

Deloitte.

Building better futures

2022 GLOBAL IMPACT REPORT



Message from Deloitte Global CEO



The past year has been a striking reminder of what global progress really looks like—and what it demands from all of us.

We published last year's report amidst what some dubbed a "summer of hope." After the health, economic and social crises that began the decade, millions were completing their full course of COVID vaccines, and economic growth was roaring back. We appeared to be set up for a year of healing and recovery.

Of course, the reality wasn't quite so simple. New variants and inequitable vaccine rollouts perpetuated the pandemic. The economic buzzword switched from "recovery" to "recession." And just as we were all ready to take a breath from the constant crises, Russia's invasion of Ukraine shocked the world, threatening the democratic norms that lay at the very foundation of global peace and stability.

The year of progress, then, wasn't quite as straightforward as we hoped. Meaningful progress never is. It involves surprises and setbacks—and sometimes, solutions that go on to create their own set of problems.

Yet the last twelve months were also proof of what's possible when we keep marching forward together, combining the efforts, insights, and resources of different people and organizations to drive progress.

"Purpose-driven organizations not only create enormous value for society as a whole, but also thrive themselves, consistently demonstrating higher growth and profit than their counterparts.

Deloitte's record over the past year is testament to that."

At Deloitte, we have found that the key to continued success during periods of disruption is to ground our work in a purpose that transcends the day-to-day. It's not possible to know what lies ahead, but with a clear north star, organizations like ours can more effectively navigate uncertainty and keep moving forward resiliently and with agility.

In fact, we have found that when organizations successfully embed purpose their people find ways to reframe challenges as opportunities. When they are able to do this, they make an impact on the issues that matter most to them, their clients and the communities in which they live and work. As a result, purpose-driven organizations not only create enormous value for society as a whole, but also thrive themselves, [consistently demonstrating](#) higher growth and profit than their counterparts.

Deloitte's record over the past year is testament to that.

In the last 12 months, Deloitte has delivered nearly 20 percent aggregate revenue growth—a record for our organization. [Analysts have highlighted](#) Deloitte's leadership across industries, regions, and capability areas. And *Brand Finance* recognized Deloitte—for the fourth year running—as the world's [strongest and most valuable commercial services brand](#).

“Our multi-disciplinary business model is a competitive strength that allows Deloitte to bring the broadest set of capabilities to clients and uphold the public trust.”

Guiding clients' journeys of transformation

Serving clients globally with solutions that are built up from deep, industry-specific knowledge—combined with understanding of local market needs—is an essential part of what we do at Deloitte.

In recent years, as the challenges clients have faced became increasingly complex, Deloitte found new opportunities to deliver on purpose and to make an impact that matters. For clients, this has included helping them re-route supply chains, incorporate new audit standards, digitize operations, or transition to a lower carbon future.

Clients want Deloitte's guidance and insights on their transformation journeys because of our digital capabilities, innovative approach and a deep understanding of their business and

markets. Our multi-disciplinary business model is a competitive strength that allows Deloitte to bring the broadest set of capabilities to clients and uphold the public trust.

In addition to Deloitte's work with clients, we are also creating the ecosystem changes needed to build a more sustainable future. Knowing that what gets measured gets managed, we built on our collaboration with the World Economic Forum's International Business Council that identified [21 stakeholder capitalism metrics](#) to help align Environmental, Social, and Governance (ESG) reporting across industries and regions. Over the past year, Deloitte represented the World Economic Forum in the working group set up by the International Financial Reporting Standards (IFRS) Foundation. This group helped to lay the groundwork for the International Sustainability Standards Board (ISSB), which aims to enable a comprehensive global baseline of sustainability information.

Deloitte is also committed to the [Sustainable Markets Initiative](#) (SMI) and collaborates with SMI on its mission to build a coordinated global effort within the private sector to accelerate the transition to a sustainable future.

Finally, we are enormously proud of Deloitte's new, [decade-long, five-Games partnership](#) with the International Olympic Committee (IOC) to help the IOC realize the possibilities of its strategic roadmap for the future, Olympic Agenda 2020+5, and its vision to build a better world through sport. In partnership with the IOC, Deloitte will apply its expertise in management and business consulting to help enhance and secure the IOC's digital ecosystem while also delivering meaningful

impact to the National Olympic Committees, billions of fans, and the thousands of athletes who make the Olympic Games possible.

Investing in our communities

The health, economic, and social challenges of the last several years illuminated and exacerbated inequities in our communities. At the same time, these crises demonstrated how our fates are intertwined: for business to thrive, communities must thrive.

During the COVID-19 pandemic, Deloitte doubled our [WorldClass](#) commitment to impact 100 million futures in our communities with education and career-building opportunities by the year 2030. In addition, over the past year, Deloitte expanded our *WorldClass* efforts through the *WorldClass* Education Challenge, selecting 12 innovative initiatives that support access to quality education for more of the world's students. For instance, one entrepreneurial winner from Nigeria is building virtual labs so that students in under-resourced schools can access the practical scientific training they need. Another, in India, is creating virtual communities that provide resources for parents to teach their young children vital life skills, including language, numeracy and social-emotional skills.

These innovators prove that when it comes to tackling global issues, we must start with local action—investing in, and being led by, individuals who understand their community's needs best.

That same philosophy informs the [Deloitte Health Equity Institutes](#) (DHEIs) recently launched in the US, India, and Africa. These institutes study local disparities in health equity so they can be addressed better in the future.

“We have evolved our talent programs to help empower Deloitte people to design a work life that works for them—giving them the flexibility to pursue their passions and care for the people they love.”

Supporting our people

Finally, we know making an impact that matters begins and ends with our people. It is their hard work, knowledge, commitment and ingenuity that power everything we do.

Like many organizations, we too have experienced the Great Resignation. For Deloitte, it presented us with an opportunity to re-evaluate the ways we support our people to do better.

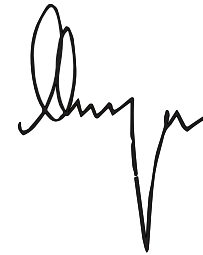
We have evolved our talent programs to help empower Deloitte people to design a work life that works for them—giving them the flexibility to pursue their passions and care for the people they love. We have expanded health benefits so our practitioners and professionals can get the care they need, wherever and whenever they need it. And we’ve made significant investments in their mental wellbeing, from offering stronger mental health benefits to enhancing flexible work arrangements to increasing paid time off.

Building better futures

While the last few years have been especially challenging, Deloitte has been adapting to and leading through change and disruption for the better part of 177 years. And each time, we have emerged stronger.

We fundamentally believe that the organizations that will lead the 21st century will be those that allow the challenges around them to sharpen their sense of purpose, spark innovations that advance their mission, and compel them to be the change the world needs most.

Together, we will lead the way to a more sustainable and equitable future for all of us.



Punit Renjen
Deloitte Global CEO

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Business





In a year of multiple global disruptions and dislocations, how does an organization focused on people and progress stay inspired, support its clients and continue its strong upward momentum?

For Deloitte, the answer was simple: focus on the future. We recognize how recent challenges present a valuable opportunity—not simply to figure out a return to the way things used to be, but to imagine a better way things *can* be. While no one can predict the future, purpose-led organizations can help shape it and build something better together.

Envisioning better futures, then designing and implementing strategies to bring them to life—these are challenges Deloitte practitioners have been tackling for years. And in doing so, they draw on core Deloitte strengths, including our ability to bring together talented teams to identify critical issues, forge connections, leverage technology and create practical solutions to meet each client's needs.

Building a better future starts now

A significant part of building a better future should include an examination of how we work. While our organization often relied upon flexible work arrangements before the COVID-19 pandemic, the past year offered an opportunity to further enhance what “hybrid work” means at Deloitte, helping to ensure it *works* for our people. We likewise helped clients develop effective strategies

driven by what the [future of work](#) could look like across sectors: a workplace that may not be a single *place* at all, but is flexible and sustainable; work that is technology-enabled and data-driven; and a workforce that is diverse in skills and backgrounds, developed in the flow of work, with the appropriate quality controls, and supported by an equitable, inclusive culture.

No discussion of the future would be complete without an examination of the future of the planet we inhabit. Deloitte has been a leader in promoting a standard approach to environmental, social and governance (ESG) metrics. We regularly report on our own progress and continue to collaborate with clients through the [Deloitte Sustainability & Climate](#) practice, helping them advance on their own journeys to a lower-carbon world.

For example, over the past year Deloitte Financial Advisory practitioners advised companies on strategies to drive sustainability and climate opportunities, including helping them model what net-zero transformation will look like for their organizations and industries. Deloitte Consulting practitioners helped clients accelerate their transformation and develop sustainability initiatives by scaling Deloitte's practices in artificial intelligence, software engineering, and cloud and edge computing. And as stakeholders call for greater transparency, Deloitte Audit & Assurance practices expanded their ESG services to further help clients provide their stakeholders with





transparent, reliable and meaningful performance disclosures that respond to changing reporting requirements.

Creating and protecting value and trust

Digital journeys powered by tech alliances

Whether they are would-be disruptors or face the threat of disruption themselves, companies across industries must navigate the many challenges of digital transformation.

Deloitte's ability to guide clients through this uncertain year was strengthened by our alliance relationships with 15 of the world's leading technology providers. From orchestrating ecosystems and evolving cloud-based industry solutions like [Converge™](#) to executing targeted acquisitions in areas such as product engineering services and digital content production, Deloitte Consulting LLP teams, in collaboration with tech leaders, enabled clients' growth and transformation.

