis and treatment.

Looking ahead

The DHEIs continue to advance critical insights and understanding in their regions, as well as establish cross-sector collaborations, philanthropic investments, and research activity to raise awareness and spur action. Efforts over the past year, including the launch of two new DHEIs, lay the foundation for expanding the impact of the DHEIs and accelerating progress toward global health equity.

Learn more about the DHEIs.

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Humanitarian response

Deloitte responds to humanitarian crises with swift and meaningful support for our people and the communities impacted. Guided by our Purpose and **Shared Values**, Deloitte is prepared to mobilize our organization to move quickly and bring the strength of our resources to bear globally. During the past year, we continued to provide assistance to the people of Ukraine through a range of initiatives, as well as helping to support the humanitarian needs of those impacted by the earthquake in Turkey and Syria, the earthquake in Morocco, and the flooding in Libya. Since the start of FY2023, Deloitte has supported 17 local humanitarian and disaster relief responses in communities around the world.

Support for Ukraine

As the Russia-Ukraine war continues, Deloitte has demonstrated unwavering solidarity and support for Ukrainians. We as an organization, and many of our people individually, have provided financial donations, pro bono services,

and volunteer work, including research and insights into some of the most effective ways to help support refugees. Following the Russian invasion of Ukraine, millions of Ukrainian citizens crossed the Polish border and a significant number decided to stay in Poland. Deloitte Poland's **Ukraine Refugee Pulse report**, which focused on gathering insights into how to support refugees more effectively, has helped inform the response to this crisis by Polish national and local government, international organizations, NGOs, and businesses.

Deloitte Central Europe, including Deloitte Poland, has provided pro bono advisory services to the Ministry of Family and Social Policy (MFSP) in Poland, delivering a transformation strategy to help the country's Public Employment Services (PES) address the refugee crisis. Drawing on labor market analysis and a review of leading practices from other countries in Europe, Deloitte Poland identified strategic options to support PES in offering services that help answer the needs of refugees and facilitate greater access to the labor market. Deloitte Poland has also provided organizational support for the Green Line, the MFSP's refugee helpline, and supported contact center services with IRENA, Deloitte Central Europe's chatbot app.

In June 2023, Deloitte Ukraine initiated a fundraising campaign to assist those affected by the Kakhovka hydroelectric power plant dam explosion, which caused one of the largest water reservoirs in Ukraine to flood into nearby regions. In addition to funding from Deloitte Ukraine, many Deloitte Ukraine people also contributed individually, helping to raise funds needed to purchase equipment for rescue operations in the affected region, as well as to support reconstruction efforts.

Deloitte firms have also worked with clients to help them make an impact. For example, Deloitte Ukraine provided pro bono legal services to Eurocar as the company converted a manufacturing facility into one of the largest humanitarian logistics hubs in Ukraine.



The Deloitte Ukraine team created a legal framework for the hub's operations, including legal cooperation between key stakeholders such as the affiliated charitable foundation, donors, and the Regional State and Military Administration. The *Financial Times* Innovative Lawyers report commended Deloitte Ukraine for this impactful humanitarian initiative.

Deloitte Ukraine also continues to provide assurance services, on a pro bono basis, to **UNITED24**, an initiative launched by the President of Ukraine as a platform for collecting charitable donations in support of Ukraine. The platform enables organizations and individuals to donate money to a range of efforts, including humanitarian needs, rebuilding infrastructure, and supporting hospitals and healthcare.

Deloitte US provided pro bono consulting services over the last year to **HealthRight International**, an NGO that helps to expand equitable access to quality health systems for marginalized communities. HealthRight has been working to help build accessible, equitable systems of care in Ukraine since 2005, providing housing, health care, and social support to over 1.2 million people affected by violence throughout the country. Since the start of the

war, the organization shifted to provide critically needed humanitarian support services to Ukrainians across the country. Deloitte US's pro bono work with HealthRight focused on enhancing essential operational and risk management activities surrounding HealthRight's Ukraine programs.

Responding to the earthquake in Turkey and Syria

In February 2023, the largest earthquake in Turkey and Syria in over a century caused massive destruction. In total, more than 14.7 million people were affected, approximately 60,000 people lost their lives, and millions were displaced. Deloitte Turkey and other Deloitte firms in the region moved quickly to help address the essential needs of Deloitte people and their families who were impacted. Deloitte people in the region also participated as volunteers in search and rescue activities and helped to provide aid to those affected by the tragedy. More than eight months after the devastation, millions of people continue to need assistance, having lost their homes, belongings, and livelihoods. Entire communities, and even cities, have been forced to start over.

Thousands of volunteers and workers in Turkey and Syria have been on the ground since day one, supporting the communities affected. Funding from Deloitte, along with other donors, to the International Federation of the Red Cross and Red Crescent Societies (IFRC) is helping to support immediate needs for first aid, shelter, food, and financial assistance. We thank the Deloitte people who have given personally to the IFRC and other humanitarian response organizations, as well those who have engaged in on-the-ground volunteer efforts, to support the response.

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Our people

Enabling our people to make an impact throughout their career journeys

As a global organization built on intellectual curiosity and creative problem-solving, supporting and developing our most valuable assets—our people—is our top priority. The Deloitte Global [Gen Z and Millennial Survey](#) shows how the disruptive events of the last few years have shaped the lives and views of these generations, leaving them concerned about their professional futures. They seek flexibility and prioritize mental health—along with a healthy balance between work and life, career advancement, and feeling a genuine sense of purpose and connection. Deloitte is committed to supporting our 457,000 people around the world with meaningful and challenging work, development opportunities and resources throughout their careers, an inclusive culture to help them thrive, and competitive, market-based compensation and benefits.

With market realities and client needs changing rapidly, driven largely by advances in artificial intelligence (AI) and other technologies, learning and development (L&D) is key. We continue to evolve our approach, with a focus on

accelerating agility and innovation, strengthening capabilities around critical challenges facing Deloitte clients and our global society, and delivering tech-focused reskilling that rides the wave of innovation sweeping across so many aspects of life. This includes hot skills training around AI, cloud, and cyber, as well as “hiring to train” programs where future Deloitte people gain the credentials and on-the-job experiences they need to help them succeed in future roles.

Deloitte is working to transform the future of L&D through initiatives such as [Project 120](#), a US\$1.4 billion strategic investment in the growth and development of our people. With a name inspired by the top speed of thought—120 meters per second—Deloitte US’s Project 120 is designed to identify professionals’ evolving needs and anticipate market demands, in order to provide dynamic learning experiences customized to the individual and delivered in the flow of work. During the past year, Deloitte also hosted our first-ever [Global Sustainability and Climate Learning Week](#), a multi-modal experience that offered our people a mix of live, on-demand, and virtual opportunities for education, awareness, engagement, and action.

We have also continued to expand our investment in [Deloitte University \(DU\)](#), the cornerstone of our organization’s commitment to leadership development and technical training for Deloitte people around the world. Since opening the Westlake, Texas location in 2011, we’ve launched additional facilities in Brussels, Hyderabad, Mexico City, Singapore, and Toronto, and have new sites under construction in Beijing and Paris. In 2023 we also broke ground on a significant expansion of the original facility in Texas. Being together for “moments that matter” is critical as we develop the next generation of leaders, as well as create—and strengthen—the connections that are so important to succeeding in a global organization serving multinational clients.



Providing an inclusive workplace where our people can thrive

Through Deloitte's diversity, equity, and inclusion (DEI) strategy, we seek to provide a workplace culture founded on respect and characterized by inclusive behaviors and an appreciation for all forms of diversity. Global DEI at Deloitte focuses not only on enabling our people to live our **Shared Values** and thrive in a culture that is respectful and inclusive, but also on designing and delivering targeted actions and interventions that can make a positive impact when it comes to our aspirational DEI goals. We provide an array of programing and internal resources throughout the year to foster everyday inclusion and help Deloitte people feel more confident having conversations in the workplace about diversity-related topics.

Externally, Deloitte Global continues to publish research and practical insights into diversity-related topics. During the past year, we examined trends and developments related to women's equity in the workplace in **Women @ Work: A Global Outlook**, as well as in **Policies for Change: Government Levers for Enabling Workplace Gender Equality**. We also took a closer look at LGBT+ inclusion in the **LGBT+ Inclusion at Work** report, and mental health in the Gen Z and Millennial Survey **Mental Health Deep Dive**.

Additionally, Deloitte campaigns helped further the conversation and promote everyday inclusion in the societies around the world where Deloitte operates. Deloitte's International Women's Day campaign, **#ImAWomanAnd**, was a call to action for each of us to help stop the assumptions that are still too often made about women. Similarly, our **World Mental Health Day campaign** focused on breaking down the self-reinforcing patterns—such as the standard response “I'm fine” when asked how you're doing—that can keep us from having candid conversations about mental health in the workplace. Deloitte's Pride celebration this year continued our theme of **#QueerAllYear**, emphasizing the importance of supporting LGBT+ inclusion year-round.

To demonstrate our commitment to supporting people with disabilities and individuals who are neurodivergent, Deloitte proudly signed the International Labour Organization's **Global Business and Disability Network Charter**. The charter provides a comprehensive framework to help organizations achieve business success while simultaneously creating equal opportunities for people with disabilities and neurodiverse individuals.



Learning and development

The rapid advancement of artificial intelligence (AI) and other technologies is shifting market realities, the business landscape, and client needs. In the face of such swift and significant change, learning and development (L&D) is essential. While L&D has long been at the core of our business and the talent experience we offer our people, we continue to evolve our approach. During the past year, we focused on accelerating agility and innovation, strengthening capabilities around critical business and societal challenges facing Deloitte clients and society, and delivering tech-focused reskilling to help enable our people to enhance their careers and guide Deloitte clients through these changing times.

Our focus on continuous and inclusive learning starts with onboarding and continues throughout each individual's career, whether they take a specialist path or move on to a senior leadership position. We recognize that the ability to learn through day-to-day experiences, as well as formal programs, is vital

to our ability to perform in today's rapidly changing environment. Mentors and coaches support development journeys, including the identification of opportunities to stretch and grow. An innovative example of this is Deloitte UK's Future Leaders Programme. More than 500 ethnic minority and women colleagues attended the program over nine months, completing approximately 7,000 live learning hours, including training, peer learning, and networking both within and outside of their businesses. Across our network, Deloitte's digital learning experience platform (CURA) has now been rolled out to all geographies as part of our Global Learning Ecosystem, delivering nearly 10 million e-learning experiences to our people in FY023.

On top of that, our commitment to our in-person learning and development facilities continues. Our Deloitte University (DU) footprint is expanding around the globe, with two new facilities under construction: one in Beijing and one just outside Paris, both planned to open in 2024. We are also in the process of expanding our existing facilities. DU India opened a new location in June 2022. And our US facility in Westlake, Texas, has also started a significant expansion project.

But that's only part of the picture. Our strategy has shifted from thinking of learning and development in terms of standard courses and curricula toward reimagining them as personalized experiences that help address individual and business needs as they emerge. We believe this approach has a much bigger learning effect and will prepare our people to anticipate and adapt to the business opportunities on the horizon. It also fully supports delivery of learning in the flow of work. For example, Deloitte North and South Europe's Skills Academy is designed to give new recruits the same experience and the best start possible. The program assists recruits in their transition to Deloitte Audit & Assurance. It gives them the opportunity to work on live projects during the academy.

At the network level this is reflected in the approach we took to embed Environmental, Social, and Governance (ESG) skills by developing and delivering an innovative and engaging learning week across the organization. We created common foundational, technical, and industry-level ESG learning assets. We also formed relationships with educational institutions so that our people have access to high-quality development in this new and quickly evolving area.

We are also designing a networkwide badging approach to recognize and motivate our people to develop new marketable skills through a variety of learning sources. Another strong example of our evolving growth and development strategy is Deloitte US's Project 120. Inspired by the top speed of thought (120 meters per second), Project 120 represents a US\$1.4 billion investment in transforming Deloitte US's approach to learning. Beginning with technology and leadership development, Project 120 is designed to anticipate the evolving needs of Deloitte US professionals and build experiences that meet them where they are, helping them develop the capabilities they need to deliver better outcomes for themselves, Deloitte US clients, and society. Project 120 also marks a fundamental shift from focusing solely on professional skills to embracing the individual's needs more completely, so they can fully thrive in business and in life. We're excited about the impact this program will have on our people and Deloitte US clients. But more than that, Project 120 exemplifies the ambition for growth and development across Deloitte.

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Disability inclusion and neurodiversity

Deloitte is focused on providing a workplace environment in which all of our people can thrive and reach their full career potential. Disability inclusion and neurodiversity are priority areas of Deloitte's global diversity, equity, and inclusion strategy—supported by Deloitte's **global focus** on fostering an inclusive workplace culture underpinned by respect.

Deloitte is a proud signatory of the International Labour Organization's **Global Business and Disability Network Charter**, and is committed to delivering against its 10 principles when it comes to both disability inclusion and neurodiversity; as such, Deloitte's global strategies for these important inclusion priorities are aligned to delivering against each of these principles.

Deloitte's approach to disability inclusion and neurodiversity is built on the social model—in that people are only disabled by the social and physical environment around them. To this end, Deloitte Global has launched a number of awareness-building, coaching, and education programs to help enable professionals with disabilities or neurodivergent variations to reach

their full career potential, as well as to support skills development and career progression in society at large. Resources developed by Deloitte Global include digital learning, accessibility guidance (physical, digital, events, deliverables), critical factors to enable career success for neurodivergent individuals, guidance on workplace accommodations, return to work best practices guidance, and learning accessibility guidance. Deloitte also created a series of immersive experiences, including Natalia's story, from the perspective of living and working with a visual impairment; Robert's story, on navigating barriers with a physical disability; and Sam's story, which shares an autistic person's day at the office. And Deloitte's award-winning *Can you see me?* films of people from underrepresented groups include Thiago, a wheelchair user, and Delphine, an autistic person.