Helping to create and preserve value during times of adverse market conditions, Deloitte Financial Advisory practitioners supported clients on more than 10,000 M&A and Turnaround & Restructuring projects this year. Deloitte Forensic practices worked with public- and private-sector organizations and other stakeholders to identify vulnerabilities in the global financial crime framework, as well as design solutions for information sharing, legislative reform and asset recovery. And Deloitte Infrastructure practices helped clients explore sustainability strategies and shaped the future of mobility by improving transportation options for more than 1 billion people.

Deloitte Risk Advisory practices have developed sophisticated solutions to support organizations' evolving risk and regulatory needs. An example is [RegHub](#), which enhances how companies structure, source and manage compliance by using digital cloud platforms to track the market for regulatory change. In addition, Deloitte Cyber practitioners used leading-edge technology to help clients protect against, and respond to, an array of cyber risks. Deloitte Cyber Operate practitioners also assisted global companies in solving complex challenges by offering outcome-based solutions that accelerate innovation and



deliver value in areas such as digital identity and threat detection and response.

We remain committed to integrity and independence in serving our vital role in the financial ecosystem. Deloitte Audit & Assurance practices uphold trust in the capital markets by driving accountability, transparency and reliability of reporting across 180,000+ engagements worldwide. Ongoing investments in the development of Deloitte Audit & Assurance practitioners, solutions and technologies, as well as expanded assurance services, enable us to redefine what's possible in corporate reporting, including the impact of ESG reporting across industries.

Adapting to a changing landscape

Over the past year, Deloitte Tax practitioners guided clients through the shifting tax and economic landscape, helping them navigate the global push for tax transparency, the digitalization of tax authorities and the Organisation for Economic Co-operation and Development's two-pillar approach to tax challenges arising from the digital economy. Deloitte Tax practitioners

are helping organizations anticipate and address these issues, including major implications for data quality and access, with advanced tools that automate processes, speed response times and improve accuracy. At the same time, the acceleration of new business models is driving the need to transform tax operating models through outsourcing, in-sourcing and co-sourcing of routine compliance and reporting activities.

Deloitte Legal practices worked with clients to design and roll out policies to address the changing work environment, including the trend toward more hybrid arrangements.* Deloitte Legal practitioners helped clients navigate employment laws as they implemented changes to COVID-19 restrictions, remote working accommodations and return-to-office rules. Deloitte Legal practices also helped clients transform their legal operating models with tech-based solutions for managing contract lifecycles, collaborating with advisors in real-time and automating routine tasks, which improve the accuracy and speed of processes, while producing cost efficiencies.

Moving forward

Our people's creative thinking and bold solutions have helped clients address disruption and resolve their toughest challenges. Guided by our purpose to make an impact that matters, we are helping Deloitte clients move their businesses forward and create a better future.

*Where permissible under local laws and regulations

Innovation



Deloitte envisions and creates industry-defining innovations that allow clients to drive change and turn disruption into lasting value for their customers. These capabilities have been essential in helping clients navigate the COVID-19 pandemic, and will remain critical as business, government and other institutions rise to the challenge of climate change.

Deloitte innovation investments are increasingly focused on developing products and services that [generate social and environmental benefits](#). Deloitte's innovation investments have created services that help clients reduce their carbon footprints, manage the risks of transitioning to a low-carbon economy, and integrate environmental, social and governance (ESG) and climate criteria into their investment decisions.

Deloitte Audit & Assurance practices have invested—and continue to invest—hundreds of millions of dollars 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 professionals working remotely to execute their audits digitally while maintaining

high-quality audit standards and meeting deadlines.

Additionally, Deloitte has developed an ESG Module for Omnia: a structured framework powered by artificial intelligence (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* at The International Accounting Forum and Awards in 2022.

Deloitte has also made significant investments in the digital transformation of its Tax practices with [Intela by Deloitte](#), a digital platform that enables seamless collaboration between Deloitte Tax practitioners and clients. An end-to-end cloud-based solution, Intela provides a single workspace to support tax compliance, documentation and risk mitigation. Intela can also extract, organize and analyze data, helping Deloitte Tax practitioners provide greater strategic insights. Intela will allow Deloitte Tax practitioners to enhance how they—and their clients—spend their time.

To better serve clients seeking solutions to complex issues, Deloitte offers CortexAI™, a multi-cloud, secure and scalable platform that makes it easier to access data, analytics and artificial intelligence. With its smooth interface and integration of a client's data and external data, CortexAI™ has already helped hundreds of clients across industries generate new insights and turn unstructured data into searchable intel. In addition, by adhering to [Deloitte's Trustworthy AI™](#) framework, CortexAI provides the level of governance needed for organizations to confidently apply and scale AI.

Deloitte is also committed to shaping the future of industries through investments in industry cloud platforms. An example is Deloitte's suite of ConvergeHEALTH solutions that are supporting the digital transformation of life sciences and health care for millions of patients in more than 20 countries. Specifically, [ConvergeHEALTH Connect™](#) helps health care companies engage more effectively with their patients.

In 2022, Deloitte announced Converge™ by Deloitte, an expansion of Deloitte's ConvergeHEALTH businesses into the consumer

Contact: [Ragu Gurumurthy](#), Deloitte Global Innovation Officer



and financial services sectors as part of a US\$750 million investment in new software platforms, ecosystems and alliance relationships. This expansion also included hiring additional diverse software engineering, data scientist and industry professionals to dramatically accelerate the future transformation of industry.

ConvergePROSPERITY™ cloud-based software solutions, combined with Deloitte's technology ecosystem, helps financial institutions offer exceptional customer experience, expand product offerings, acquire new customers, reduce customer acquisition cost, deliver strong ROI goals from technology investments, and better reach the underserved.

ConvergeCONSUMER™ is focused on understanding the consumer, predicting future demand, and optimizing decision-making to improve experiences and offerings to consumers ethically and responsibly across industries. ConvergeCONSUMER combines first party, client and external data sets and applies predictive analytics in its next-generation analytics and experience platforms to drive actionable insights.

For clients needing to strengthen their cybersecurity defenses, Deloitte Cyber professionals developed Predictive Analytics for Cyber in Enterprises ([PACE™](#)), a cloud-native analytics solution supporting on-premises, hybrid and multi-cloud environments. PACE enhances Deloitte's cyber risk quantification and risk management frameworks by quickly combing through petabytes of data and providing faster, simpler, persona-driven decision-making for cyber security organizations.

Looking ahead, Deloitte continues to envision and develop innovative solutions to meet clients' needs and drive positive change across industries.

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

M&A Transaction Services
Turnaround & Restructuring Services
Valuation and Modeling
Corporate Finance Advisory
Infrastructure and Capital Projects
Economics and Real Estate
Forensic

Risk Advisory

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

Tax & Legal

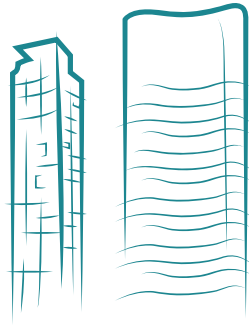
Tax Services for Businesses
Global Employer Services
High Net Worth Tax Services
Legal

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 FY2022 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.

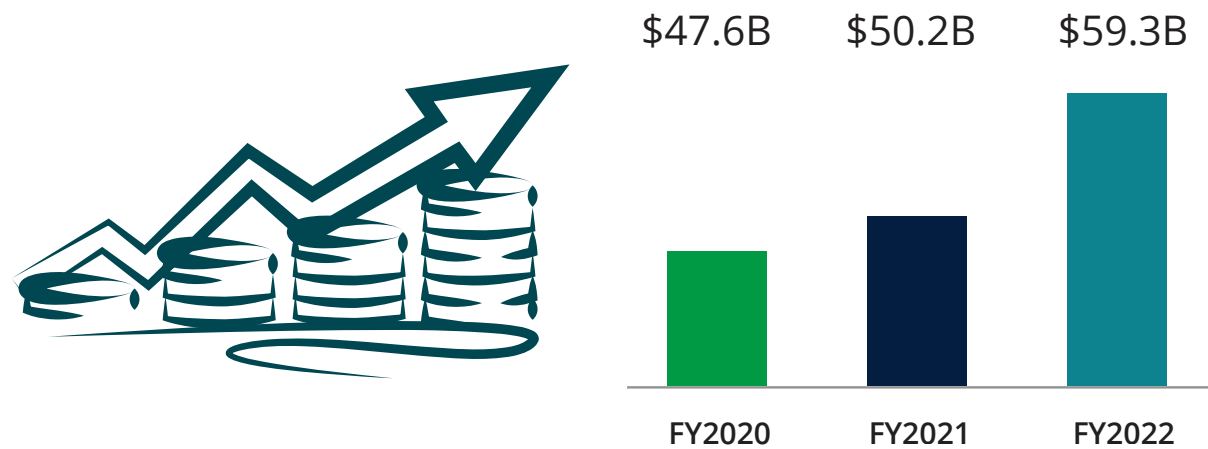
Albania	Canada	Georgia	Kyrgyzstan	North Macedonia	Sweden
Algeria	Cayman Islands	Germany	Lao PDR	(Republic of)	Switzerland
Andorra	Chad	Ghana	Latvia	Northern Mariana Islands	Taiwan (China)
Angola	Channel Islands	Gibraltar	Lebanon	Norway	Tajikistan
Argentina	(Jersey and Guernsey)	Greece	Lithuania	Oman	Tanzania
Armenia	Chile	Greenland	Luxembourg	Palau	(United Republic of)
Aruba	China	Guam	Malawi	Palestinian Territories	Thailand
Australia	Colombia	Guatemala	Malaysia	Panama	Togo
Austria	Congo (Brazzaville)	Honduras	Malta	Papua New Guinea	Trinidad and Tobago
Azerbaijan	Congo (Democratic Republic of)	Hungary	Marshall Islands	Paraguay	Tunisia
Bahamas	Costa Rica	Iceland	Mauritius	Peru	Turkey
Bahrain	Croatia	India	Mexico	Philippines	Turkmenistan
Bangladesh	Curaçao	Indonesia	Micronesia (Federated States of)	Poland	Uganda
Barbados	Cyprus	Iraq	Moldova (Republic of)	Portugal	Ukraine
Belgium	Czech Republic	Ireland	Monaco	Puerto Rico	United Arab Emirates
Benin	Denmark	Isle of Man	Mongolia	Qatar	United Kingdom of Great Britain and Northern Ireland
Bermuda	Dominican Republic	Italy	Montenegro	Saudi Arabia	
Bolivia	Ecuador	Ivory Coast	Morocco	Senegal	United States
Bosnia-Herzegovina	Egypt	Japan	Mozambique	Serbia (Republic of)	Uruguay
Botswana	El Salvador	Jordan	Myanmar	Singapore	Uzbekistan
Brazil	Equatorial Guinea	Kazakhstan	Namibia	Slovak Republic	Venezuela
British Virgin Islands	Estonia	Kenya	Netherlands	Slovenia	Vietnam
Brunei Darussalam	Finland	Korea (Republic of)	New Zealand	South Africa	Yemen
Bulgaria	France	Kosovo	Nicaragua	Spain	Zambia
Cambodia	Gabon	Kuwait	Nigeria	Sri Lanka	Zimbabwe