Deloitte firms are also taking meaningful and impactful actions to support our focus on disability inclusion and neurodiversity. For example, the Deloitte US **People with Disabilities human-centered design (HCD) initiative** seeks to better understand the experiences of people with disabilities, identify ways to improve accessibility, and create a more inclusive culture. Deloitte Canada launched its

first Accessibility Action Plan in 2021 to reinforce its commitment to the inclusion of people with disabilities as well as those with different accessibility needs. Additionally, Deloitte Thailand partnered with the Social Innovation Foundation in 2022 to help connect people with disabilities to jobs. Program registrants are matched with organizations that can provide them with suitable employment. This helps to enable people with disabilities to perform duties based on their capabilities and competencies, develop their work skills, and earn a living.

Many Deloitte firms are also committed to funding scholarships and offering apprenticeships to neurodivergent talent and those with disabilities. Examples include Deloitte Canada's funding toward scholarships for law students with disabilities through the Legal Leaders for Diversity and Inclusion (LLD) scholarship fund and the Deloitte US **Neurodiversity@Deloitte** program consisting of a three-month apprenticeship with an opportunity for full-time employment.



Deloitte's global focus on fostering an inclusive workplace for colleagues with disabilities has been recognized by third-party organizations around the world, including achievement in the US of a perfect score in the **Disability Equality Index's** best places to work ranking for the last five years. Deloitte UK is part of the UK Government's **Disability Confident** employer scheme focused on best practices around the recruitment, retention, and development of talent with disabilities.

Deloitte Global and many Deloitte firms have also sought to advance the inclusion of people with disabilities through the sharing of leading practices and resources across the organization, as well as via external platforms and networks.

Deloitte firms—including Deloitte Ireland and Deloitte Japan—are members of the **Valuable 500**. Deloitte Australia is a member of the **Australian Network on Disability**. And Deloitte UK has published its **Neurodiversity Learning Guide for Recruiters** to share learnings and help other organizations improve their own skill sets and confidence when engaging with neurodiverse candidates.

A number of Deloitte firms have collaborated with specialized organizations to support the recruitment of neurodivergent talent. This includes Deloitte UK working with Auticon; Deloitte Canada working with Auticon and Ready, Willing & Able; and Deloitte Belgium **working** with Autimatic.

Several Deloitte firms have employee resource groups dedicated to neurodiversity and disability to help foster community and allyship, including raising awareness of neurodiversity and disability within their respective firms. In addition, a number of Deloitte firms have neurodiversity networks, including Deloitte Australia and Deloitte Netherlands, which help ensure our people feel empowered to approach their jobs in ways that fit with how their minds, brains, and thought processes work.

Emma Codd

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LGBT+ inclusion

At Deloitte, we want our LGBT+ (lesbian, gay, bi, transgender, and more) people to feel confident in being who they are and empowered to thrive at Deloitte and in society. Everyone should be able to be themselves at work. LGBT+ inclusion is one of our core global diversity, equity, and inclusion (DEI) pillars. Our LGBT+ inclusion strategy is aligned to delivering on our commitment to the **UN Standards of Conduct for Business in Tackling Discrimination against LGBTI people** (the UN Standards), of which we are a proud signatory.

Our commitment to the UN Standards means that, within the walls of Deloitte, we apply LGBT+ inclusive policies and practices for our own people—in an approach known as the embassy model¹. Our **Global Code**, Global Anti-discrimination and Anti-harassment Policy, **Supplier Code**, and **Commitment to Responsible Business Practices** reflect this stance (specifically referencing sexual orientation and gender identity). To further advance LGBT+ inclusion, Deloitte introduced a global LGBT+ inclusion baseline in 2022, which sets out minimum expectations on inclusion for each of the Deloitte firms around the world.

We also embrace and promote the power of allyship to support our LGBT+ people, amplify their messages and protect their rights and well-being. And because allyship is such a critical element of LGBT+ diversity, we have created a host of resources, including digital learning and guides, to support our LGBT+ and allies networks, as well as people across the organization. These cover topics such as microaggressions, LGBT+ and transgender inclusion, and how to have respectful and inclusive conversations on LGBT+ concerns.

Deloitte offers its LGBT+ colleagues a variety of platforms from which to voluntarily promote their visibility and help them be seen and heard. This includes the Deloitte Global LGBT+ and allies network, which operates globally, as well as more than 30 local employee resource groups at firms in Africa, the Americas, Asia Pacific, and Europe.

Externally, we have championed the transformative **power of allyship** more broadly. Deloitte's global Pride celebrations in **2020** and **2021** were centered around the themes of LGBT+ visibility and allyship, with our 2021 campaign featuring the lived experience stories of some of our LGBT+ professionals worldwide. In 2022 and 2023, Deloitte's global theme was **#QueerAllYear**, highlighting the importance of LGBT+ inclusion year-round.

Deloitte Australia was the first major sponsor for WorldPride 2023, the world's largest LGBT+ event, including a multi-year arrangement that extends beyond WorldPride 2023 to include the Sydney Gay and Lesbian Mardi Gras through to 2024.

¹ The embassy model approach refers to an organization applying LGBT+ inclusive policies and practices to their own employees in all jurisdictions, but not seeking to exert influence externally by lobbying the government or supporting local activists.

Deloitte's award-winning *Can you see me?* film series—created for Deloitte people but rolled out externally too so that others could benefit from them—featured the stories of **Jackie**, a trans woman, and **Alejandro**, a gay man. While the characters are fictional and are played by actors with similar, lived experiences, the films represent the authentic stories of many people. They were created to help viewers understand that everyone is a sum of their parts and experiences, and that words and actions have an impact on others. Deloitte Global has also produced immersive experiences, which offer a glimpse into how a colleague may experience their day. The learning modules, one of which is from the perspective of a non-binary person, provide a first-person perspective and an opportunity to reflect on how we can all play a part in providing an inclusive and respectful workplace.

Deloitte has also created thought leadership focused on LGBT+ inclusion at work. Most recently, the **Deloitte Global 2023 LGBT+ Inclusion @ Work: A Global Outlook** report explores the experiences of 5,474 LGBT+

people² in work across 13 countries through the lens of both sexual orientation and gender identity. Building on the Deloitte Global LGBT+ Inclusion @ Work 2022 pulse survey of 600 LGBT+ respondents, this report provides deep insights into the experiences of LGBT+ people in the workplace, including the steps their employers are taking to further LGBT+ inclusion and the impact this has on them, their levels of comfort in being out at work about their LGBT+ identity, and their experiences of non-inclusive behaviors in the workplace. The result is an in-depth global view of some of the realities of being LGBT+ at work in 2023.

In line with the UN Standard to act in the public sphere, Deloitte is proud to be a member of the **Partnership for Global LGBTIQ Equality**. Deloitte has also joined the Brunswick Group's coalition, **Open for Business**, a network of major businesses campaigning for LGBT+ inclusion globally, which has recognized Deloitte as a **Global Equality Champion**.

Deloitte is also recognized by other organizations for its work to foster LGBT+ inclusion. For example, Deloitte US has achieved a perfect score on the **Human Rights Campaign Foundation Corporate Equality Index** for 16 consecutive years.

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² LGBT+ was defined for survey respondents as the following: The LGBT+ acronym (which stands for Lesbian, Gay, Bisexual, Transgender and more) is used throughout this survey for consistency and includes anyone who does not identify as heterosexual and/or cisgender. Deloitte professionals were not polled as part of this survey.

Mental health

Deloitte believes that supporting mental health and well-being is critical to attracting and retaining the best people and helping them be their authentic and productive selves today and into the future. We recognize the importance of de-stigmatizing mental health in the workplace and the need for Deloitte people to know where and how to seek support when they are facing mental ill health. Our leaders understand the importance of maintaining a stigma-free and inclusive workplace.

Deloitte has been working to advance mental health awareness and support our people globally for several years. In January 2021 we introduced a mental health baseline that sets clear expectations around a stigma-free workplace, providing leadership learning and support, and identifying causes of mental ill health and corresponding actions to help address them in each country in which we operate. As of March 2023, all Deloitte member firms had successfully met the baseline. Building on the baseline, we are focusing on developing tailored guidance and tools to help firms to continue to address the most significant workplace issues, the first of which focuses on burnout. A comprehensive toolkit covers preventative mental health strategies and practices, including knowledge sharing and tools for mitigating and managing burnout.

Deloitte offers various resources to support its people when it comes to their mental health. We believe that prevention is critical. Resources include well-being articles, videos, and educational materials, as well as information published on Deloitte's Global Inclusion Hub, an online resource accessible to Deloitte people globally. Most recently, as part of its immersive experiences, Deloitte created "Daniel's story," which focuses on mental health.

In 2022, Deloitte Global created the "Supporting Mental Health at Work" e-learning, which has been released globally. This learning module aims to raise awareness of signs that someone might be experiencing mental health challenges, how to have a supportive conversation, and the resources available that can help. This e-learning was recognized with the Gold Award in the Advances in Competencies and Skill Development category in the 2023 Brandon Hall Group HCM Excellence Awards.

Each year, World Mental Health Day provides an opportunity to advocate for and accelerate positive change around mental health in the workplace. Previous campaigns have shared [the journeys of some of our people](#) when it comes to mental health, and in 2022 we launched a digital media campaign entitled "[What's really on your mind?](#)" which aimed to break down all-too-common, self-reinforcing patterns that may hinder open dialogue on mental health at work.

Externally, Deloitte aims to promote the importance of mental health as a priority for business leaders globally. Deloitte is a founding partner of the [Global Business Collaboration for Better Workplace Mental Health](#) (GBC), established in January 2021 to advocate for and accelerate positive change in mental health in workplaces around the world.



In 2023, Deloitte participated in the GBC-led Leadership Roundtables in Singapore and Mumbai, bringing together C-suite executives from current and prospective GBC founders and signatories, to discuss the opportunities and challenges around employee mental health in the regions.

Since 2020, Deloitte Global has published a paper each year on the **mental health findings** of its annual Deloitte Global **Gen Z and Millennial Survey**. These “deep dives” provide insight for employers on the importance of mental health when it comes to these generations, along with practical actions to help foster better mental health at work. The 2022 paper highlighted concerns such as burnout and its impact on millennials and Gen Zs, while the 2023 report shows that employers are taking some steps to provide the support and environment needed, but there remains much to do to eliminate stigma around mental health in the workplace.

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Racial and ethnic inclusion

Deloitte stands against systemic bias, racism, and inequitable treatment. We take seriously our responsibility to listen, learn, and lead the change we wish to see in the world. As an example, the **Deloitte US Health Equity Institute** has a mission to advance health equity by creating cross-sector collaborations and tools aimed at addressing disparities in the drivers of health, racism and bias, and structural flaws in the health system.

Deloitte US and Deloitte Canada continue to support a number of organizations that are fighting for social justice, tackling employment and wealth inequality, and creating educational opportunities for underserved communities. Deloitte Canada's Black Action Council has donated funds and provided pro bono engagements toward corporate contributions to Black-owned organizations, as well as those that focus on the progress of Black people. Deloitte US's Making Accounting Diverse and Equitable (MADE) initiative has committed US\$75 million to fuel greater racial and ethnic diversity in tax and accounting, and in 2022 also launched the **Diversity, Equity, and Inclusion (DEI) Institute™** to further sustain equity and belonging for all.

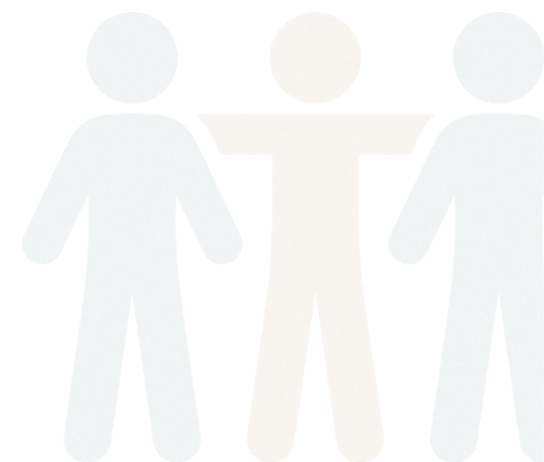
Deloitte Canada signed a multi-year agreement in 2022 with **Indspire**, an organization that invests in the education of Indigenous peoples. Both **Deloitte Canada** and **Deloitte Australia** published Reconciliation Action Plans outlining each firm's commitments to further engage and collaborate with First Nations People.

Deloitte firms are actively engaged in recruitment, learning and development, career progression, and mentoring initiatives aimed at increasing Black and ethnic minority representation throughout the organization. For example, Deloitte UK is supporting the 10,000 Black Interns initiative. Some Deloitte firms—including Deloitte US, Deloitte UK, and Deloitte South Africa—report on racial and ethnic representation within their firms. Read more about their efforts and the impact in the **Deloitte US 2023 Diversity, Equity, and Inclusion (DEI) Transparency Report**, the **Deloitte Africa Transparency Report**, and the **Deloitte UK 2023 Pay and Inclusion Report**. Deloitte UK has voluntarily reported its ethnicity pay gap since 2017.

Deloitte is committed to fostering a culture and systems that provide opportunities for everyone to thrive as their exceptional selves and reach their full potential, and to creating meaningful talent experiences for professionals across demographic groups. The **Deloitte UK Black Action plan** outlines five actions to help develop Black professionals, including a "5 Million Futures" societal collaboration with **Blueprint for All**.

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Women's equity

Deloitte strives to make women's equity the norm across our organization. We have set aspirational goals against which Deloitte Global leadership monitors progress. We have developed interventions spanning the entire career life cycle—from recruitment, promotion, and succession processes, to development, mentoring, sponsorship, and flexible working.

The Deloitte Global Executive Committee comprises 38% women (up from 23% in FY2022) and the Deloitte Global Board has 17 members, with women making up 35% of the Board (down from 38% in FY2022). Since 2019, Deloitte firms have increased women's representation in both member firm partnership and other leadership roles. In FY2023, 26% of member firm partners, principals, and managing directors (PPMDs) are women, exceeding the FY2023 goal of 25%. We are working hard to make progress towards our next goal of 30% women PPMDs by 2025. As leaders, we know it is important to set bold goals as a galvanizing force to motivate change across Deloitte. As such, while we may not

achieve the entirety of this goal by the target year, we are confident we will achieve it sooner than if we had not set it in the first place. Progress against these aspirational goals and other measurements is monitored and reported to the Deloitte Global Executive Committee and Deloitte Global Board of Directors twice per year.

Deloitte's commitment globally to women's pay equity goes beyond what is typically required by local legislation in the countries where its firms are located. Deloitte firms conduct regular reviews and provide the Deloitte Global Executive Committee with updates, including—if needed—any remedial action.

Deloitte has a longstanding commitment to transparency when it comes to women's equity. For example, Deloitte UK started voluntarily reporting its women's pay gap (the total average difference between earnings for men and women) in 2015, two years before it became required by legislation. From 2017, Deloitte UK has also publicly reported an additional "total earnings gap," which includes equity partners (in addition to legislative requirements). Deloitte US has reiterated its commitment to pay equity in

its inaugural Diversity, Equity, and Inclusion (DEI) Transparency Report, which contains a wealth of detail on Deloitte US's DEI goals.

The **2023 DEI Transparency Report** provides an update on progress in the US to date. It also extends this work to include other historically underrepresented groups. Going forward, Deloitte is exploring such reporting for other member firms and geographies.

Deloitte's focus on working toward women's equity does not end with our own organization. Many Deloitte firms and Deloitte Global are signatories of the UN Women's Empowerment Principles. Deloitte believes we should be a force for good and lead the way on the complex challenges facing women and girls in society. Through a number of our *WorldClass* societal impact projects, Deloitte is working to positively impact the lives of women and girls around the world. Deloitte is committed to helping them access the right skills and opportunities through education initiatives, along with supporting social enterprises, sponsorship and mentorship programs, and more.

Each year, International Women’s Day (IWD) is a day to celebrate the achievements of women—as well as a day to focus on how much more there is still to do when it comes to women’s equity in the workplace and in society. Deloitte’s **2023 International Women’s Day campaign**, entitled #ImAWomanAnd, was a call to action for each of us to commit to stop common stereotypes and play our part in stopping the assumptions that are still too often made about women.

Deloitte conducts global research into critical issues related to women’s equity. The inaugural Deloitte Global **Women @ Work: A Global Outlook** report was published in 2021. This landmark report shared the findings of a survey of 5,000 working women across 10 countries, in which Deloitte Global heard directly from them about the state of women’s equity in the workplace. The 2022 report looked additionally at the impact of hybrid working on women, the “great resignation,” and women’s experiences of stress, burnout, and poor mental health. In 2023, the responses show improvement, but the underlying data emphasizes how much remains to be done. This important research continues to inform Deloitte, as well as Deloitte clients and other stakeholders, when it comes to the engagement and retention of women in

the workforce. Additionally, the 2023 report **Policies for Change: Government Levers for Enabling Workplace Gender Equality**, produced by the Global Institute for Women’s Leadership at King’s College with the support of Deloitte Global, set out what governments can do through policy to help address women’s inequality in the workplace.

Deloitte is a strategic partner to the **Women’s Forum for the Economy and Society**, a platform for action to highlight women’s voices and build a more inclusive economy and society. Deloitte is also a member of the **30% Club** and a number of Deloitte firms have collaborated with the organization to publish research in chapters around the world, including Australia, Canada, Colombia, Ireland, Italy, Japan, the Middle East, Southern Africa, the United Kingdom, and the United States. For more than 20 years, Deloitte has been a supporter of Catalyst, a global nonprofit organization working with some of the world’s most powerful CEOs and more than 800 leading organizations to build workplaces that support women so they can advance and thrive.

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Governance



Governance

At Deloitte, everything starts with trust. That's the bedrock upon which our organization is built, and the commitment to stakeholders that has been a constant for Deloitte going all the way back to our founding in 1845.

As an auditor and adviser to organizations across industries and throughout the world, Deloitte understands that trust is critical to our business. We continually strengthen and reaffirm Deloitte clients' trust by bringing to life our **Shared Values** and our Purpose.

Strong and effective governance helps enable us to deliver on that trust, operate our business ethically, balance the interests of our stakeholders, and serve the public interest. As a purpose-led organization, Deloitte is thoughtful about the company we keep and adheres to **responsible business practices**.



Delivering on our stakeholders' expectations

Deloitte stakeholders expect us to run a responsible and sustainable business, behave ethically and successfully manage risks.

Clients turn to Deloitte to unlock value in new opportunities, deliver innovative services, and devise breakthrough solutions. They trust us to handle their most complex business challenges, conduct high-quality audits, maintain independence, and protect their sensitive information.

Our people count on us to foster an inclusive and equitable workplace, promote their safety and well-being, and support their skills development and career advancement.

Society expects us to act in the public interest, advance sustainability, help eradicate corruption, and provide educational and skill-building opportunities to help empower those seeking a better future.

We hold ourselves accountable by measuring and reporting on our progress across these areas. Our reporting helps our people, clients, and society to evaluate our impact. It also shows how living our purpose is inextricably linked with Deloitte's ability to deliver sustainable, long-term value, year after year.

Deloitte's commitment to human rights

Human rights are universal—and as a global organization, at Deloitte we believe we have a duty to help protect these inalienable rights. To affirm this belief, we have published the Deloitte organization's first network-wide Human Rights Statement.

We are committed to advancing human rights within our organization in the areas of employment and workers' rights, equality and non-discriminatory treatment, environmental sustainability, education and skills development, anti-corruption, privacy, and trustworthy technology.

Through the commitments we set out in our [Human Rights Statement](#), we are working to create a more just, sustainable, and equitable world.

"Deloitte Global is committed to supporting the UN Global Compact and furthering the Sustainable Development Goals. By coming together around this shared vision, we can collectively create a sustainable, equitable, and prosperous future that helps provide opportunities to advance business, people, society, and the world."

— Deloitte Global CEO
Joe Ucuzoglu



Anti-corruption commitment

Deloitte actively supports multiple efforts to help eradicate corruption throughout the world. Deloitte Global was an early signatory to the United Nations Global Compact (UNGC) and to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

Deloitte Global's anti-corruption policy includes requirements for Deloitte firms' own anti-corruption programs and addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment. This policy requires Deloitte firms to conduct business in accordance with certain anti-corruption principles, including that Deloitte neither makes nor accepts bribes, and does not induce or permit any other party to make or receive bribes on our behalf.

The Deloitte Global anti-corruption team and Deloitte firm anti-corruption leaders work closely with senior Deloitte leaders to build and enhance a globally consistent, internal anti-corruption program across the Deloitte organization, which includes the following elements:

- Appointment of an Anti-Corruption leader who is responsible, with oversight from the applicable Deloitte firm's leadership or governing body, for the applicable Deloitte firm's anti-corruption program;
- Annual Deloitte firm anti-corruption self-assessments, guidance, and tools (including guidance on anti-corruption testing and monitoring) to help measure the effectiveness of anti-corruption programs across Deloitte;
- A globally consistent process to perform anti-corruption due diligence on non-client third parties, including subcontractors, marketplace alliances, vendors, and suppliers;
- A process for Deloitte firms to perform or update corruption risk assessments at least annually;
- Channels for Deloitte people to report concerns;
- Supporting activities—including communications, workshops, and webinars—to facilitate the sharing of leading practices; and

- An annual confirmation from each member firm to Deloitte Global that its people have read, understood, and agree to comply with the local anti-corruption policy and are not in violation of this policy, and understand their obligation for reporting actions that do not comply with this policy.

Additionally, Deloitte Global has a written policy requiring member firms to escalate corruption¹ incidents meeting established criteria to the appropriate Deloitte Global senior leaders. In FY2023, no substantiated incidents of corruption were reported to Deloitte Global under this policy.

All Deloitte people are required to complete anti-corruption training—after being hired and every other year thereafter—that includes applicable policies, corruption red flags, and case scenarios.

Deloitte Global conducts a review program to assess compliance with anti-corruption policies and drive continuous improvement in Deloitte firm anti-corruption programs.

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¹ For the purpose of this disclosure, "corruption" is defined as any form of bribery including offering, promising, giving, accepting, or soliciting anything of value for the purpose of gaining or securing any improper business advantage.

Confidentiality, privacy, and cybersecurity

Safeguarding confidential and personal information is core to the services Deloitte firms provide. Deloitte is committed to protecting confidential and personal information, including that of Deloitte clients and third parties, and to monitoring regulatory and legal requirements to support compliance.

Confidentiality and privacy

The Deloitte Global Confidentiality and Privacy Office helps foster a culture across Deloitte that emphasizes the importance of protecting confidential and personal information. This office sets guidelines, develops procedures, provides consultation and training, and assesses the effectiveness of controls relating to confidentiality and privacy. The Deloitte Global Confidentiality and Privacy Office works with Deloitte Technology, including the Deloitte Global Cybersecurity organization, and the Deloitte Global Office of General Counsel, to understand, prepare for, and respond to known and reasonably anticipated risks and threats facing our environment.

Consistent with industry leading practices for protecting confidential and personal information, Deloitte has taken steps to remain secure, vigilant, and resilient, including:

- Understanding the risk environment;
- Implementing policies, procedures, and controls designed to protect confidential and personal information;
- Responding to potential confidentiality and privacy incidents in a timely manner; and
- Actively monitoring the effectiveness of confidentiality and privacy requirements across the Deloitte organization.

Deloitte is dedicated to complying with applicable privacy laws and regulations around the globe, including the European Union General Data Protection Regulation (GDPR). Deloitte regularly monitors for changes in privacy laws and regulations, and adjusts policies and procedures when appropriate. Additionally, Deloitte performs an annual review process to verify Deloitte Global's and Deloitte member firms' compliance with our confidentiality and privacy standards.

Cybersecurity

The Deloitte Global Cybersecurity organization works with the Deloitte Global Confidentiality and Privacy Office, as well as Deloitte confidentiality, privacy, and cybersecurity professionals throughout the Deloitte network, to execute a strategy designed to:

- Create a cohesive, worldwide cyber program with consistent, high-quality security services;
- Extend security tools worldwide for advanced protection of highly distributed data;
- Implement and sustain technology safeguards to protect confidential and personal information;
- Prepare and implement plans to promptly recover from and restore any systems that may be adversely impacted by a cyber incident; and
- Reduce the risk of unauthorized exposure of confidential or personal information.

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Deloitte organizational structure

Deloitte is made up of firms that are members of Deloitte Touche Tohmatsu Limited (also referred to as “Deloitte Global”), a private company limited by guarantee, incorporated in England & Wales. These member firms and each of their related entities (each a “Deloitte firm”), along with Deloitte Global and its related entities, form the Deloitte organization.

This structure allows Deloitte to be an industry leader at all levels—locally, nationally, and globally. Individual Deloitte firms have access to the skills and knowledge of, and the ability to consult within, the Deloitte organization. They also enjoy the benefit of Deloitte’s market recognition and reputation. Deloitte Global does not provide services to clients, nor does it direct or control the decisions Deloitte firms make with respect to the clients they serve.

The member firms are primarily organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction(s). They are separate and independent firms that have come together to practice under a common brand and shared methodologies, client service

standards, and other professional protocols and guidelines.

Deloitte firms are not subsidiaries or branch offices of a global parent, but instead comprise separate and distinct legal entities. The Deloitte organization is not a partnership, single firm, or multinational corporation.

This structure confers significant strengths, including a deep understanding of local markets and a sense of responsibility among Deloitte firm professionals, who have direct stakes in the integrity and growth of their local practices.

The Deloitte organization achieves economies of scale with centers of excellence, global delivery centers, and other network approaches that are designed to deliver a consistent level of excellence around the world.

Global approach

As part of the Deloitte organization, Deloitte firms benefit from shared values, investments, and resources that enhance their individual abilities to provide core services to key local and global clients and development opportunities for their people. They also are able to leverage Deloitte’s brand, eminence, and intellectual property.

Deloitte firms support and adhere to the purposes and policies of Deloitte Global by:

- Conducting themselves in a manner that sustains the reputation of the Deloitte organization;
- Aligning local strategies with those of Deloitte Global, as appropriate;
- Adhering to professional standards, Deloitte’s Shared Values, and Deloitte policies concerning systems of quality control; and
- Advising Deloitte Global of proposed joint ventures, mergers, and other cooperation arrangements with other Deloitte firms.

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Ethics

Deloitte's reputation is one of our most cherished assets. It distinguishes Deloitte in the marketplace and enables us to attract the world-class talent that is our hallmark. That's why Deloitte's Ethics teams work diligently and proactively to continually advance the culture of integrity across the organization. Deloitte is committed to conducting business with transparency, honesty, and the utmost professionalism.

Our **Global Principles of Business Conduct** ("Global Code") outline Deloitte's ethical commitments and expectations of our 457,000 Deloitte people globally, giving the organization a strong foundation built upon indelible principles. At Deloitte, we have placed ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to build trust and serve the public interest. Driving a proactive approach to ethics, and building and sustaining a culture of integrity, helps Deloitte people make the most appropriate professional decisions.