Note: On 24 May 2022, Deloitte exited from Belarus and the Russian Federation. Data for those geographies is included in FY2022 reporting as the fiscal year ended on 31 May 2022.



Business metrics

Total revenue



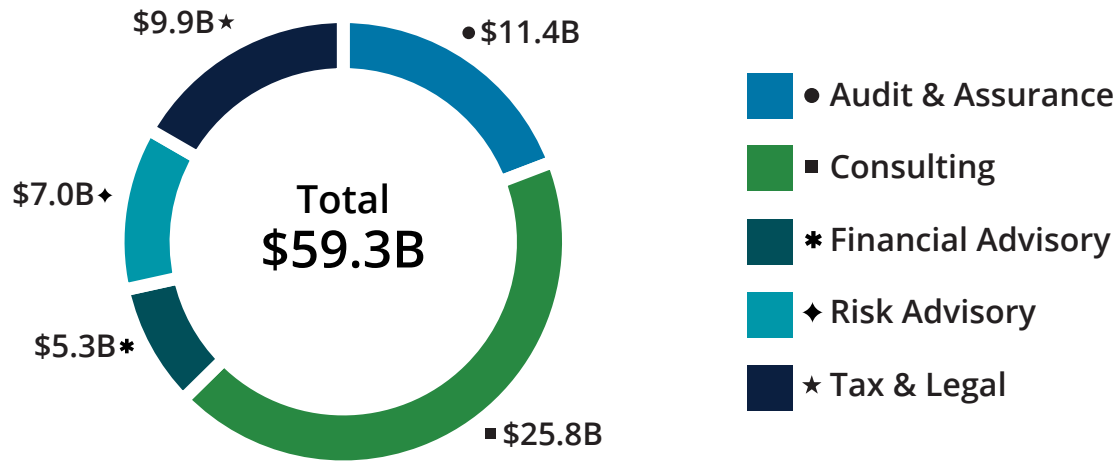
Notes

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



Business metrics

Revenue by business



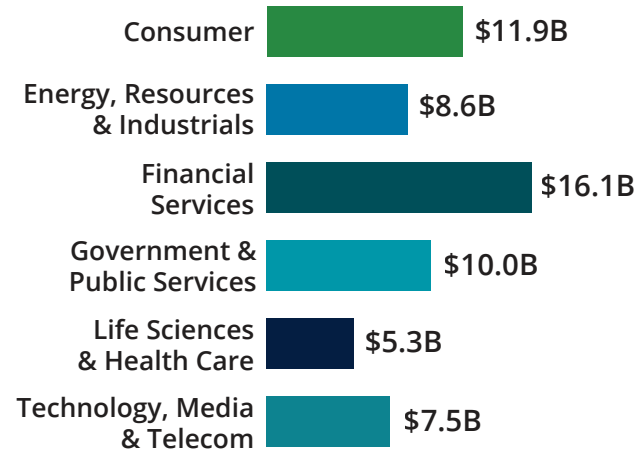
Notes

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.



Business metrics

Revenue by industry



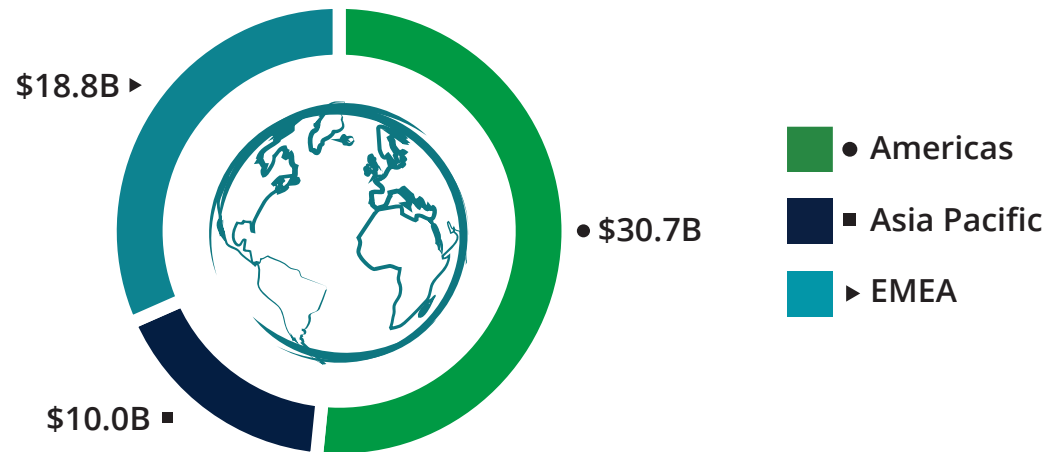
Notes

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.



Business metrics

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.

Environmental



Business

Environmental

Social

Governance

Global ESG highlights



When COVID-19 restrictions led to a record drop in global carbon emissions, the world saw the difference a collective change in behavior can make for the environment.

However, when restrictions eased, emissions rebounded. And the temporary reduction in emissions wasn't enough to slow the rise in extreme weather events and other impacts of climate change. Globally, the calls for immediate action on climate became more urgent.

Deloitte's ambition is to help lead the world's transition to a lower-carbon future. And over the past year, Deloitte has shown that we have the scale, knowledge and resources to turn this ambition into meaningful, measurable action.

Advancing responsible climate choices

Recognizing the necessity of collective action to effectively tackle the climate crisis, Deloitte worked to advance our [WorldClimate](#) strategy, which consists of a three-pronged approach—actions we take, actions we inspire our people to take, and actions we take with clients and others in our ecosystem.

Deloitte has committed to achieving science-based net-zero emissions and we currently have a 1.5° C near-term (2030) goal in place, validated by the Science Based Targets initiative. We are embedding sustainability into policies

and practices throughout the organization and measuring performance against our goals.

In addition, we continue to make strong progress in realizing our commitments to all [three core initiatives](#) of the Climate Group supporting the advancement of renewable electricity (RE100), electric vehicle adoption (EV100) and energy efficiency/productivity (EP100). For instance, 91 percent of the energy Deloitte purchased in FY2022 was renewable energy. Along with Deloitte's own operations, we are also reviewing our global supply chains more closely to help ensure procurement sustainability. We are working to quantify Deloitte emissions across our organization's entire supply chain.

As we translate our ambition into action, we also continue to examine environmental issues more widely—for example, looking at our impact on nature and biodiversity, as well as our carbon footprint. Biodiversity is critical to the health of the planet, and while our organization's direct impacts in this area are limited, Deloitte supports nature-positive solutions and will assess impacts throughout our value chain.

Deloitte is also working with Indigenous peoples in Australia, Asia, and Canada, among other geographies, to advance nature-based climate solutions. We recognize the importance of collaborating with these communities to honor their knowledge and to support Indigenous-





led climate solutions. In addition, Deloitte has published insights into environmental issues impacting Indigenous peoples, including [When day comes](#), a report on reframing the relationship between the mining industry and Australia's First Peoples.

Prioritizing climate action—and measuring impact

Deloitte Global's 2022 [Gen Z and Millennial Survey](#) revealed that climate is a top concern for these generations. They are taking climate action and they want business to do the same. We also learned from Deloitte Global's 2022 [CxO Sustainability Report](#) that more than three-quarters of C-level executives agree that the world is at an environmental tipping point. Investors and other stakeholders are increasingly calling on companies to embed environmental, social and governance (ESG) metrics into their business strategies and report against them.

We recognize that what gets measured gets managed. This is why Deloitte played a lead role in the World Economic Forum's (WEF) project to identify a common framework of [stakeholder capitalism metrics](#) to evaluate the environmental impact of business activities, regardless of industry or region. Along with many organizations, Deloitte is reporting against these metrics,

enabling us to chart our progress with greater clarity and transparency. We, together with the coalition of companies supporting WEF's project, strongly supported the efforts to help establish global sustainability reporting standards.

During the past year, Deloitte represented WEF in the working group set up by the International Financial Reporting Standards (IFRS) Foundation. The activities of this working group were critical to lay the groundwork for establishing the International Sustainability Standards Board (ISSB), which was announced at COP26. The group's work included developing prototypes that were used as the basis for the draft standards issued for formal consultation by the ISSB in March 2022. Deloitte issued a statement of support for the ISSB and its aim to enable a comprehensive global baseline of sustainability information, welcoming this significant milestone in corporate reporting.