The Deloitte Global Ethics team and Deloitte firms' Ethics officers continue to work closely with senior Deloitte leaders to build and enhance the organization's ethics program. The following codes and policies are foundational to the ethics program, in setting clear expectations:

- The Global Code and Deloitte firms' codes of conduct, which provide additional local guidance, detailed expectations, consultation channels, links to policies and guidelines, and further support for Deloitte people;
- A global ethics policy that sets out the requirements for Deloitte firms' ethics programs, along with an Ethics Officer Playbook, to set clear expectations and reinforce the strategic role and responsibilities of Deloitte firms' Ethics officers;
- A global anti-discrimination and anti-harassment (including discrimination on the grounds of sex, gender identity, or sexual orientation, and sexual harassment) policy that sets out the requirements for Deloitte firms' own individual policies, subject to local

laws. The global policy requires anti-discrimination and anti-harassment training for all Deloitte people upon joining and every two years thereafter;

- A global familial and intimate personal relationships policy that sets out the requirements for Deloitte firms' own individual policies and processes, subject to local laws, designed to help ensure that working relationships are, and are perceived to be, objective, fair, and at arm's length, and to mitigate real or perceived conflicts of interest; and
- A global non-retaliation policy that articulates Deloitte's commitment to a non-retaliatory workplace, with monitoring procedures to support this.

Training, consultation channels, support activities, and review programs are also core elements of the ethics program, in helping Deloitte people understand and apply these expectations. These include:

- Ethical due diligence processes for Deloitte firm CEOs, board chairs, and other senior leaders, and enhanced expectations for firms' boards of directors in governing ethical culture, ethical risks, and ethics program agendas;
- Deloitte ethics training programs—including online courses, classroom and virtual programs, and facilitator-led interactive case discussions—and communications campaigns. Ethics training is required for all new hires upon joining Deloitte; upon promotion to manager, senior manager, and partner (specific to their roles); and for all Deloitte people every two years. Additional ethics training is also delivered to members of the Deloitte Global Board of Directors and Deloitte firm boards on a periodic basis. This training emphasizes how boards can influence organizational ethics and the importance of setting a strong tone from the top;
- Channels for consultation and reporting ethics concerns that emphasize confidentiality and nonretaliation—directly to Ethics or Talent teams; via managers, team leaders, or managing directors, and member firm partners; or using the third-party ethics helpline Deloitte Speak Up and similar, third-party local services—that are supported by training and communications;
- Support activities—including communications, webinars, and continuing education—to facilitate the sharing of leading practices among Deloitte firm Ethics teams;
- An annual ethics survey, guidance on conduct risk assessment, and other tools to measure the effectiveness of ethics programs across Deloitte;
- An annual confirmation by Deloitte people that they have read, understood, and are following the Global Code; and
- Detailed review programs to measure and monitor compliance with the global ethics policy and drive improvement in Deloitte firm ethics programs over time.



External commitments

Further to our internal commitments, programs, and approaches—and in support of the principles of Deloitte’s Global Code—our Commitment to Responsible Business Practices, Supplier Code of Conduct, and Human Rights Statement codify Deloitte’s long-held beliefs and principles around these key areas:

- Deloitte’s **Commitment to Responsible Business Practices** is rooted in our Purpose—more than 175 years of making an impact that matters for our clients, people, and society. It outlines the responsible business principles we believe in and the commitments we have made. These are embedded in our policies and inform our decision-making.
- Deloitte’s **Supplier Code of Conduct (“Supplier Code”)** outlines our expectations of suppliers—that they support our commitment to doing not only what is good for business, but also what is good for society. The Supplier Code focuses on human rights by requiring suppliers to treat workers with dignity and respect and not subject them to demeaning conditions. This includes prohibiting child and forced labor.

- Deloitte’s **Human Rights Statement** is underpinned by our Shared Values that set the expectations we have for our people. We believe all people are born free and equal in dignity and rights, and we are committed to respecting and advancing human rights within our organization.

Multilateral initiatives

Deloitte plays a role in various external efforts to promote ethical conduct in the business world. These include:

- **University of Notre Dame Deloitte Center for Ethical Leadership.** Members of the advisory board include retired Deloitte LLP (US) leaders.
- **Ethics Research Center (the research arm of the Ethics and Compliance Initiative).** Deloitte US is represented on its board of directors.
- **The Ethics Centre (Canadian Centre for Ethics and Corporate Policy).** Deloitte Canada is represented on its board of directors.
- **Cercle Ethique des Affaires (French European Business Ethics Network member).** Deloitte France is represented.

- **Cercle Ethique des Affaires (French European Business Ethics Network member).** Deloitte France is represented.
- **Center of Excellence in Ethics and Business, University La Salle of Mexico.** The Center is sponsored by Deloitte Spanish-Latin America.
- **ICAEW (Institute of Chartered Accountants for England and Wales) Ethics Standards Committee.** Deloitte UK’s Deputy Ethics Partner is a member.
- **Danish Business Authority (the Danish audit regulator).** Deloitte Denmark is represented on the Advisory Board (“Revisorrådet”).
- **Danish Ethics Committee of FSR – Danish Auditors.** Deloitte Denmark is represented.

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Global security

Threats come in many sizes and forms, including geopolitical instability, crime, natural disasters, and global pandemics. The past year presented multiple challenges that had the potential to threaten the safety of people around the globe. Geopolitical and other risks continued to emerge and evolve, including the ongoing Russia-Ukraine war and multiple natural disasters. The Deloitte Global Security Office (GSO) collaborates with Deloitte firms worldwide to help keep Deloitte people safe, particularly during times of emergency or when Deloitte firms are called upon by clients to work in higher-risk areas.

Keeping Deloitte people safe

Staying on top of world events and identifying potential threats is key to our Deloitte Global Security strategy. In the event of an unexpected crisis, the GSO team is ready to respond quickly by coordinating closely with local Deloitte firms to help account for the safety of their people and provide necessary relief while minimizing the impact to Deloitte business operations.

In the event of an emergency while traveling overseas, Deloitte people have access to a 24-hour service delivered by a leading emergency medical and security provider. This service connects Deloitte people to medical services, security advice, and country-specific guidance while they are traveling internationally. During FY2023, the GSO team responded to more than 200 requests for medical assistance, including several critical emergency evacuations.

The war in Ukraine and political instability

As the war in Ukraine continues through a second year, Deloitte Global continues to provide support to Deloitte Ukraine's people and practice. This includes daily monitoring of impacts from the war, contingency planning, and regular update calls with Deloitte Ukraine's Managing Partner as part of Deloitte Global's response efforts. Our global emergency communications system has been used regularly to conduct wellness checks and to issue emergency messages to confirm the safety of our Ukraine-based Deloitte people following major attacks.

Recent developments around the world highlight the ongoing importance of business continuity planning in Deloitte's preparation and

ability to respond to crisis events impacting our people and business operations. As of July 2023, all Deloitte firms and Deloitte Global Operations have been certified under ISO 22301, the leading international business continuity standard.

Additional highlights for FY2023

- The GSO team worked with more than 500 engagement teams and travelers to provide security briefings and design comprehensive security plans for client support in higher-risk locations.
- On-site crisis management workshops were conducted for Deloitte firms in Europe and the Americas.
- As the threat of potential energy shortages emerged, the GSO team established cross-functional working groups with Deloitte firms to assess the risks and develop business continuity plans.
- The GSO completed virtual webinars and training programs for Deloitte internal security and resilience professionals to raise awareness and understanding of business continuity planning.

- Additionally, the GSO team is in the process of rolling out an enhanced global emergency communication platform with additional capabilities.

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Human rights

At Deloitte, we believe all people are born free and equal in dignity and rights. Our commitment to human rights is inherent in our Purpose, to make an impact that matters, and is underpinned by our **Shared Values** that set the expectations we have for our people. In 2023, we solidified our commitment to advancing human rights across our organization by launching a **Human Rights Statement** (“Statement”). Human rights are a universal, and through the commitments we set out in this statement, we acknowledge our responsibility across our organization and beyond.

Our Statement is based on the values and principles stated in the **International Bill of Human Rights** and is further guided by the **United Nations Guiding Principles on Business and Human Rights** (UNGP), and the Organization for Economic Co-operation and Development (OECD) **Guidelines for Multinational Enterprises**.

Our approach

We commit to advancing the following human rights within our organization through:

- Employment and workers’ rights
- Equality and non-discriminatory treatment
- Environmental sustainability
- Education and skills development
- Anti-corruption
- Privacy
- Trustworthy technology

Each of these human rights is accompanied by its dedicated policy or initiative that enables us to embed respect for human rights in our organization—such as ethics; inclusion; *WorldClimate*; *WorldClass*; anti-corruption, anti-harassment, and privacy policies and programs; and ethical technology

guiding principles. Each is overseen by a Deloitte Global leader responsible for its strategy and implementation.

Deloitte’s **Global Principles of Business Conduct** (“Global Code”) articulates the standards that Deloitte people should uphold and reflects our **Shared Values** and core belief that ethics and integrity are non-negotiable. These principles are incorporated into our mandatory training programs, which help empower our people at all levels with the knowledge and skills necessary to uphold our Global Code. Through these and other approaches, we actively work to prevent and mitigate human rights impacts.

We expect organizations with which we have a business relationship to uphold our commitment to human rights and responsible business practices. Deloitte’s **Supplier Code of Conduct** defines our expectations of suppliers, including treating workers with dignity and respect and not subjecting them to demeaning conditions. Deloitte’s **Commitment to Responsible Business Practices** articulates our beliefs and commitments to responsible business decision-making, and outlines our approach to our business relationships, including with whom we work and the work we do.



In jurisdictions where national law and our human rights commitments conflict, we will comply with national law and use our influence to respect and promote international human rights.

To report on our human rights initiatives, we rely on key performance indicators (KPIs) that are included throughout this report. This integrated approach ensures that the metrics used to measure progress in other areas, such as environmental, social, and governance, are also used to measure Deloitte's advancement in human rights. The KPIs throughout the report provide an evaluation of our efforts and affirm the interconnectedness of human rights with our organization's strategy.

Raising concerns

Our people play an important role in supporting our human rights efforts and are encouraged to speak up whenever they have concerns regarding a human rights matter. Deloitte's Speak Up helpline (and equivalents) and [Deloitte firms' ethics officers](#) are available to Deloitte people for consultation on concerns or to report observed misconduct related to Deloitte people, clients or third parties. Deloitte's [public reporting channel](#) is available for external third parties. Deloitte's human rights due diligence process aims to identify, prevent, mitigate, and remedy impacts across

our organization. Ongoing monitoring and risk management is integrated across our organization.

Investigations and remediations are conducted with the highest level of integrity, including maintaining confidentiality, meaning that information will only be shared with those who have a true need to know. Per our non-retaliation policy, we prohibit retaliation against those who report or who otherwise participate in related investigations.

The Deloitte Global Chief Ethics Officer and Deloitte Global Chief People and Purpose Officer oversee our Human Rights Statement, and the Statement is supported by leaders within Deloitte firms. Both of these Deloitte Global leaders report annually to the Deloitte Global Board on their respective areas of responsibility. Externally, we communicate our human rights impacts and progress annually in this Global Impact Report and our [United Nations Global Compact Communication on Progress](#).

Moving forward

Deloitte is committed to leading the way in society as a role model for positive change. We are a founding signatory of the [United Nations Global Compact](#) (UNGC) and are committed to its [Ten Principles](#). We are also committed to

respecting and promoting the [United Nations Sustainable Development Goals](#) (SDGs), which aim to realize equal human rights for all through economic, social and environmental development.

Human rights matters can be challenging to identify, address, and remediate. We are committed to adapting and improving our processes and procedures going forward, as well as further evolving this statement and our commitments.

Elizabeth Faber

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Deloitte Global Ethics leader
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Independence

Independence and quality, underpinned by our **Shared Values**, are essential to Deloitte's objectivity, integrity, impartiality, responsibility to the investing public, and ability to attract and retain clients. Standards for independence are shaped by legislation, regulations, professional requirements, and public expectations. Maintaining independence in fact and appearance is a professional obligation to which all Deloitte people must adhere.



Protecting the public interest

The Deloitte Global Board of Directors has adopted robust independence policies and procedures (including around global systems and tools) to help Deloitte and its people safeguard their objectivity.

All Deloitte people are required to follow the independence policies and procedures, which address professional and regulatory requirements related to the provision of services as well as business, employment, and financial relationships.

These policies and procedures are designed to help Deloitte people understand and meet independence standards and regulatory requirements as an integral component of achieving excellence in service delivery. These policies and procedures are based primarily on independence standards and regulations of the:

- *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA);
- US Securities and Exchange Commission (SEC); and
- Public Company Accounting Oversight Board (PCAOB).

When national or regional requirements are more restrictive than the requirements in the Deloitte Global policies, Deloitte firms and their people must meet those jurisdictions' requirements as well.

Maintaining independence

Deloitte frequently serves global clients in multiple jurisdictions. When considering whether to accept a new client or a new engagement at an existing client, each Deloitte firm must account for the independence requirements in all applicable jurisdictions. For existing audit clients, a Deloitte firm must evaluate the independence implications of other Deloitte firms' contemplated relationships with that client, including the provision of non-assurance services.

Each Deloitte firm has an Independence leader who is responsible for overseeing independence matters, including the design, implementation, operation, and monitoring of the system of quality management related to independence. Deloitte Global sets policies and procedural expectations, provides global systems to support the execution of Deloitte firms' quality controls, offers technical independence knowledge and insights, and performs independent periodic reviews of Deloitte firms.

These activities collectively raise awareness and help Deloitte people worldwide comply with rapidly changing and increasingly complex requirements.

Elevating the focus

Deloitte operates in dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global Independence leaders engage with international professional bodies and regulators to advance the development of internationally accepted independence requirements. Deloitte leadership reinforces the importance of compliance with independence and related quality management standards, setting the appropriate tone at the top and instilling its importance in the Shared Values and culture of Deloitte.