Deloitte is also committed to the [Sustainable Markets Initiative](#) (SMI) and collaborates with SMI on its mission to build a coordinated global effort within the private sector to accelerate the transition to a sustainable future.

Our people are our superpower

During the past year, Deloitte launched a [climate e-learning program](#) to inform, challenge and inspire our people to act. Developed in collaboration with World Wildlife Fund, the program helps Deloitte people around the world understand what Deloitte is doing to address climate change and also how they can make a positive impact through responsible choices at home and at work. More than 300,000 people have completed the training to date. And 95% of those responding to the post-training survey have committed to taking climate action. Deloitte's climate learning program was honored with a Brandon Hall Group HCM Excellence Award in the Best Unique or Innovative Learning and Development Program category.

Deloitte is empowering our people to be more intentional about where, when and how we travel. Making smarter travel choices, along with leveraging technology to hold many meetings virtually, will help us meet our *WorldClimate* commitment of cutting travel-related emissions per full time equivalent by 50% from 2019 levels.

Deloitte's professional-led Green Teams spearhead internal grass roots efforts to promote more sustainable choices throughout Deloitte offices globally and encourage community



volunteering with environmental non-profit organizations. In addition, Deloitte created [Climate Exchange](#), a global content hub designed to inspire ideas and provoke discussions that drive action. During Earth Month, we focused on specific, achievable ways our people can help build “[Better Futures. Together.](#)”

Collaborating with our ecosystem

Deloitte also engages with like-minded organizations and initiatives across our ecosystem, such as the [Sustainable Aviation Buyers Alliance](#), to inspire action, increase demand for sustainable products and services, and develop solutions.

While Deloitte’s air travel remains significantly below pre-pandemic levels, further reducing travel-related carbon emissions is an important part of our *WorldClimate* strategy. Deloitte US entered into [Sustainable Aviation Fuel \(SAF\) agreements](#) with several airlines to help achieve carbon reductions, and is among the first organizations to account for SAF purchases in their impact reporting. Deloitte is also helping to accelerate SAF usage through our involvement in WEF’s [Clean Skies for Tomorrow Coalition](#) and [First Movers’ Coalition](#), as well as advancing

climate action more broadly through WEF’s [Alliance of CEO Climate Leaders](#).

Recognizing the desire of young people to lead the way in helping to ensure the long-term health of our environment, Deloitte Global established a [collaboration](#) with One Young World (OYW) to help develop young professionals into future leaders. Through this collaboration, Deloitte supports and inspires impactful youth-led initiatives focused on climate action and educational equity, as well as providing sponsorships for young professionals to attend the annual OYW Summit.

Guiding clients’ sustainability journeys

This year our organization significantly expanded and invested in [Deloitte Sustainability & Climate](#), a practice serving clients globally as they define their paths to a more sustainable future. Building upon decades of climate client service, Deloitte has assembled one of the largest global networks of sustainability experience, including an investment of US\$1 billion in client-related services, data-driven research, and assets and capabilities.

Over the past year, Deloitte practitioners have supported clients around the world as they

created transformation plans; redefined business strategies to incorporate ESG; embedded sustainability into operations; met tax, disclosure and regulatory requirements; and established collaborations across their ecosystems.

In addition, we launched the Deloitte Center for Sustainable Progress (DCSP) to help accelerate transformation of clients’ organizations and value chains. The DCSP provides results-oriented insights and analysis that draw upon Deloitte’s experience and global network, including acting as a convener of specialists, industry influencers and thought leaders from around the world. Our recent report, [The Turning Point](#), offers a detailed exploration of how letting climate change go unchecked could cost the global economy US\$178 trillion over the next 50 years—though conversely, it could gain US\$43 trillion over the same time period by rapidly accelerating the transition to net-zero.



Sustainable and responsible supply chain

Deloitte supply chains cross multiple industries and regions of the world. Because more than two-thirds of Deloitte's aggregate emissions are derived from purchased goods and services, our *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 FY2022 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 requirements 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

Deloitte's outreach to our global supply base for carbon emission reporting has more than doubled for FY2022, to over 400 suppliers. Continuing to use the CDP (formerly Carbon Disclosure Project) platform, Deloitte has engaged our largest suppliers to report their emissions through this centralized climate-focused reporting mechanism. Deloitte was named a CDP Supplier Engagement Leader in 2021 in recognition of these efforts.

Initiatives of this kind help Deloitte to calculate our emissions with greater precision and identify which suppliers we should engage with directly. These initiatives also help to lay the foundation for Deloitte's 2025 goal of having two-thirds of our suppliers (by emissions) set science-based targets.

Looking ahead

Beyond outreach, collaboration for emissions intensity reduction is a defining aspect of our plan for making Deloitte's supply chain more sustainable. For example, Deloitte US entered into [Sustainable Aviation Fuel \(SAF\) agreements](#) with several airlines to help achieve carbon reductions, and Deloitte is among the first organizations to account for SAF purchases in their impact reporting. We are also actively investigating other innovative means of reducing our organization's travel emissions, as well as helping to accelerate SAF usage more broadly through our involvement in the World Economic Forum's [Clean Skies for Tomorrow Coalition](#) and [First Movers' Coalition](#).

Contacts: [Kathryn Alsegaf](#), Deloitte Global Chief Sustainability Officer; [John Brugge](#), Senior Manager, CoRe Procurement Sustainability

Environmental progress

In FY2020, Deloitte's 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. Deloitte has also committed to set long-term emissions reduction targets using the SBTi's Net-Zero Standard. Since setting our validated, science-based targets, we have been working toward achieving these goals, recognizing the increasing urgency of the climate crisis.

The positive impacts of setting an ambitious strategy are clear. We continue to make progress toward our goal of procuring 100% of our electricity from renewable sources, achieving 85% in FY2021 and 91% in FY2022.

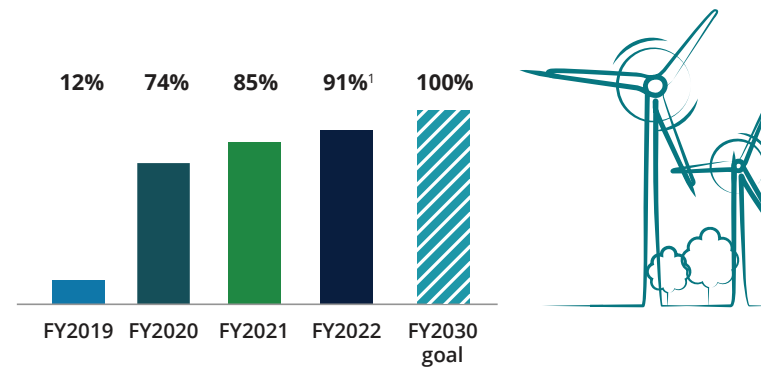
Deloitte's gross GHG emissions (Scopes 1, 2 and 3) decreased 32% compared to the baseline in FY2019, showing great progress towards our 2030 SBTi goals of a 70% reduction in Scope 1 and 2 emissions and a 50% reduction in business travel emissions per FTE. Reductions achieved in FY2022 were primarily the result of increased purchases of renewable energy, coupled with continued

reductions in business travel. While we recognize our business travel was still heavily impacted by restrictions from the COVID-19 pandemic, Deloitte began implementing new policies and practices around business travel in FY2022, aimed at addressing business travel intentionality and keeping us on track to minimize rebounds

post-pandemic as we pursue our travel reduction goals.

Additional details of our greenhouse gas emissions and performance against goals are included in the [Performance Metrics and Reporting Frameworks Summary](#).

Renewable electricity consumption



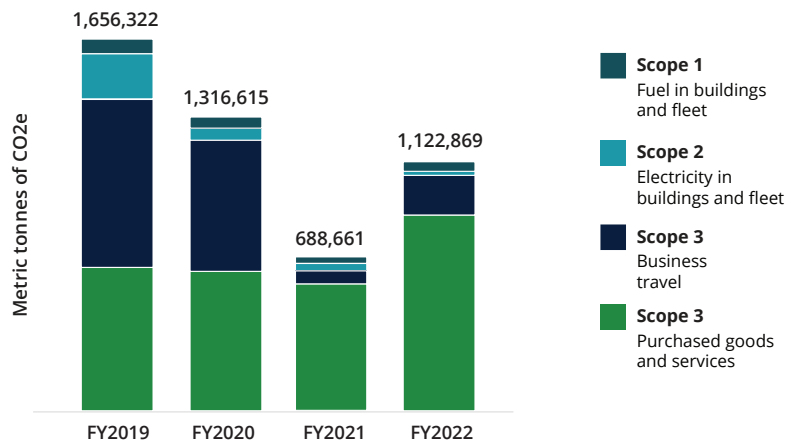
Notes

Figures are aggregated across the Deloitte organization.
¹Reflects purchases of renewable electricity that are completed and in progress as of the date of publication.

Contact: [Kathryn Alsegaf](#), Deloitte Global Chief Sustainability Officer



Greenhouse gas emissions by scope



Notes

Figures are aggregated across the Deloitte organization.

Beginning with FY2019, we have calculated our supply chain emissions beyond business travel. In FY2022, purchased goods and services emissions comprise more than 75% of Deloitte’s aggregate emissions. Reducing these emissions is a key component of our carbon-reduction strategy, and demonstrates why we have also significantly increased our interaction with our supply chains

on sustainability and carbon emissions. To improve the quantification of emissions from purchased goods and services, and to better understand our suppliers’ engagement on climate, Deloitte continued reaching out to suppliers in FY2022 via the CDP’s (formerly Carbon Disclosure Project) supply chain reporting program. We asked over 400 of our suppliers to respond, more

than doubling our supplier outreach from the previous year.