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Leadership and governance

The Deloitte organization comprises Deloitte Touche Tohmatsu Limited (Deloitte Global), member firms of Deloitte Global, and each of their related entities in more than 150 countries and territories, and has governance and management structures in place at the Deloitte Global, member firm, and local levels.

The Deloitte Global Board of Directors

The Deloitte Global Board of Directors addresses Deloitte Global's most important governance matters, including approval of the global strategy, annual budget and investment plan, major policies, major transactions, and the selection of the Deloitte Global CEO and Deloitte Global Chair. In addition, the Deloitte Global Board provides oversight of and support for the operation and performance of management.

The Global Board includes representation from the majority of Deloitte member firms and reflects the geographic reach of Deloitte's operations. Diversity—including that of gender, race and ethnicity, thought and life experience, and professional background, as well as skills and capabilities—is considered in the selection of individuals, by their member firms, to these positions. The Deloitte Global Board has 17 members, with women making up 35% of the Board. Anna Marks, Chair of the Deloitte Global Board of Directors, began her tenure on 1 June 2023. The elected term is for four years.

All Deloitte Global Board members have full and active roles within their own member firms/geographies, with the exception of the Global CEO and Chair. The Chair is a full-time committed role and consequently does not retain any other active positions in the organization. No Deloitte Global Board members hold any significant positions or commitments in other commercial organizations.

More information about Deloitte Global Board members is available [here](#).

The Deloitte Global Board has several committees to support its oversight and governance role and, from time to time, leverages other structures, such as working groups, to provide oversight on specific prevailing topics or strategic matters. The current committees and working groups include the:

- Audit, Finance & Investment Committee (AFIC)
- Purpose, Sustainability & Culture Committee (PSCC)
- Risk & Ethics Committee (REC)
- Stewardship Committee (SC)
- Transformation Committee (TC)
- Geopolitics Working Group (GWG)
- CEO Nominating Committee (currently inactive)
- Succession Planning Committee (currently inactive)



The Deloitte Global Chair and Deputy Chair receive input from the Deloitte Global Independent Non-Executive (INE) Advisory Council. The group provides advice and insights on a variety of matters, including strategy, planning, public policy, quality, risk and regulatory matters, and broader stakeholder engagement. The Deloitte Global Chair and Board also regularly engage with the Deloitte Community of Chairs, a broad group of chairs from Deloitte member firms and geographies. Through the Community of Chairs, there is good engagement and discussion across a range of board matters between the Deloitte Global Board and Deloitte leaders around the world.

The Deloitte Global Executive Committee

The Deloitte Global Executive Committee, currently composed of 21 senior leaders from Deloitte Global and select Deloitte member firms, is responsible for operating Deloitte Global, as well as embedding Deloitte's Purpose and advancing its strategic business priorities.

The Executive Committee also sets policies and champions initiatives that help Deloitte make an impact that matters for our clients, our people, society, and other stakeholders.

Deloitte Global Chief Executive Officer Joe Ucuzoglu, who began serving in the role on 1 January 2023, leads the Executive Committee. Women comprise 38% of the members of the Executive Committee (up from 23% in FY2022).

The Deloitte Global Operating Committee

The Deloitte Global Operating Committee provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently.

Deloitte Global Chief Operating Officer Donna Ward leads the Operating Committee. Members include Deloitte Global business operations and enabling area leaders, as well as chief operating officers from select member firms. Women comprise 33% of the Operating Committee's membership.

Member firm leadership

Deloitte member firms, and in some cases their related entities, have their own leadership and governance bodies. To foster effective and responsive management within member firms, member firm management and governance bodies are required by policy to include:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its strategies with those of the Deloitte organization; and
- A governing body, such as a board of directors, to facilitate sound governance.

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Public policy

The Deloitte Global Public Policy team participates in policy discussions focused on some of today's most important socioeconomic issues facing business, government, and society, helping to inform the policy debate and bring clarity to the interconnected challenges facing the world.

The unique breadth of Deloitte's businesses, and the perspectives gained by working with clients, through our people and through society, informs our policy activities. The Deloitte Global Public Policy team works collectively with the Deloitte Global Strategy and Deloitte Global Innovation teams to inform and amplify Deloitte's broader strategic and business interests, while demonstrating our unwavering commitment to the public interest.

The Deloitte Global Public Policy team executes our policy agenda by engaging meaningfully across the stakeholder ecosystem—advocating that business, government, and society work together to make a positive impact for people, the planet, and prosperity.

Some of our key policy focus areas include:

- Championing the long-term health and sustainability of the planet through reporting of Environmental, Social, and Governance (ESG) information; addressing the complexity of a just transition; and mobilizing finance towards a low-carbon future;
- Underscoring policies and other levers to help enable workplace gender equality;
- Anticipating the future of regulation in an era of exponential technological advancement, including artificial intelligence; and
- Supporting a holistic approach to expanding the GDP framework and measuring wealth in a way that considers human, natural, and social capital, as well as financial capital, with tools capable of validating progress to shape decision-making at all stages of the policy process.

Deloitte people help advance our public policy agenda by working with key stakeholders within economies and supranational organizations, including the:

- Group of 20 (G20), including the Business 20 (B20);

- Organization for Economic Co-operation and Development (OECD), including Business at OECD (BIAC);
- Asia-Pacific Economic Cooperation Forum (APEC);
- International Organization of Employers (IOE);
- German Marshall Fund (GMF); and
- Social Progress Imperative (SPI).

The Global Public Policy program is complemented by a community of Deloitte firm public policy programs. Together with business leaders and other key internal groups, Deloitte Global Public Policy coordinates public policy insights, activities, and engagement, amplifying impact and influence.

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Risk and opportunity management

Deloitte has a robust process for identifying, assessing, managing, and monitoring risks and opportunities, both at the Deloitte Global level and at the member firm level through their respective Enterprise Risk Frameworks (ERFs).

The Deloitte Global ERF sets out the Deloitte Global Executive Committee's assessment of the priority risks and emerging risks facing Deloitte—specifically, those that could impact the ability of Deloitte to achieve its strategic priorities, meet its public interest obligations, and protect its reputation and people. The member firm ERFs are managed in coordination with the Deloitte Global ERF.

There is ongoing and frequent dialogue between the Deloitte Global ERF team, which facilitates the preparation of the Deloitte Global ERF, the Deloitte Global Risk owners, and other Deloitte Global teams to help ensure early identification and escalation of any matters requiring consideration by the risk owner or the Deloitte Global Chief Risk Officer (CRO).

The Deloitte Global CRO reports on Deloitte's priority risks on a regular cadence to the Deloitte Global Executive Committee, enabling discussion of risk exposures and mitigation actions. Priority risks are also regularly reviewed by the Risk and Ethics Committee of the Deloitte Global Board of Directors.

Priority risks and opportunities

The enterprise risks and opportunities listed are those that, as of May 2023, are considered to have the most potential for significant impact on Deloitte's ability to achieve its strategic priorities, meet its public interest obligations, and protect its reputation and people, should the risk materialize.

These risks and opportunities have been considered based on the potential primary impact, including where the impact is a loss of opportunity. The risks and opportunities have been categorized into the following impact dimensions:

- Risks impacting our **brand, reputation, and/or public interest obligations;**

- Risks impacting our **strategic success or market differentiation;** and
- Risks impacting our **people, Purpose, and Shared Values.**

It is recognized that risks do not operate in discrete categories and they may have more than one impact. However, for the purposes of the categorization, the focus is on the potential primary impact. Each of Deloitte's enterprise risks and opportunities have been linked to one or more ESG categories included in Deloitte's materiality matrix.



Priority risk and opportunity name	Risk/Opportunity description	Trend
Risk impacting our brand, reputation, and/or public interest obligations		
Audit quality and risk management	Loss of public trust due to significant failure to execute high-quality audits across the organization	Stable
Conduct	Unethical behavior not aligned with professional standards, regulations, and/or Deloitte policies/Global Principles of Business Conduct	Stable
Cybersecurity	Inability to protect and defend Deloitte technology assets and the data they hold from cyber threats	Stable
Data confidentiality and privacy	Unauthorized access to or loss of client, personal, and/or Deloitte data	Stable
Regulatory	Inability to anticipate and rapidly adapt to regulatory and public policy developments and to proactively engage with the relevant stakeholders in order to meet Deloitte professional obligations and evolving public interest expectations	Increasing
Risk critical to strategic success or market differentiation		
Advisory quality and risk management	Inability to sustain the delivery of high-quality advisory services, including new services, assets, and client delivery models	Stable
Climate change	Inability to proactively respond to impacts of climate change that affect Deloitte people, facilities, or clients	Stable
Economic uncertainty	Shifts in the macroeconomic conditions, such as inflationary pressures and ongoing supply chain disruptions, impacting Deloitte's business environment	Stable
Geopolitical uncertainty	Political and economic decoupling that undermines globalization and impairs Deloitte's ability to execute its global strategy	Increasing
Innovation (including artificial intelligence)	Insufficient investment in and deployment of software-enabled solutions to adequately address shifting market trends	Increasing
Multidisciplinary model	Limitations on Deloitte's ability to source specialists that support audit quality, attract and retain top talent, optimize investment, and be the scale and growth leader in all Deloitte businesses	Stable
Risk critical to our people, Purpose and Shared Values		
Talent	Inability to attract, develop, and retain high-performing, diverse professionals and leaders	Stable
Purpose	Inability to live up to Deloitte's Purpose and Shared Values, meet societal expectations and responsible business decision-making choices, or be perceived as not doing so by its stakeholders	Increasing

The way forward

On Deloitte's journey of continuous improvement, we are considering ways in which we can enhance reporting going forward, including through providing additional disclosures regarding our response to key risks and opportunities.

Bob Graham

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Stakeholder engagement and materiality

Reporting is fundamental to Deloitte's business. From the assurance services that Deloitte practitioners provide to clients to the research and insights our organization publishes across industries and regions, the importance of reporting is deeply ingrained in our organization.

Our purpose is to make an impact that matters. We recognize the need to be transparent about our impact—not just the ways in which we affect Deloitte clients through the services provided, but also the ways in which we impact the economy, the environment, our people, and human rights more broadly across our activities and business relationships.

The Deloitte Global Impact Report is the primary way we communicate our impacts and actions. By reviewing and understanding topics material to Deloitte, our stakeholders are provided with the data and insights that are material¹ to them. These topics also serve as critical guideposts in setting our strategy around Environmental, Social, and Governance (ESG) matters. We prepare the reporting of our organization's most significant impacts in accordance with the Global Reporting Initiative (GRI) Standards.

Identifying material topics

Deloitte's approach to identify material topics is embedded in the way we do business. Continuous engagement with our key internal and external stakeholders helps inform our understanding of who Deloitte impacts through our day-to-day operations, along with analysis of our industry and activities. Processes to engage with stakeholders exist at multiple levels within Deloitte. They enable us to discuss Deloitte's impacts on the economy, the environment, people, and human rights with those who have insights on such impacts. These ongoing interactions influence our reporting and shaping of material topics. Internal stakeholders include Deloitte leadership and Deloitte people. Examples of external stakeholders include suppliers, clients, regulators, industry associations, academia, and non-governmental organizations.

On a periodic basis, Deloitte also follows a formal process to review and revise our list of material topics and impacts. The process includes obtaining stakeholder insights about actual and potential, positive and negative impacts on the economy, the environment, people, and human rights through direct

interviews, desktop research, and the use of proprietary social listening tools. The significance of the actual and potential impacts identified through this process is further assessed to better understand and rank these impacts according to their magnitude, severity, and likelihood. The preliminary list of material topics identified through this engagement is refined, scored, and systematically evaluated to arrive at the "significant," "more significant," and "fundamental" topics for Deloitte to prioritize in our strategy and reporting.

The formal materiality assessment process was last undertaken during FY2022. In FY2023, we assessed the impacts through regular engagement, consultation, research, and analysis. Our ongoing identification and analysis has led us to conclude that the material topics and impacts listed remain unchanged for FY2023. However, the relative significance of the impacts has shifted in some cases. For example, nature and biodiversity has been reclassified as a more significant topic for Deloitte in FY2023.

¹ Deloitte uses the GRI Standard "GRI 3 Material Topics 2021" in defining what is *material* or a *material topic*.

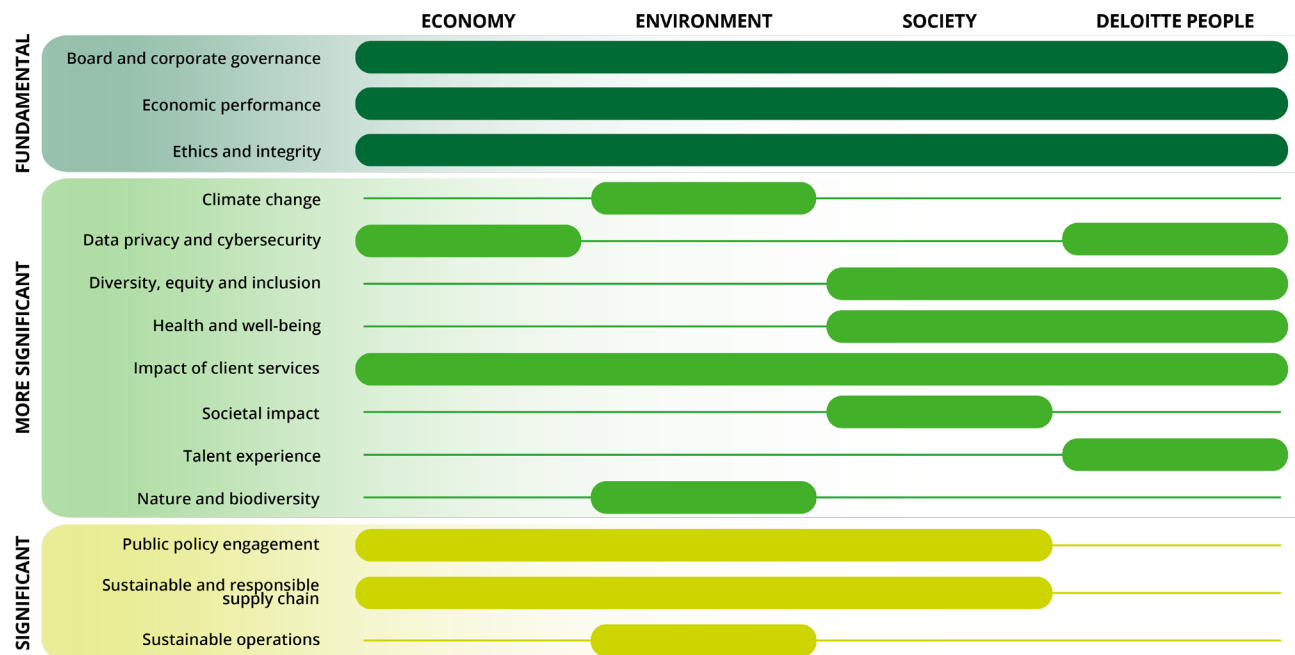
Management of material topics and impacts

During FY2023, reporting of ESG matters was overseen by the *WorldImpact* Council (WIC), co-chaired by the Deloitte Global Deputy CEO and Chief People and Purpose Officer, together with the Chair of the Deloitte Global Board of Directors. WIC membership was drawn from the Deloitte Global Board, the Deloitte Global Executive Committee, and other senior Deloitte leaders, including Deloitte member firm Purpose leaders. Several junior Deloitte professionals, drawn from participants in the One Young World program, were also members of the WIC.

The results of the FY2022 formal materiality assessment, including the prioritized list of material topics, were presented to, and approved by, the WIC and were embedded in Deloitte’s management of ESG matters. The prioritized list of topics does not specifically list human rights as a material impact because human rights considerations are included in many other topics. For example, sustainable and responsible supply chain includes Deloitte’s impacts on human rights in supply chain, while the diversity, equity, and inclusion topic addresses equality and non-discriminatory treatment as human rights. Please see our [Human Rights Statement](#) for the list of human rights Deloitte is committed to advancing.

When considering the actual and potential risks and opportunities of material topics identified throughout the assessment process, Deloitte recognizes its positive and negative impacts on the economy, the environment, people, and human rights. Deloitte leadership recognizes the importance of the three ESG pillars and has supported an increase in ESG-related services provided to clients, ESG programs such as *WorldClimate* and *WorldClass*, and tools and trainings for our people, with an emphasis on diversity, equity, and inclusion (DEI).

Deloitte’s impact extends beyond our direct operations, and includes impacts that could arise from engaging with clients and suppliers that may not fully align with our Purpose and Shared Values. Deloitte’s negative impacts as a result of its activities include greenhouse gas emissions contributing to climate change, as well as the creation of electronic waste. Deloitte acknowledges these negative impacts and is actively working to mitigate them through internal and external programs, as discussed throughout the 2023 Global Impact Report.



Definitions of material topics

Fundamental:

- **Board and corporate governance:** Responsibility of the board of directors and management to strategize and respond to ESG issues. Includes board structure and diversity, board nomination process, frequency of board membership changes, and skills, experiences, and backgrounds of board members.
- **Economic performance:** Generation of revenue and the maintenance of profitability, business continuity, and market presence.
- **Ethics and integrity:** Commitment to the highest standards of ethics and business conduct, placing an emphasis on professional integrity and compliance, defined codes of conduct and policies, risk assessment, transparency, and compliance. This topic includes reporting mechanisms, anti-corruption measures, and anti-retaliation policies.

More significant:

- **Climate change:** The impacts of greenhouse gas emissions generated through operations and supply chain activities. From a governance perspective, this topic includes management of climate risk, along with strategies employed to identify and act on physical and transition risks presented by climate change. This encompasses collaborating with clients, alliance relationships, and suppliers with the goal of reducing carbon and ecosystem footprints.
- **Data privacy and cybersecurity:** Maintaining the confidentiality, integrity, and availability of the data and information of Deloitte clients and individuals through safe and secure data collection practices, strong data protection policies and procedures, and measures designed to protect Deloitte's computers, technology, and systems against unauthorized access and maintain information integrity and availability.
- **Diversity, equity, and inclusion:** Creating a respectful and inclusive culture for people and communities by focusing on diversity in the workforce, increasing gender representation, furthering pay equity, advancing LGBT+ inclusion, and supporting mental health.
- **Health and well-being:** Supporting peoples' well-being by providing programs, resources, and incentives that enable informed decisions and health; includes creating a culture that promotes satisfaction and a safe, secure work environment for all, especially in light of the COVID-19 pandemic and the shift to hybrid work.
- **Impact of client services:** Services provided by Deloitte to clients have broader impacts on the economy, environment, and people. This topic focuses on the alignment of stakeholders' expectations and Deloitte's environmental and social strategies with services delivered to clients.
- **Societal impact:** Deloitte's impact on issues in society, including education and skills opportunities, response to humanitarian crises and natural disasters, health equity and pandemic response, and gender equality; includes how Deloitte collaborates with local and international nonprofit organizations, provides volunteering and pro bono services, and makes donations of cash and in-kind goods.

- **Talent experience:** Considers the many aspects of the talent experience including work-life balance, compensation, benefits and recognition, role satisfaction, career opportunity, working conditions, advancement, and learning and development; considers how purpose-driven individuals can expect to make an impact while working at Deloitte.
- **Nature and biodiversity:** The impacts on natural capital, such as deforestation and biodiversity loss and ecosystem destruction.
- **Sustainable operations:** The environmental impacts associated with operations including energy consumption, resource consumption (paper, plastics, recycled materials), water use, and waste management.

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Significant:

- **Public policy engagement:** Regulatory and public policy engagement, development of public policy positions, political contributions, and lobbying.
- **Sustainable and responsible supply chain:** Supply chain impacts related to environmental and social aspects of suppliers' performance. Human right impacts include but are not limited to child labor, workplace rights, modern slavery, rights of indigenous people, conflict minerals, and equal access to health and opportunity.



FY2023 ESG highlights

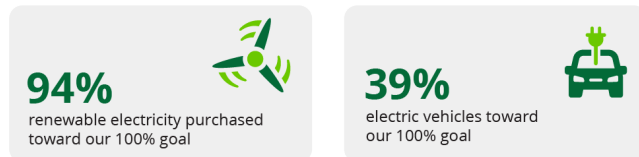
Environmental

Greenhouse gas (GHG) emissions

Percent reduction of metric tonnes CO₂e (FY2023 vs. FY2019):



Progress toward WorldClimate goals



20% of suppliers (by emissions) adopted science-based targets; an additional 6% have committed to setting targets

100% of operational and business travel emissions offset in FY2021-FY2023; phasing in internal price on carbon

5,358 tonnes of Sustainable Aviation Fuel certificates (SAFc) purchased

Societal impact

Societal investments

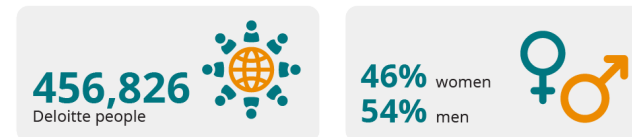


24M individuals reached through WorldClass

57M individuals reached from FY2018 to FY2023 toward our 100M WorldClass goal

Our people

Diversity & inclusion¹



26% women partners, principals, and managing directors² (goal of 30% by 2025)

132,700 new hires
7.93M applications received

Learning



\$6.4B annual indirect training costs³

6 Deloitte University facilities
2 additional Deloitte University facilities under construction

Governance

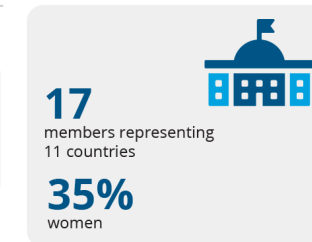
Economic contribution



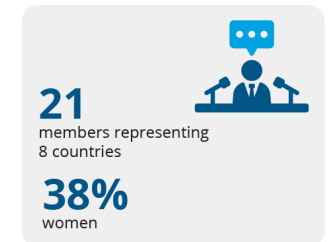
Innovation investments

4.1% of aggregate Deloitte firm revenue⁴

Deloitte Global Board of Directors⁵



Deloitte Global Executive Committee⁵



Notes

Monetary values are presented in US\$ and used as the basis for revenue growth and innovation investment percentages, unless otherwise specified.

¹ Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%.

² Partners, principals, and managing directors refer to Deloitte firm partners, principals, and US managing directors.

³ Training hours do not include on-the-job digital learning hours that are a core aspect of development at Deloitte. Average direct training investments per individual represent data collection from all Deloitte firms. Indirect training cost is the opportunity cost based on estimates from reporting Deloitte firms.

⁴ Based on annual survey of Deloitte firms.

⁵ Board of Directors and Executive Committee membership is presented as of 1 June 2023 to reflect composition as of the date of report publication, thus does not align with composition during the fiscal year which ended on 31 May 2023. If presented as of the end of FY2023 on 31 May 2023, figures would be: percent of women members on Deloitte Global's Board of Directors: 38%; percent of women members on Deloitte Global's Executive Committee: 23%.

FY2023 Performance metrics

Business

Business	FY2023	FY2022	FY2021
Revenue	US\$ billion		
Total revenue	64.9	59.3	50.2
Revenue by business			
Audit & Assurance	12.3	11.4	10.5
Consulting	29.6	25.8	20.8
Financial Advisory	5.1	5.3	4.3
Risk Advisory	7.8	7.0	5.9
Tax & Legal ¹	10.3	9.9	8.9
By region			
Americas	35.9	30.7	25.2
Europe/Middle East/Africa	19.1	18.8	16.7
Asia Pacific	10.0	10.0	8.5
By industry			
Consumer	12.6	11.9	10.4
Energy, Resources & Industrials	9.5	8.6	7.5
Financial Services	17.8	16.1	13.3
Government & Public Services	11.1	10.0	8.4
Life Sciences & Health Care	5.8	5.3	4.7
Technology, Media & Telecom	8.0	7.5	6.0
Revenue growth	Percentage growth in US dollars/local currency		
Revenue growth	9.3%/14.9%	18.1%/19.6%	5.5%/2.7%
Innovation investment	Percentage of aggregate Deloitte firm revenue		
Innovation investment ²	4.1%	4.3%	3.5%

Note: Figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the **Deloitte Global FY2023 Basis of Reporting** section.

¹ "Legal" means the legal practices of member firms or their related entities that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

² Based on annual survey of Deloitte firms.

FY2023 Performance metrics

Environment

Progress toward goals - WorldClimate

Goal description	Goal Year	Goal	FY2023 Progress
Percent renewable electricity ¹	2030	100%	94%
Percent electric vehicles	2030	100%	39%
Reduction of Scope 1&2 emissions from FY2019 levels	2030	70%	79%
Reduction of Scope 3 emissions from business travel per FTE from FY2019 levels	2030	50%	58%
Percent of suppliers with science-based targets (by emissions)	2025	67%	20%

Environmental sustainability	FY2023	FY2022	FY2021	FY2019 (Base Year)
GHG emissions by scope and source				
Metric tonnes CO2e				
Scope 1 GHG emissions by source				
Fuel combustion in buildings	10,541	10,285	8,668	18,174
Vehicle fleet (internal combustion engine) ²	26,417	32,418	24,009	43,727
Total Scope 1 emissions	± 36,959	42,703	32,677	61,901
Scope 2 GHG emissions by source				
Purchased electricity - buildings and fleet (market-based) ³	11,969	15,507	25,738	201,771
District heating and cooling	6,989	6,454	4,270	n/a ⁴
Total Scope 2 emissions	± 18,958	21,961	30,009	201,771
Scope 3 GHG emissions by source				
Business travel: air travel (tank-to-wake emissions) ^{5,6}	307,044	93,605	17,731	494,824
Business travel: other sources	137,512	82,464	43,136	259,309
Total business travel emissions	444,556	176,069	60,866	754,133
Purchased goods & services (PG&S) ⁷	1,107,612	678,417	371,071	495,387
Total Scope 3 emissions⁸	± 1,552,169	854,486	431,937	1,249,520
GHG emissions totals				
Gross GHG emissions	± 1,608,085	919,150	494,623	1,513,192
Beyond value chain mitigation: carbon credit purchases ⁹	859,083	762,369	440,933	494,824
Percentage of gross GHG emissions addressed through carbon credit purchases	53%	83%	89%	33%

Note: Figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of the contents of this report and the methods used in calculating data values in this section can be found in the [Deloitte Global FY2023 Basis of Reporting](#).

Selected environmental data, indicated in this table with the [±] symbol, has been subject to independent limited assurance in accordance with ISAE 3410. Further details are available within the [Environmental Performance Data Limited Assurance Report FY2023](#).

¹ Where possible, Deloitte firms procure and claim renewable energy in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte firms may procure renewable electricity from a neighboring country. This allows Deloitte to demonstrate commitment to our renewable electricity target and signal market demand. As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported in the Global Impact Report and within RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.

² In FY2023, Deloitte updated its Fleet Reporting Policy to further clarify which leased vehicles are considered to be under Deloitte's operational control. The change in policy resulted in emissions associated with certain lease schemes previously included in Scope 1 in FY2022 to be accounted under Scope 3 in FY2023, and in personal usage from such leases to be removed from Deloitte inventory due to the lack of operational control resulting in a decrease in the gross GHG emissions. This methodology change is possible due to improvements in data granularity, and therefore cannot be applied retrospectively.