14% of Deloitte suppliers have now set science-based targets, up from 8% in FY2021, as we work toward our goal of having 67% of our suppliers by emissions adopt science-based targets by 2025. In February 2022, Deloitte was honored to be named by CDP as a Supplier Engagement Leader for effectively engaging our suppliers on climate change, an honor awarded to only the leading 8% of disclosing companies. See [Sustainable and responsible supply chain](#) for details on the steps we are taking with our suppliers.



While our current environmental strategy focuses primarily on energy and GHG emissions, we are also actively working to improve management systems for water, waste and single-use plastics. A number of key meetings globally are now planned as zero- or low-waste events.



Offsets

A core tenet of Deloitte's *WorldClimate* strategy includes investing in meaningful solutions for the emissions we cannot eliminate. Decarbonizing through absolute reductions remains a key priority for Deloitte. During our transition, however, Deloitte has chosen to compensate for unabated emissions through offset purchases as a means to promote the advancement of sustainability solutions while also recognizing that it does not replace the need to reduce emissions in line with science-based approaches.

In FY2022, Deloitte has continued to offset its operational and business-travel emissions with verified carbon credit purchases. Additionally, two of the largest Deloitte firms chose to offset their purchased goods and services emissions in both FY2021 and FY2022.

Deloitte will continue to evolve its carbon offsets strategy as a component of our overall net-zero strategy, informed by external guidance on carbon offset leading practices and changes in the market. Offset projects we support include reforestation, preventing deforestation, projects focused on health and livelihoods, and sustainable infrastructure.

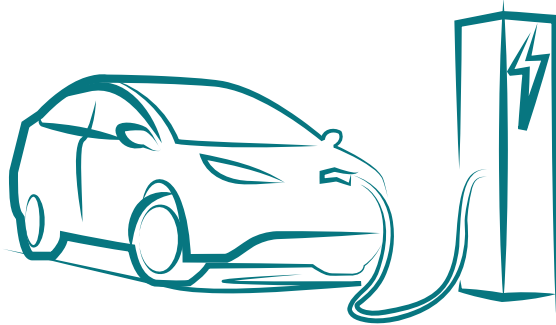
Task Force on Climate-related Financial Disclosures

Deloitte recognizes the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as a useful framework for assessing and reporting on climate-related risks and opportunities. Deloitte issued its inaugural [TCFD report](#) last year and anticipates issuing an update to the report later this calendar year.



Environmental metrics

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



Environmental metrics

WorldClimate



Cut 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

Social





From the ongoing COVID-19 pandemic to the war in Ukraine and its social and economic reverberations, this has been a year of global challenges with a deeply human impact.



As Deloitte sought to support and inspire our people and communities, for us this has also been a year of reaffirming our commitment to making an impact that matters in society; reimagining the future of work to help our people thrive; and reconnecting in person, where possible, for moments that matter to foster our sense of belonging.

For our purpose-led organization, this has required resilience and creativity both to tackle the challenges of the present, and to lay the groundwork for shaping better futures. It has required the collective ambition, energy and ingenuity of our 415,000 Deloitte people around the world, connecting for impact.

Responding to humanitarian crises

Deloitte has continued to devote significant resources to help our communities address the pandemic. COVID-19's disproportionate effect on underserved and marginalized populations highlights the need to address health inequity in our communities. Over the past year, Deloitte has driven collaboration and investment with the launch of Deloitte Health Equity Institutes in Africa, India and the US. In addition, Deloitte formed a [strategic alliance](#) with Vodafone to

increase access to telemedicine and other digital healthcare solutions for people across Europe.

When Russia invaded Ukraine, Deloitte moved quickly to support our people and others impacted by the war. We helped colleagues in Ukraine and their family members move to safety and provided them with temporary housing, financial support, immigration and legal assistance, and counseling.

Deloitte and its people have demonstrated incredible solidarity and support to Ukrainians, and provided financial donations and time—in pro bono services and volunteer work—to global and local non-governmental organizations (NGOs). For example, Deloitte Central Europe created an app called IRENA, a chatbot that enables NGOs and governmental organizations in the region to provide necessary information to refugees at scale. Worldwide, Deloitte has raised more than US\$7 million in monetary donations to support the immediate humanitarian needs, including food, housing, health care and psychological support. Deloitte also made the decision to separate from our practices in Russia and Belarus; our organization no longer operates in those countries.

Deloitte is committed to supporting education, skills building and employment opportunities for refugees and displaced persons, in Europe and beyond.



Empowering 100 million futures

Millions of people in our global society are held back from achieving their full potential. To address this shared global challenge, Deloitte has focused our collective resources on investing in education and skills through our [WorldClass](#) ambition. We have a goal of impacting 100 million futures by 2030 through programs and collaborations with leading educational organizations around the world. Together, we help scale opportunities, speed up progress and create better futures. We have already impacted 34 million individuals since 2018, including 14 million during FY2022.

Future innovators, entrepreneurs and leaders will need new skills to meet the challenges of tomorrow. Deloitte ran the [WorldClass Education Challenge](#), in collaboration with the World Economic Forum, to advance innovative educational approaches that support access to quality education and training opportunities for more of the world's students. In late 2021, a group of [12 innovators](#) based in Africa, India and Asia Pacific was selected. Their projects focus on digital learning, developing critical skills for future workers and investing in educators. For example, Job Oyebisi seeks to inspire the next generation in Nigeria by providing them with access to quality STEM education. His innovator, [StanLab](#), puts a 3D virtual laboratory at students' fingertips.

To expand and scale these programs, Deloitte is providing pro bono professional services, financial grants and opportunities to participate in networking opportunities and events.

Management and Business Consulting Services to advance the IOC's [Olympic Agenda 2020+5](#) goal, and drive initiatives related to sustainability, diversity, equity and inclusion, and athlete career transition and well-being.

A partnership with purpose

While most people might not think of a sports sponsorship as a way to drive societal impact, we see it differently. That's why Deloitte and the International Olympic Committee (IOC) have formed a [global partnership](#) to help advance the Olympic Movement.

The Olympic Games have a long history of uniting athletes and supporters from countries around the world to bring out their best, in a spirit of fair and friendly competition. The motto of the Olympic Games, "Faster, higher, stronger—together," reflects that focus on unity and feels especially important in these trying times.

That call to action also captures the ambition of Deloitte and the IOC's "partnership with purpose." Deloitte will provide a global team with wide-ranging management and business consulting capabilities to support the IOC with its digital transformation strategy, provide the IOC with



Support for Ukraine

When the news broke that Russia had invaded Ukraine, Deloitte was prepared and mobilized our organization to move quickly. We brought the strength of our global resources to bear in providing support and assistance to Deloitte Ukraine people and their families. We also activated initiatives to support the immediate and long-term humanitarian needs of the people of Ukraine.

Providing for the safety of our colleagues

With the safety and wellbeing of our people as our top priority, Deloitte worked swiftly to help colleagues in Ukraine and their family members move to safety, as well as support those who chose to remain in the country. Deloitte continues to help Deloitte Ukraine people move, as needed, as well as support those who have stayed.

To address Ukrainian colleagues' immediate and essential needs, Deloitte member firms in the region provided temporary housing, financial support, counseling, and immigration and legal assistance.

Deloitte also made the decision to exit its practices in Russia and Belarus. Our organization no longer operates in those countries.

Serving Ukrainian refugees' needs

Deloitte people around the world have shown their strong solidarity and support to Ukrainians by providing donations and time—including both pro bono services and volunteer work—to global and local non-governmental organizations (NGOs). Deloitte people, member firms and foundations have made financial donations totaling more than US\$7 million to support the humanitarian needs of those impacted by the war.

Since the escalation of the conflict in Ukraine, donations were directed to the [International Committee of the Red Cross](#) and [UNHCR](#), the UN Refugee Agency, as well as to the [Deloitte Poland Foundation](#), which in turn donated to local NGOs.

The Deloitte Poland Foundation has been at the heart of many of the initiatives in Europe to support Ukrainians who have fled their homes, including providing food, housing, health care and psychological support. One of the NGOs it has supported is the [Our Choice Foundation](#), which runs the Ukrainian House in Warsaw—the first contact point for many refugees. The Deloitte Poland Foundation provided donations to purchase 10 tons of food to supply food banks in Poland and Lithuania that provide meals to reception points and organizations helping refugees. In addition, other Deloitte firms contributed directly through their foundations, such as the Deloitte Romania Foundation, which donated to [World Vision Romania](#), to set up two facilities to provide educational and counselling services for Ukrainian children in Romania. Deloitte Ukraine provides assurance services (on a pro bono basis) to [UNITED24](#), an initiative

Contact: [Stasha Santifort](#), Purpose and Social Impact Leader



launched by the President of Ukraine as the main platform for collecting charitable donations in support of Ukraine. The platform allows legal entities and individuals to direct money broadly in three main directions: 1) to support the Ukrainian army and demining, 2) to rebuild infrastructure and 3) to support humanitarian needs, including rebuilding destroyed hospitals.

Around the world, Deloitte has launched local giving campaigns, as well as volunteer and pro bono initiatives. Examples include:

- Deloitte Central Europe developed an app called IRENA. A chatbot that provides assistance to refugees, the app has been shared with NGOs operating in countries receiving refugees from Ukraine, including Hungary, Poland, Slovakia and Romania.
 - Deloitte Ireland, working in partnership with Ireland's Office of the Revenue Commissioners, is helping Ukrainians access employment opportunities in Ireland. Deloitte Ireland practitioners supported Revenue's development of virtual workers to speed up the registration process for Ukrainian refugees. More than 3,000 Ukrainian people have been helped, enabling them to start work more easily.
 - Deloitte Spain has provided pro bono assistance to the Spanish Commission for Refugees (CEAR), an NGO that is playing a key role in the reception and integration process for refugees from Ukraine. When CEAR needed to increase its capacity so it could serve more refugees, Deloitte Spain supported them to quickly pre-select more than 120 staff.
 - Deloitte US is providing pro bono support to [HealthRight International](#), an NGO that expands equitable access to quality health systems for marginalized communities. HealthRight has been working to build accessible, equitable systems of care in Ukraine since 2005, providing housing, health care and social support to over 125,000 people affected by violence throughout the country. With the start of the war, the organization shifted to provide critically needed humanitarian support services to Ukrainians across the country. Deloitte US is providing strategic and financial advisory support to help the organization navigate the crisis and achieve an even greater impact at scale.
- Deloitte has also fostered a variety of employee-led initiatives. The Deloitte Poland Foundation created an online platform where Deloitte people can connect and share ideas. To date, almost 500 people have collaborated on more

than 50 initiatives, leveraging their unique skills and experience to assist those in need. For example, our people prepared a practical guide to help Ukrainian colleagues navigate their new environments and access critical information and resources. Individuals also coordinated a clothing drive to collect business attire, which was donated to foundations that support refugees as they seek employment. In addition, a Deloitte Spain professional is raising funds to support the United Nations Refugee Agency by swimming across the English Channel.

A long-term commitment to refugees

As the humanitarian crisis in Ukraine and across Europe continues, we will remain steadfast in our support of our Deloitte Ukraine colleagues and those impacted by the ongoing war. Deloitte is committed to supporting education, skills building and employment opportunities for refugees and displaced persons, in Europe and beyond.

Health equity



Health equity is the fair and just opportunity for everyone to fulfill their human potential in all aspects of health and wellbeing. This overall state of wellbeing 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, marginalized communities are still more likely to experience worse health outcomes than the overall population. These health inequities are being exacerbated by the ongoing COVID-19 pandemic, climate change, forced migration and the rising cost of living.

Achieving health equity is a complex, global challenge—one where many organizations have a role to play, including Deloitte. Over the past year, Deloitte firms have taken action by launching Deloitte Health Equity Institutes (DHEIs) in Africa, India and the US. Unified by the

ambition to advance health equity to make an impact that matters, the DHEIs shape initiatives to help address the root causes of health inequity through four levers:

- Advancing health equity as an outcome for **individuals and communities** to transform the systems that exacerbate disparities;
- Enhancing Deloitte **clients'** ability to drive change in health equity through their own organizations, offerings, communities and ecosystems;
- Driving action across the **ecosystem** by working in collaboration with like-minded organizations and key decision-makers; and
- Empowering, activating and energizing **Deloitte people** to create change within our organization and in the communities we serve.

As an example, Deloitte leads a collaboration with the World Economic Forum to launch and expand

the Global Health Equity Network—a network that mobilizes executive leaders across sectors and geographies to commit to prioritizing health equity.

Joining the fight against COVID-19

The COVID-19 pandemic has also laid bare the reality of health inequities around the world, highlighting the urgent need for action.

In India, the DHEI collaborated with leaders in India's State of Haryana (Districts of Karnal and Rohtak) to pilot "[Expand the Ward.](#)" a program to reduce the strain on hospitals by helping to provide virtual home care to those with mild to moderate COVID-19. The program mobilizes local health care practitioners and community-based workers to help provide early detection and essential care of patients in their homes.

Contacts: [Greg Reh](#), Deloitte Global Life Sciences & Health Care Industry Leader; [Ashleigh Theophanides](#), Executive Director, Africa Deloitte Health Equity Institute; [Charu Sehgal](#), Executive Director, India Deloitte Health Equity Institute; [Dr. Jay Bhatt](#), Executive Director, US Deloitte Health Equity Institute



Personal protective equipment (PPE) has been an essential tool for health care professionals fighting the pandemic throughout the world. The Africa DHEI worked with the South African government, Business for South Africa and other social organizations to mobilize resources and to help ensure the supply of PPE. To facilitate this effort, Deloitte Africa created a PPE supply chain “control tower” dashboard, providing a single view of PPE demand planning and procurement.

Such collaborations are a core element of the DHEIs’ work to improve health equity within our communities. In the US, the DHEI worked with a wide array of organizations to drive vaccination education and uptake programs, ensuring the delivery of more than 9,000 vaccinations, as well as a wide array of educational resources to more than 50,000 people.

Confronting health concerns more broadly

While the pandemic is naturally a major focus, the DHEIs address many critical concerns across the spectrum of global health. The Africa DHEI is working to help reduce health disparities across the continent through health equity collaborations with key policymakers and players

in the life sciences and pharmaceutical industries. Deloitte Africa has also created and used a myriad of digital data tools to help local health care practitioners identify patterns of illness and remotely track patient statistics, missed treatment opportunities and other indicators. This has enabled community and national leaders and practitioners to target and deploy resources more effectively.

In India, the DHEI is working to address the mental health burden by developing imperatives and mobilizing resources for local health care practitioners to help close the treatment gap, reduce the stigma surrounding diagnosis and treatment, and ultimately minimize the number of years individuals live in ill-health. In addition, following the successful pilot of “Expand the Ward,” that initiative is now being scaled across other primary care areas.

With a focus on identifying and reaching low-income, underserved citizens, the US DHEI developed a comprehensive health equity dashboard to help health care leaders and researchers assess the magnitude of health disparities. Powered by Deloitte US’s [HealthPrism™ technology](#), the dashboard synthesizes a range of credible big data sets to quantify relative risks for certain health conditions, like diabetes, that correlate to income, race, geography and age.

Looking ahead

The DHEIs have advanced critical insights and understanding in their inaugural year, as well as establishing cross-sector collaborations, philanthropic investments and research activity to raise awareness and spur action. Of course, there is still much to be done. Efforts to date have laid the foundation for expanding the work of the DHEIs and realizing sustainable, long-term advancement toward health equity.

[Learn more](#) about the DHEIs.



Human rights

Deloitte's commitment to human rights is inherent in our [Shared Values](#) and *ALL IN*, our global diversity, equity and inclusion strategy. We believe all people are endowed with fundamental human rights, including the right to equal treatment under the law, freedom of mobility, and other rights as outlined in the UN Declaration of Human Rights and UN Standards of Conduct for Business in Tackling Discrimination against Lesbian, Gay, Bisexual, Transgender and Intersex people. Deloitte's commitment to protecting these human rights is expressed in our organization's [Commitment to Responsible Business](#) and [Global Principles of Business Conduct](#).

Deloitte Global is a founding member of the [United Nations Global Compact](#) (UNGC). In addition, Deloitte was an early signatory to The World Economic Forum's Partnering Against Corruption Initiative (PACI). Deloitte also supports the principles and standards for responsible business conduct espoused in several international instruments, including the OECD Guidelines for Multinational Enterprises, OECD Anti-bribery Convention, and UN Guiding Principles on Business and Human Rights.

In addition, Deloitte has committed to the US Business Roundtable Statement on the Purpose of a Corporation.

Human rights risk assessments

Following the UN Guiding Principles on Business and Human Rights, we focus on our business and operations, including our global supply chains, to identify and evaluate potential human rights impacts as a part of our human rights due diligence process.

As a part of this process, we determined that the professional services industry has a lower risk of incidents of child, forced or compulsory labor in direct operations relative to many other industries, given the type of work performed and its delivery methods. Deloitte is not aware of any instances of child, forced or compulsory labor in our direct operations.

The Deloitte [Supplier Code of Conduct](#) includes prohibitions on forced or involuntary labor. It also requires that work be conducted based on freely agreed terms; that documents relating to workers' identities or immigration status may not be withheld or destroyed, concealed, confiscated or otherwise made inaccessible by the supplier; and that there be no exploitation of child labor or employment of workers under the age of 15 (or the minimum legal working age, whichever is greater).

The Supplier Code of Conduct is provided to suppliers each time a new or renewed contract is established. In addition, in Deloitte Global requests for proposals (RFPs) we require that suppliers answer questions regarding compliance with the [International Labour Organization Principles](#) in respect to human rights and conditions of employment, and public reporting on their efforts to eliminate slavery, forced labor and child labor in their operations and supply chain.

Contacts: [John Brugge](#), Senior Manager, CoRe Procurement Sustainability; [Anna Nefedova](#), Deloitte Global ESG Reporting Leader



We recognize that risks are more likely to occur deeper in our supply chains, beyond those suppliers from which we procure directly. Accordingly, suppliers are expected to apply standards comparable to those set forth in Deloitte's Supplier Code of Conduct throughout their own supply chains. Increased transparency from direct suppliers will be critical in continuing to understand and address human rights concerns.

Transparency and accountability

Deloitte includes our human rights practices and policies in our Global Impact Report to provide transparency to clients and other stakeholders. In addition, we encourage our people to raise any human rights or other ethical concerns. Our organization provides multiple channels for consultation and reporting of concerns, with an emphasis on confidentiality and non-retaliation.

Deloitte continues to review our human rights efforts, as well as evolving industry leading practices, to understand how we can most fully act on our commitments.