³ In accordance with the Global Reporting Initiative (GRI) disclosure 305-2, Deloitte publishes purchased electricity emissions using both a location-and market-based methodology. The location-based method involves using an average national, regional or subnational emission factor that relates to the local grid from which electricity is drawn, whereas the market-based method involves deriving emissions factors from contractual instruments, allowing for a zero emission factor to be applied to portions of electricity consumption that is matched to a renewable energy source, resulting in lower emissions compared to the location-based method. Deloitte's near-term science-based targets use a market-based methodology for purchased electricity, hence this figure is shown in the primary emissions inventory whereas the location-based figure is shown in a separate schedule for comparative purposes. Additional details on location-and market-based electricity emissions are provided in the [Deloitte Global FY2023 Basis of Reporting](#).

Environmental sustainability	FY2023	FY2022	FY2021	FY2019 (Base Year)
GHG intensity measures				
GHG emissions per individual Metric tonnes CO2e / FTE				
Business travel emissions	1.0	0.5	0.2	2.5
Operational and business travel emissions	1.2	0.6	0.4	3.3
Gross GHG emissions	3.7	2.5	1.5	4.9
GHG emissions per dollar of revenue Kg CO2e/\$000 USD				
Operational and business travel emissions	7.7	4.1	2.5	22.0
Gross GHG emissions	24.8	15.5	9.8	32.8
Scope 2 purchased electricity GHG emissions by methodology³ Metric tonnes CO2e				
Electricity (market-based)	11,969	15,507	25,738	201,771
Electricity (location-based)	163,723	147,297	137,605	210,997
Energy usage Terajoules (TJ)				
Renewable electricity ¹	1,340	1,116	979	199
Non-renewable electricity	90	110	175	1,393
Natural gas	179	183	159	245
Gasoline	261	289	226	348
Diesel fuel	159	210	168	405
District heating and cooling	126	127	n/a ⁴	n/a ⁴
Total energy consumed	± 2,155	2,036	1,707	2,590
Value chain mitigation Metric tonnes CO2e				
Sustainable aviation fuel (SAF)				
SAF is a non-conventional (not fossil derived) aviation fuel. SAF is produced from sustainable feedstocks including waste materials, such as used cooking oil, agricultural residues, and municipal solid waste, or potentially from purpose grown crops.				
Deloitte supports efforts to develop a robust physical tracking mechanism and associated registry to improve traceability of SAF. Until such mechanism is in place and is recognized by the standard setters, Deloitte reports on SAF outside of Scopes 1, 2, and 3. Including Sustainable Aviation Fuel certificate (SAFc) environmental attribute purchases in the Performance Metrics Table allows us to share with others an example of how SAFc can be included in corporate environmental reporting.				
Tank-to-wake air travel emissions ^{5,6}	307,044	93,605	17,731	n/a ⁴
Well-to-tank air travel emissions ⁶	63,598	19,389	3,673	n/a ⁴
Full life-cycle assessment (LCA) air travel emissions	370,643	112,994	21,403	n/a⁴
Less: Sustainable Aviation Fuel Certificates (SAFc) purchased ¹⁰	5,358	4,617	2,638	n/a ⁴
LCA air travel emissions with SAF	365,285	108,377	18,765	n/a⁴
Total business travel emissions with LCA air travel emissions and SAF	502,797	190,841	61,901	n/a ⁴
Total Scope 3 emissions with LCA air travel emissions and SAF	1,610,409	869,259	432,972	n/a ⁴
Gross GHG emissions with LCA air travel emissions and SAF	1,666,326	933,922	495,658	n/a⁴

⁴ Performance tracking for this indicator is reported for the most recent year(s) only.

⁵ Tank-to-wake air travel emissions inclusive of radiative forcing would be 580,776 metric tonnes CO2e in FY2023; 177,054 metric tonnes CO2e in FY2022; 33,537 metric tonnes CO2e in FY2021; and 935,937 metric tonnes CO2e in FY2019.

⁶ Deloitte used a distance-based methodology to calculate jet fuel emissions consistent with the World Economic Forum Clean Skies For Tomorrow's proposed Sustainable Aviation Fuel certificate (SAFc) emissions accounting and reporting guidelines. Emissions factors for the applicable classes of service were sourced from the UK's Dept. for Business, Energy & Industrial Strategy (BEIS) (Defra) - 2022. This methodology is used for both well-to-tank and tank-to-wake emissions.

⁷ Because activity data is not readily available, Scope 3 PG&S emissions are calculated using data collected from select suppliers, combined with broad estimations of emissions per amount spent by purchasing category. As such, the uncertainty around these reported emissions is high.

In FY2023, Deloitte revised the methodology for calculating real estate emissions included in reported purchased goods and services (PG&S) emissions to align with updated guidance from the real estate sector. As a result of the updated guidance, Deloitte has removed upfront embodied carbon real estate emissions from reported PG&S emissions. For comparability, this change in methodology has been retroactively applied to previously reported PG&S amounts, which has resulted in a recalculation and restatement of PG&S amounts and emissions totals for the base year and all the previous years' data shown in this report. The recalculation and restatement have resulted in emissions decreases of 144,250 tonnes in FY2022; 126,152 tonnes in FY2021; 117,976 tonnes in FY2020; and 104,665 tonnes in FY2019. Reported FY2023 PG&S emissions would be approximately 160,000 tonnes higher if using the previous methodology.

Deloitte will continue to review its approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of its disclosures. When these enhancements lead to a material change in a reported figure, Deloitte is committed to explaining the nature of the change, its reasoning for its appropriateness, and the variance compared to previous methodologies. Additional details on the methodology used to calculate PG&S emissions and further details on this restatement are provided in the **Deloitte Global FY2023 Basis of Reporting**.

⁸ In FY2023, Deloitte updated its Scope 3 emissions category screening to confirm known material emissions sources and identify additional emission sources that might be material to Deloitte. The results of the screening analysis, along with the qualitative assessment of Scope 3 emission categories, led to the conclusion that Scope 3, Category 7 – employee commuting, including working from home emissions, are likely material to Deloitte. Deloitte has developed a methodology to calculate emissions from these sources and will begin gathering data during FY2024, and anticipate including Scope 3 Category 7 emissions in future greenhouse gas reporting.

⁹ Reflects purchases of carbon credits that are completed and in progress as of the date of publication. In FY2023, Deloitte began transitioning our approach to expand our investment in beyond value chain mitigation to a portfolio of innovative beyond-compliance or credited investments in climate mitigation that may not occur without external funding. We are beginning this transition through the implementation of a voluntary internal carbon price. As Deloitte firms begin implementing this new financial mechanism, we expect the number of carbon credit purchases and the percentage of gross GHG emissions addressed through carbon credit purchases may decrease relative to prior years.

¹⁰ SAF environmental benefits are transferred through the use of SAF certificates (SAFc). Similar to a renewable electricity certificate or guarantee of origin in the production of green electricity, a SAFc represents the environmental attributes of a metric ton of neat (i.e. unblended) SAF. Deloitte's purchase of airline tickets in jurisdictions where SAF blending mandates are present are not considered to have a material impact on reported emissions.

FY2023 Performance metrics

Societal impact

Progress toward goals - Societal impact including WorldClass

Goal description	2030 Goal	FY2023 Progress	Total progress to date
Individuals impacted through WorldClass	100 million	24 million	57 million

Societal impact	FY2023	FY2022	FY2021
Monetary value of societal investments			
US\$ million			
By source - donations			
Firm and foundation donations (monetary and in-kind)	123	101	79
Donations by Deloitte people (to Deloitte-supported organizations and fundraisers)	25	25	24
Total donations	148	126	103
By source - volunteer and pro bono work			
Pro bono work ¹	83	67	48
Skills-based volunteering	56	41	37
Traditional volunteering	58	22	16
Total value of volunteer and pro bono work by Deloitte people	197	131	101
By source - program costs			
Costs for managing societal impact	31	27	19
Monetary value of societal investments			
Total societal investments	377	284	223

Societal investments by contribution area	Percentage of total		
Contributions aligned towards WorldClass (education and skills-building)	47%	39%	43%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	71%	83%	83%

Hours of societal investments	Thousand hours		
Pro bono work	483	471	304
Skills-based volunteering	928	696	606
Traditional volunteering	482	204	138
Total hours of volunteering and pro bono work by Deloitte people	1,893	1,371	1,048

Note: Figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of the contents of this report and the methods used in calculating data values in this section can be found in the [Deloitte Global FY2023 Basis of Reporting](#).

¹ Pro bono refers to professional service engagements performed at no cost (pro bono) or significantly reduced cost (low bono) to qualifying organizations, for which Deloitte would normally bill for the professional services performed. Expenses incurred to deliver pro bono work are included in the total reported costs for managing societal impact.

FY2023 Performance metrics

Our people

Progress toward aspirational goals - Talent

Goal description	2025 Goal	2023 Goal	FY2023 Progress
Percent of women among partners, principals, and managing directors ¹	30%	25%	26%
Percent of women members on Deloitte Global's Board of Directors ¹	40%	30%	35%
Percent of women members on Deloitte Global's Executive Committee ¹	40%	30%	38%

Talent	FY2023	FY2022	FY2021
Workforce	Number of individuals		
By level			
Partners, principals, and managing directors ²	19,592	17,927	16,772
Professional staff ³	372,448	336,754	274,804
Administrative staff ⁴	64,786	57,270	53,798
By region			
Americas	215,373	196,503	156,186
Europe/Middle East/Africa	142,805	127,764	112,578
Asia Pacific	98,648	87,684	76,610
Total workforce			
Total workforce	456,826	411,951	345,374

Talent by gender ⁵	Percentage of total		
Percent of women in leadership and governance bodies			
Percent of women members on Deloitte Global's Board of Directors ¹	35%	38%	29%
Percent of women members on Deloitte Global's Executive Committee ¹	38%	23%	23%
Percent of women by level			
Partners, principals, and managing directors ²	26%	25%	23%
New partners, principals, and managing director admissions ²	30%	27%	27%
Professional staff ³	44%	43%	43%
Administrative staff ⁴	63%	63%	63%
Overall	46%	45%	45%
Percent of women by region			
Americas	45%	44%	44%
Europe/Middle East/Africa	46%	46%	45%
Asia Pacific	48%	47%	48%
Overall	46%	45%	45%

Note: Figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

¹ Board of Directors and Executive Committee membership is presented as of 1 June 2023 to reflect composition as of the date of report publication, thus does not align with composition during the fiscal year which ended on 31 May 2023. If presented as of the end of FY2023 on 31 May 2023, figures would be: percent of women members on Deloitte Global's Board of Directors: 38%; percent of women members on Deloitte Global's Executive Committee: 23%.

² Partners, principals, and managing directors refer to Deloitte firm partners, principals and US managing directors.

³ For purposes of this report, professional staff is defined as Deloitte firm individuals spending at least 50% of their time serving clients and includes professionals from director to junior staff.

⁴ For purposes of this report, administrative staff is defined as Deloitte firm individuals spending less than 50% of their time serving clients and includes professionals from director to junior staff. Administrative staff also includes Deloitte Global professionals who do not serve clients.

⁵ Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%.

⁶ Age ranges are estimated based on data collected from Deloitte firms.

⁷ The rate is calculated using the total Deloitte people at the end of the reporting period.

Talent	FY2023	FY2022	FY2021
Talent by age range ⁶	Percentage of total		
By age range - overall			
Age <30	47%	47%	45%
Age 30-50	47%	46%	49%
Age >50	6%	7%	6%
By region and age range - Americas			
Age <30	47%	47%	46%
Age 30-50	46%	46%	48%
Age >50	7%	7%	7%
By region and age range - Europe/Middle East/Africa			
Age <30	47%	48%	45%
Age 30-50	46%	45%	49%
Age >50	7%	7%	6%
By region and age range - Asia Pacific			
Age <30	47%	48%	44%
Age 30-50	49%	46%	51%
Age >50	4%	6%	5%
New hires	Number of individuals and percentage of total		
By level			
Partners, principals, and managing directors new hires ²	830	835	511
Partners, principals, and managing directors new hire rate ⁷	4%	5%	n/a ⁸
Professional staff new hires ³	115,110	139,565	75,562
Professional staff new hire rate ⁷	31%	41%	n/a ⁸
Administrative staff new hires ⁴	16,755	16,025	7,654
Administrative staff new hire rate ⁷	26%	28%	n/a ⁸
By region			
Americas new hires	53,769	74,486	36,593
Americas new hire rate ⁷	25%	38%	23%
Europe/Middle East/Africa new hires	47,349	46,321	27,191
Europe/Middle East/Africa new hire rate ⁷	33%	36%	24%
Asia Pacific new hires	31,577	35,618	19,943
Asia Pacific new hire rate ⁷	32%	41%	26%
By gender ⁵			
Men new hires	70,011	86,268	n/a ⁸
Men new hire rate ⁷	53%	55%	55%
Women new hires	62,649	70,061	n/a ⁸
Women new hire rate ⁷	47%	45%	45%
Total new hires			
Total new hires	132,695	156,425	83,727
Total new hire rate ⁷	29%	38%	24%

⁸ Performance tracking for this indicator is reported beginning in FY2022.

⁹ Training hours do not include on the job learning hours that are a core aspect of development at Deloitte.

¹⁰ The methodology for calculating training information evolved from an estimate based on actual costs from reporting Deloitte firms in FY2021, to full data collection from all Deloitte firms in FY2022. As such, data presented for FY2022 and FY2023 reflects the revised methodology, while data presented for FY2021 reflects amounts calculated using the previous methodology.

¹¹ Indirect training cost is the opportunity cost based on estimates of the value of time spent in formal learning.

¹² Two additional Deloitte University facilities are under construction.