Social metrics

Societal investments

US\$284M

Total societal investments

1.4M

Hours of volunteer and pro bono time

US\$1.2B

Total societal investments from
FY2018 through FY2022



WorldClass commitment

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



33.6M

Individuals reached toward our 100M goal

13.6M

Individuals reached in FY2022

US\$110.6M

WorldClass investments

733,000

Hours of volunteer and pro bono time
dedicated to WorldClass

Notes

Total societal investments of US\$284M include US\$126.3M in donations, US\$131.1M in value of volunteer and pro bono work, and US\$26.6M in management costs. Figures are aggregated across the Deloitte organization. "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.



WorldClass

Expand opportunities

Reach 100 million individuals by 2030

Empower individuals

Support and inspire our 415,000 people to lead in their communities

Engage ecosystems

Collaborate across sectors to create education and skills building opportunities



Our people



While much has changed over the past year, Deloitte does not waver from our commitment to providing opportunities, programs and resources to help our people thrive. We live our [Shared Values](#)—particularly *Take care of each other*—and prioritize respect and inclusion, fairness, development and well-being.

Supporting our people in the hybrid workplace—and throughout their careers

Over the past year we have seen that hybrid work offers solutions for many people, but also challenges—particularly for [women](#), [Gen Zs](#) and [millennials](#)—including maintaining a healthy separation between work and life, advancing their careers, and feeling a sense of purpose and

connection. That's why Deloitte has explored the [Future of Work](#)—including ongoing changes in how people work, the workforce and the workplace—alongside Deloitte clients.

We have evolved our approach to learning and development, with a greater focus on promoting agility and advancing the technology skills our people want and Deloitte clients need. This includes “hiring to train” programs where future Deloitte professionals earn the credentials and on-the-job experiences they need to succeed in future roles. This past year we were excited to welcome people back to Deloitte University for

in-person sessions, while also providing digital learning opportunities and new tools to foster mentoring in the hybrid workplace.

Deloitte Global's 2022 [Gen Z and Millennial Survey](#) showed that financial security is the top concern for these generations. As a people-powered business, Deloitte supports its professionals throughout their career journeys with innovative and challenging work, extensive professional development opportunities, and competitive, market-based compensation and benefits.

Going ALL *IN* for our inclusive workplace

Deloitte's global diversity, equity and inclusion strategy—ALL *IN*—emphasizes a workplace culture founded on respect and characterized by inclusive behaviors and an appreciation for diversity in its many forms. ALL *IN* is focused not only on helping our people live our values and thrive in a culture that is respectful and inclusive, but also on designing and implementing targeted actions and interventions that can make a positive impact when it comes to our diversity, equity and inclusion goals.

Throughout the year, Deloitte Global has developed a range of internal resources—from inclusive leadership training and conversation guides to practical tips and guidance on topics ranging from microaggressions to transgender inclusion—to help Deloitte people feel more confident having conversations in the workplace about diversity-related topics including [race](#), sexual orientation, gender identity, neurodiversity and [disability](#).

Externally, Deloitte Global has published research on diversity-related topics such as [gender balance](#) with [Women @ Work 2022: A Global Outlook](#), [mental health](#) through the 2022 [Gen Z and Millennial survey research paper](#), and [LGBT+ inclusion](#) in the [LGBT+ Inclusion @ Work: A Global Outlook report](#). Throughout the year, Deloitte campaigns also help drive the conversation on inclusion in the societies around the world in which Deloitte operates. These include Deloitte's International Women's Day celebration, which encouraged everyone to [#BeTheButterfly](#) all year, taking seemingly small actions that can have a big impact to help break gender bias, as well as our World Mental Health Day [stories from Deloitte people](#), which aimed to challenge stigma around mental health challenges. Deloitte's Pride celebration this year focused on the importance of LGBT+ inclusion year-round under the theme [#QueerAllYear](#). Finally, Deloitte Global also debuted three additional films in the award-winning ["Can you see me?" series](#), a moving reminder of how powerfully words and actions can impact people.

Gender balance

Deloitte strives to make gender balance the norm across our organization. We have set aspirational goals against which Deloitte Global leadership monitors progress. We have developed consistent global standards spanning the entire career lifecycle—from recruitment, promotion and succession processes, to development, mentoring, sponsorship and flexible working.

The Deloitte Global Executive comprises 23% women and the Deloitte Global Board of Directors is 38% women, progressing toward the aspirational goal of 30% female representation in Deloitte Global leadership roles by 2023 and 40% by 2025. Since 2019, Deloitte firms have increased female representation in both member firm partnership and other leadership roles. Twenty-five percent of member firm partners, principals and managing directors are female, with the goal of reaching 30% by 2025. Progress against these aspirational goals and other measurements is monitored and reported to the Deloitte Global Executive and Deloitte Global Board of Directors semi-annually.

Deloitte's commitment globally to achieving gender pay equity goes beyond what is typically required by local legislation in the countries where its firms are located, and the Deloitte Global Executive has a zero-tolerance approach to gender pay inequity across Deloitte. To that end, through a consistent methodology, Deloitte Global Talent provides the Deloitte Global Executive with visibility and analysis of gender pay equity practices by identifying statistically significant gender pay differences on a like-for-like basis and highlights underlying factors that contribute to differences so action can be targeted across the talent lifecycle.

Deloitte has a longstanding commitment to transparency when it comes to gender balance. For example, Deloitte UK started voluntarily reporting its gender pay gap (the total average difference between earnings for men and women) in 2015, two years before it became required by legislation. In the US, where neither public nor private reporting is required, Deloitte US made a public 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 [2022 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 keen to expand that focus to other geographies as well.

Deloitte's focus on working toward gender equality 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. Stories of this impact formed the basis for the first-ever Deloitte [Global Gender Impact Report](#), released on International Women's Day in 2020. The report, centered on the theme of the "Butterfly Effect," demonstrates the impact of Deloitte's work with girls and women in our

Contacts: [Emma Codd](#), Deloitte Global Inclusion Leader; [Nhu Fabros](#), Managing Director, Deloitte Global Talent



communities and beyond, anchored in the idea that a small action can have a widespread, lasting impact. Deloitte is committed to helping girls and women around the world access the right skills and opportunities through education initiatives, supporting social enterprises, sponsorship and mentorship programs and more.

Building on the Butterfly Effect theme, Deloitte's [2021](#) campaign illustrated the individual impact of Deloitte women on the lives of women and girls in our communities, and the [2022](#) campaign featured a call to action for everyone to #BeTheButterfly through their everyday actions. This campaign was amplified internally and externally through the engagement of Deloitte people around the world.

Deloitte also conducts global research into critical gender equality-related issues. The inaugural Deloitte Global [Women @ Work](#) 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 gender equality in the workplace. Published in April 2022, the second survey report, [Women @ Work: A Global Outlook](#), looked additionally at the impact of hybrid working on women, the "great resignation," and women's experiences of stress, burnout and poor mental health over the past year. This important research has informed

Deloitte, as well as Deloitte clients and other stakeholders, when it comes to the engagement and retention of women in the workforce.

Deloitte is a global 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 work for women.

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, in 2021, Deloitte US launched the [Deloitte Health Equity Institute](#) whose mission is to drive change that addresses racism, bias and inequity in health outcomes through public, private and social sector collaboration. The [Deloitte Health Equity Institutes](#), which include Deloitte US, Deloitte India and Deloitte Africa, aspire to be catalysts for change by bringing business, government and community leaders together to intentionally design and build systems that advance health equity as an outcome.

To help foster racial inclusion, Deloitte US and Deloitte Canada donated more than US\$10 million in contributions and pro bono commitments to a number of organizations that are fighting for social justice, tackling employment and wealth inequality, and creating educational opportunities for underserved communities. 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 Deloitte US also launched the [DEI Institute](#) to further sustain equity and belonging for all.

Deloitte Canada, in 2022, signed a [multi-year agreement](#) with Indspire—an organization that invests in the education of Indigenous peoples—for over CAD\$500,000. 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 is actively engaged in global and local 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 in the [Deloitte US 2022 Diversity, Equity, and Inclusion \(DEI\) Transparency Report](#), the [Deloitte South Africa Transparency](#)

[Report](#) and the [Deloitte UK 2021 Ethnicity Pay Report](#). Deloitte UK has reported its ethnicity pay gap (the difference in the average hourly rate of pay between earnings for ethnic minority and non-ethnic minority employees) since 2017.

Deloitte firms offer their leaders a range of resources to help them support their Black professionals and to mitigate the disproportional impact the COVID-19 pandemic has had on them. These resources include the Deloitte US [Support your Black workforce, now](#) toolkit and the Deloitte Canada [Black in Canada](#) report. The Deloitte US 2021 [equity imperative](#) report addresses the need for business to take bold action. Deloitte UK is a Founding Partner of the [Change the Race Ratio](#) campaign that focuses on increasing racial and ethnic participation in business. 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](#).

Contacts: [Emma Codd](#), Deloitte Global Inclusion Leader; [Nhu Fabros](#), Managing Director, Deloitte Global Talent



Disability and neurodiversity inclusion

Deloitte aims to provide an environment where people with both visible and non-visible disabilities can actively and fully participate in the workplace and society. As such, disability as well as neurodiversity inclusion are increasingly priority areas for Deloitte's global diversity, equity and inclusion strategy.

Deloitte has launched a number of awareness-building, coaching and education programs to help remove obstacles that may hinder professionals with disabilities from reaching their full career potential, as well as to support skills development and career progression in society at large. This includes initiatives focused on accessibility in the physical work environment, such as the Deloitte US [human-centered design \(HCD\) initiative](#) that 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 [AccessAbility Action Plan](#) in 2021 to reinforce its commitment to the inclusion of people with disabilities as well as those with different accessibility needs, followed

by a [progress update in 2022](#). Deloitte Japan has published [demographic data](#) on its people with disabilities as part of the firm's drive to increase representation, accessibility and awareness of talent with disabilities.