Talent	FY2023	FY2022	FY2021
Turnover	Number of individuals and percentage of total		
By region			
Americas turnover	32,259	34,508	28,632
Americas turnover rate	15%	20%	19%
Europe/Middle East/Africa turnover	29,207	29,942	22,883
Europe/Middle East/Africa turnover rate	21%	25%	21%
Asia Pacific turnover	20,589	21,953	17,731
Asia Pacific turnover rate	22%	27%	24%
By gender⁵			
Men turnover	45,375	48,242	38,513
Men turnover rate	19%	24%	21%
Women turnover	36,501	38,150	30,733
Women turnover rate	18%	23%	21%
Total turnover			
Total turnover	82,055	86,403	69,246
Total turnover rate	19%	23%	21%
Recruiting			
Total applications			
Total applications	7,927,000	5,720,000	4,583,560
Number of internships by gender⁵			
Men	43%	44%	n/a ⁸
Women	48%	55%	n/a ⁸
Total internships	34,200	32,000	20,105
Learning⁹			
Hours of training per individual by level			
Partners, principals, and managing directors ²	38	34	n/a ⁸
Professional staff ³	55	49	n/a ⁸
Average hours of training per individual by gender⁵			n/a ⁸
Men	48	40	n/a ⁸
Women	45	43	n/a ⁸
Average hours of training per individual¹⁰	47	42	55
Other learning metrics			
Annual direct training investment ¹⁰ (US\$)	\$670M	\$463M	\$726M
Average annual direct training investment per individual ¹⁰ (US\$)	\$1,500	\$1,150	\$2,200
Annual indirect training cost ¹¹ (US\$)	\$6.4B	\$5.12B	\$5.4B
Number of e-learning courses completed	9.9M	8.8M	5.9M
Number of Deloitte University facilities ¹²	6	6	6

FY2023 Performance metrics

Governance

Governance	FY2023	FY2022	FY2021
Anti-corruption			
Confirmed incidents of corruption ¹	0	0	0
	FY2023 - FY2024		FY2021 - FY2022
Percentage of overall workforce who have completed required anti-corruption training ²	n/a ³		>95% ³
Required anti-corruption training completion by region			
Americas	n/a ³		>95% ³
Europe/Middle East/Africa	n/a ³		>95% ³
Asia Pacific	n/a ³		>95% ³

Note: Figures are aggregated across the Deloitte organization except where otherwise noted.

¹ Deloitte Global has a written policy requiring member firms to escalate corruption incidents meeting established criteria to the appropriate Deloitte Global executive. For the purpose of this disclosure, corruption is defined as any form of bribery including offering, promising, giving, accepting or soliciting anything of value for the purpose of gaining or securing any improper business advantage.

² All Deloitte people are required to complete anti-corruption training—upon being hired and every other year thereafter—that includes Global policies, corruption red flags and case study scenarios. This figure may not reflect 100% participation at any point in time, as required, because it includes Deloitte people on extended leave and those with recent start dates who may still complete the training before their designated due date.

³ As anti-corruption training takes place every other year, Deloitte reports completion rates on a biennial basis. FY2023 performance will be reflected in the FY2024 Global Impact Report, covering training completed throughout FY2023 and FY2024.



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**Deloitte Global Services Limited
Independent Limited Assurance
Statement**

**Environmental Performance Data
Assurance Report FY2023**

October 2023



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Independent Limited Assurance Report to Deloitte Global Services Limited

Background and introduction

BDO LLP ('BDO' or 'we') was engaged by Deloitte Global Services Limited, ('DGSL') to undertake a limited assurance engagement on the Deloitte organization's (as defined below) environmental performance data for the financial year ending on 31 May 2023 (figures reviewed shown in Appendix 1 to this report) as disclosed in the 2023 Deloitte Global Impact Report ('the Report') in line with Deloitte Global's FY2023 Basis of Reporting.

We have performed a limited assurance engagement in accordance with the International Standard on Assurance Engagements 3410 (ISAE 3410) Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

The Deloitte organization's environmental sustainability performance metrics consist of the emissions of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their respective related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and their respective related entities are responsible for collecting their energy consumption and activity data. Consumption and associated emissions are submitted to Deloitte Global annually and compiled for inclusion in the Report. The engagement covered the entities comprising the Deloitte organization and all facilities either owned or under the operational control of any such entities.

Our review was limited to the environmental sustainability data reported in the 2023 Deloitte Global Impact Report ('the subject matter') comprising:

- The total emissions relating to Scope 1, 2 and 3 Greenhouse Gases
- The total energy consumption relating to Scope 1, 2 and 3 Greenhouse Gases
- Electricity procured from green tariffs and purchased energy attribute certificates (EACs).

We have not performed any procedures with respect to other information included in the Report and, therefore, no conclusion on the Report as a whole is expressed.

DTTL's responsibilities

The Directors of DTTL are responsible for:

- The preparation of the subject matter in accordance with Deloitte Global's
- FY23 Basis of Reporting
- The accuracy and completeness of the information contained in the report
- The design, implementation and maintenance of internal controls relevant to the preparation of the report to provide assurance that the report is free from material misstatement, whether due to fraud or error, to the extent possible given developing methodologies
- Preparing the subject matter in accordance with the applicable criteria and for the content and statements contained therein.

Inherent uncertainty

ISAE 3410 recognises that Greenhouse Gas quantification process can rarely be 100 per cent accurate due to:

- Scientific uncertainty, arising from incomplete scientific knowledge about the measurement of the gases
- Measurement uncertainty, arising from limitations in measurement techniques and the use of estimations.

Where significant assumptions or deductions are utilised, they are disclosed.

BDO LLP is a limited liability partnership and is authorised and regulated by the Financial Conduct Authority to conduct investment business

Registered office: 55 Baker Street, London W1U 7EU
Registered number: OC305127
Registered in England and Wales



Criteria

The subject matter was prepared in accordance with the Deloitte Global FY2023 Basis of Reporting which references the Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard (revised edition, 2004) and Corporate Value Chain (Scope 3) Standard. The relevant emission factors, based upon the FY2023 reporting period, were applied from published guidelines including, but not limited to, the UK Government, the International Energy Agency (IEA), the US Environmental Protection Agency (EPA) and AIB European Residual Mixes.

A materiality level of five per cent of the consolidated Deloitte organization reporting was set by Deloitte Global. The testing conducted across the Deloitte organization in scope of the reporting varied based upon the proportion of activity data (e.g. energy consumption) and corresponding emissions relating to Scope 1, 2 and 3 that each member of the Deloitte organization represents.

Testing focused on the geographies which, per emission source, accounted for a significant proportion of the Deloitte organization's energy consumption and emissions and were individually material. Other geographies were tested only when there was potential for errors to accumulate to material amounts.

Our responsibility

Our responsibility is to express a limited assurance conclusion, in accordance with ISAE 3410, as to whether the reported subject matter (as set out in Appendix I) has been prepared in accordance with Deloitte Global's FY23 Basis of Reporting and to provide this in a report to DGSL. The standard required that we:

- Comply with the requirements of Part A and B of the Code of Ethics for Professional Accountants, including independence, issued by the International Ethics Standards Board for Accountants (the IESBA Code); and
- Implement quality control procedures that are applicable to the individual engagement in accordance with the requirements of International Standard on Quality Management for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements (ISQM 1).

A limited assurance engagement undertaken in accordance with ISAE 3410 involves assessing the suitability of Deloitte Global's use of its reporting procedures as the basis for the preparation of the subject matter whether due to fraud or error, responding to the assessed risks as necessary in the circumstances and evaluating the overall presentation of the subject matter, and GHG statement.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including the understanding of internal control, and the procedures performed in response to the assessed risks. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Work performed

The procedures selected, and our determination of the nature, timing and extent of these procedures, depend on our judgement including the assessment of the risks of material misstatement, and non-compliance with laws and regulations relevant to the subject matter. Our procedures included, but were not limited to:

- Review of the Deloitte Global FY2023 Basis of Reporting to understand and identify risks of material misstatement in the associated Report
- Interviews with key personnel to understand the systems and controls in place during the reporting period
- Review and assessment of the systems, processes and controls to collate, aggregate, validate and report the data
- Evaluated the materiality of the locations based on reported emissions and considered this for reasonableness against the Deloitte organization's real estate and activity in those locations
- Tested the key processes and controls covering the consolidation process and presentation of Deloitte organization level data



- Reviewed the reasonableness of information provided by any member of the Deloitte organization, including data of the Deloitte organization, outsourced facilities managers or outsourced travel management companies
- Performed analytical procedures and sample tests on collated data and conversion factors applied in accordance with published guidelines. This included reviewing any matters showing significant variations from prior years
- Confirmed the purchase of Energy Attribute Certificates (EACs)
- Reviewed the draft disclosures contained within the draft Deloitte Global Impact Report, dated 25 September 2023 and the corresponding FY2023 Performance Metrics - Environment table, to assess alignment with the underlying GHG emissions calculations and activity data.

The relative effectiveness and significance of specific control procedures at Deloitte Global and their effect on assessment of control risk at the level of any member of the Deloitte organization are dependent on their interaction with the controls and other factors present at other members of the Deloitte organization. We have not performed any procedures to evaluate the effectiveness of controls at individual members of the Deloitte organization.

We have not conducted any work outside the agreed scope and therefore restrict our conclusion to the above mentioned subject matter.

Inherent limitations


Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact accuracy and comparability. Greenhouse gas quantification is unavoidably subject to inherent uncertainty as a result of both scientific and estimation uncertainty and for other non-financial performance information the precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time.

Restriction of use

This assurance report is made solely to DGSL in accordance with the terms of our engagement, which include agreed arrangements for disclosure. Our work has been undertaken so that we might state to DGSL those matters we have been engaged to state in this limited assurance report and for no other purpose. Our limited assurance report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than DGSL for any purpose or in any context. Any party other than DGSL who obtains access to our limited assurance report or a copy thereof and chooses to rely on our limited assurance report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than DGSL for our work, for this independent limited assurance report, or for the conclusions we have reached.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the GHG emissions expressed as CO₂e and other environmental data noted in the Deloitte Global Impact Report for the financial year ended on 31 May 2023 (as per Appendix I), has not been prepared, in all material respects, in accordance with Deloitte Global's reporting methodologies.

DocuSigned by:

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Richard Weighell
Partner
For and on behalf of BDO LLP

55 Baker Street, London W1U 7EU

26 October 2023



Appendix 1 - Statement of Assured FY23 Greenhouse Gas Emissions Data

Greenhouse Gas Emissions	FY23
	(tCO ₂ e)
Scope 1	
Fuel combustion in buildings	10,541
Vehicle fleet (internal combustion engine) Note 1	26,417
Total Scope 1 emissions Note 2	36,959
Scope 2	
Purchased Electricity - buildings and fleet (market-based) Note 3	11,969
District heating and cooling	6,989
Total Scope 2 emissions Note 2	18,958
Scope 3	
Business travel: air travel (tank-to-wake emissions)	307,044
Business travel: other sources Note 1	137,512
Total business travel emissions	444,556
Purchased goods & services (PG&S) Note 4	1,107,612
Total Scope 3 emissions Note 2	1,552,169
GHG Emissions Totals	
Gross GHG Emissions Note 2	1,608,085



Appendix 1 - Statement of Assured FY23 Greenhouse Gas Emissions Data

Scope 2 Purchased Electricity GHG Emissions by Methodology Note 5	FY23
	Metric tonnes CO ₂ e
Electricity (market-based)	11,969
Electricity (location-based)	163,723

Energy Usage	FY23
	Terajoules (TJ)
Renewable electricity Note 3	1,340
Non-renewable electricity	90
Natural gas	179
Gasoline	261
Diesel Fuel	159
District heating and cooling	126
Total energy consumed	2,155



Appendix 1 - Statement of Assured FY23 Greenhouse Gas Emissions Data

Note 1. In FY2023, Deloitte Global updated its Fleet Reporting Policy to further clarify which leased vehicles are considered to be under the operational control of any member of the Deloitte organization. The change in policy resulted in emissions associated with certain lease schemes previously included in Scope 1 in FY2022 being accounted for under Scope 3 in FY2023. The change in classification resulted in personal usage from such leases being excluded in FY2023 as only reimbursed mileage is reported under scope 3, in line with the Deloitte organization's inventory boundaries, due to the lack of operational control. This has resulted in a decrease in the gross GHG emissions. This methodology change is possible due to improvements in data granularity, and therefore cannot be applied retrospectively.


Note 2. Due to rounding, the sum of activity level emissions may not equal the total reported emissions per scope area.

Note 3. These figures include the EACs purchased.

Note 4. In FY2023, Deloitte Global revised the methodology for calculating real estate emissions included in reported purchased goods and services (PG&S) emissions to align with updated guidance from the real estate sector. As a result of the updated guidance, Deloitte Global has removed upfront embodied carbon real estate emissions from reported PG&S emissions of the Deloitte organization. For comparability, this change in methodology has been retroactively applied to previously reported PG&S amounts, which has resulted in a recalculation and restatement of PG&S amounts and emissions totals for the base year and all the previous years' data. The recalculation and restatement has resulted in emissions decreased of 144,250 tonnes in FY2022; 126,152 tonnes in FY2021; and 104,665 tonnes in FY2019. Reported FY2023 PG&S emissions would be approximately 160,000 tonnes higher if using the previous methodology.

Deloitte Global will continue to review its approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of its disclosures. When these enhancements lead to a material change in a reported figure, Deloitte Global is committed to explaining the nature of the change, its reasoning for its appropriateness, and the variance compared to previous methodologies.

Note 5. In accordance with the GHG Protocol, Deloitte Global publishes purchased electricity emissions using both the location and market-based methodologies. The location-based methodology involves using an average national, regional or subnational emission factor that relates to the local grid from which electricity is drawn. The market-based method involves deriving emission factors from contractual instruments, allowing a zero emission factor to be applied to electricity consumption that is matched to a renewable energy source. Deloitte Global includes the market-based emissions within the GHG inventory of the Deloitte organization as this corresponds to near-term science-based targets of the Deloitte organization.



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