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.

This intentional action is complemented by Deloitte's [global focus](#) on fostering an inclusive workplace culture underpinned by respect, and by encouraging Deloitte people to practice empathy by considering the perspective of others, including those in underrepresented groups. Highlighted in Deloitte Global's award-winning [Can you see me?](#) campaign, are stories representing people

in underrepresented groups such as Thiago, a wheelchair user, and Delphine, an autistic person.

Deloitte's global focus on fostering an inclusive workplace for colleagues with disabilities has been recognized by third-party organizations around the world, including in the US where, in 2021, Deloitte achieved a perfect score in the [Disability Equality Index's](#) best places to work ranking. 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. This includes Deloitte Global, Deloitte UK and Deloitte Japan memberships in the [Valuable 500](#) and Deloitte Australia membership in the [Australian Network on Disability](#).

Contacts: [Emma Codd](#), Deloitte Global Inclusion Leader; [Nhu Fabros](#), Managing Director, Deloitte Global Talent

A number of Deloitte firms have collaborated with specialized organizations to support the recruitment of neurodiverse 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 across their respective firms.





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 within the communities we serve.

Deloitte [proudly signed up](#) to the UN Standards of Conduct for Business in Tackling Discrimination against LGBTI people (the UN Standards). As such, Deloitte continues to act to further LGBT+ inclusion aligned with the five core areas of these standards, with LGBT+ inclusion being one of our global inclusion priority pillars. In line with the UN standard to act in the public sphere, Deloitte is proud to be a member of the [Partnership for Global LGBTI Equality](#). Deloitte has also joined the Brunswick Group's coalition, [Open for Business](#), a network of major businesses campaigning for LGBT+ inclusion globally, which recently recognized Deloitte as a [Global Equality Champion](#).

Our commitment to the UN Standards applies to our organization as a whole, regardless of geography, and is aligned to our global approach to Diversity, Equity and Inclusion, which stands against all forms of discrimination, worldwide. This

means that, within the walls of Deloitte, we apply LGBT+ inclusive policies and practices for our own people in all jurisdictions – in an approach known as the embassy model.* We have updated our [Global Code](#), Global Anti-discrimination and Anti-harassment Policy, [Supplier Code](#) and [Commitment to Responsible Business Practices](#) to reflect this stance (specifically referencing sexual orientation and gender identity). And to further advance LGBT+ inclusion, Deloitte introduced a global LGBT+ inclusion baseline in 2022, which sets out minimum expectations on inclusion for each country in which Deloitte operates.

Deloitte offers a variety of platforms that enable LGBT+ colleagues and allies to build community and to feel seen and heard at work. This includes StandOUT, an LGBT+ and allies network that operates globally, as well as more than 30 local employee resource groups (ERGs) across Europe, Africa, the Americas and Asia Pacific. Our LGBT+ inclusion strategy is informed by the lived experience of our LGBT+ professionals, with an LGBT+ advisory group and an LGBT+ network/ERG leaders Community of Practice helping to inform our actions.

We also embrace and promote the power of allyship to support our LGBT+ people and their rights and well-being, and to amplify LGBT+ voices. 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 and our people. We have incorporated guidance on critical issues, including LGBT+ inclusion generally as well as specifically focusing on transgender inclusion, and on how to have respectful and inclusive conversations about related topics.

In 2021, Deloitte Global released additional resources to help Deloitte firms to review their internal policies through an LGBT+ inclusion lens and augment the LGBT+ inclusion learning and support resources available to Deloitte people worldwide. Deloitte Global also developed an LGBT+ inclusion e-learning that was released in 2022 and is available to Deloitte people.

In 2021, Deloitte began introducing LGBT+ demographics questions for some Deloitte firms in our annual Global Talent Experience (GTE) survey in those countries where it is permissible

Contacts: [Emma Codd](#), Deloitte Global Inclusion Leader; [Nhu Fabros](#), Managing Director, Deloitte Global Talent



to gather such data. This data enables Deloitte to measure the impact of our actions to help foster inclusion and identify additional actions to further support the global LGBT+ inclusion strategy.

Externally, we have championed the transformative [power of allyship](#) more broadly. Our Pride celebrations in [2020](#) and [2021](#) were centered around the themes of LGBT+ visibility and allyship, with our 2021 campaign featuring the “Can you see me – do you hear me?” [lived experience stories](#) of some of our LGBT+ professionals from around the world. In 2022, Deloitte Global released the [LGBT+ Inclusion @ Work report](#), based on a survey of 600 non-Deloitte respondents from organizations across 12 geographies and territories and a range of sectors. The research provides a snapshot of the lived workplace experiences of LGBT+ employees, to understand their daily realities, what organizations are getting right and what can be improved.

Deloitte Global’s award-winning [Can you see me?](#) film series features the stories of [Jackie](#), a trans woman, and [Alejandro](#), a gay man. While the characters are fictional and are played by actors who identify with their character, the films comprise an amalgam of lived experience of many people across the working world. The films were created to help viewers understand that everyone

is a sum of their parts and experiences, and how words and actions have an impact on others.

Deloitte is also recognized by various organizations for its work to help foster LGBT+ inclusion. For example, Deloitte Australia is recognized as an employer of choice for LGBT+ inclusion, achieving [Gold Employer Status](#) in the 2020 Pride in Diversity Annual Workplace Equality Index. In addition, Deloitte US has achieved a perfect score on the [Human Rights Campaign Foundation Corporate Equality Index](#) for 14 consecutive years. Deloitte US also made the list of [Best Places to Work for LGBTQ Equality](#) in both 2021 and 2022.

*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.



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 mental health and the need for Deloitte people to know where and how to seek support when they are facing mental ill health. Our leaders understand their roles in maintaining a stigma-free workplace.

To advance mental health awareness and support Deloitte people globally, our organization introduced a mental health baseline in January 2021 that sets clear expectations in each country in which we operate. This set of requirements includes reducing stigma, providing leadership learning and support, and identifying causes of mental ill health and corresponding actions to help address them. Each Deloitte firm committed to meeting this set of minimum requirements within 18 months and guidance was provided to help firms meet each element of the baseline. This included a Mental Health Diagnostic Tool—a self-assessment that allows Deloitte firms to evaluate their current state against the

baseline and identify actions needed to meet the requirements. 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, with an initial focus on the mitigation of burnout.

Deloitte offers various resources to support its people when it comes to their mental health. We believe that prevention is critical. To this end, the Deloitte Global Mental Health Podcast Series features leaders from across and outside the Deloitte organization who share practical tips and ideas to help support mental health and well-being. Other resources include well-being articles, videos and educational materials, and information published on Deloitte's Inclusion Hub, an online resource accessible to Deloitte people globally. 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.

Each year, World Mental Health Day provides an opportunity to advocate for and accelerate positive change for mental health in the workplace. In October 2021, as part of our global World Mental Health Day campaign, Deloitte published stories of [the journeys of some of our people](#) when it comes to mental health. Our hope is that these stories make clear the importance of being able to talk about mental health at work—and that it's OK to not be OK.

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. Deloitte Global CEO Punit Renjen signed the [GBC pledge](#) on behalf of Deloitte, and Deloitte hosted an affiliate session on reducing stigma on mental health in the workplace at the 2022 World Economic Forum Annual Meeting in Davos.

Contacts: [Emma Codd](#), Deloitte Global Inclusion Leader; [Tim Ackroyd](#), Senior Manager, Deloitte Global Talent

Since 2020, Deloitte has published a paper each year on the mental health findings of the annual [Deloitte Global Gen Z and Millennial Survey](#). These papers 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 2020 paper provided critical insight into the views of these generations during the pandemic, while research conducted for the 2021 report yielded additional findings that were published in May 2021. Finally, the [2022 paper](#) highlighted issues such as burnout and its impact on millennials and Gen Zs.



Learning and development



As we emerged from the initial COVID-19 pandemic lockdowns, Deloitte continued to provide virtual learning as part of a hybrid approach to professional development. Our digital learning platforms allowed us to respond quickly and provide our professionals virtual offerings to complement in-person training classes.

We are leveraging Cura, a digital learning platform that uses artificial intelligence to provide customized, online development options covering more than 400,000 learning assets from both internal and external sources. Cura also personalizes learning based on the learner's needs and interests. Cura democratizes the process, giving our people both a voice and a choice in their learning while enabling collaboration and individual contribution. By the end of the fiscal year, more than 360,000 Deloitte people had accessed the platform.

As Deloitte offices around the world reopened, [Deloitte University](#) (DU) and learning teams worked to balance in-person classroom activities and virtual learning delivery. DU is Deloitte's cultural home, providing in-person moments that

matter—augmented by Cura. As the pandemic enters the next phase, DU will be an even more important place for Deloitte people to meet in a renewed context of personal safety, inclusion, and physical and mental well-being. Time spent together in person at DU is focused on capability building, coaching and mentoring, role playing, and making connections.

The importance of DU to Deloitte's future is underscored by the continued investment in its global footprint: DU EMEA will move to a new bespoke facility near Paris in 2023; DU Asia Pacific announced it is moving forward with a second facility in the region in China; Deloitte India announced its intent to build a DU campus in Northern India; and in June 2022, Deloitte US opened an expanded DU US India facility.

Despite curtailed operations at DU during the pandemic, we estimate Deloitte's total direct, global investment in learning for FY2022 to average US\$1,150 per person. This does not include the "opportunity cost" of taking professionals offline for formal training, which at 42 developmental hours per person per

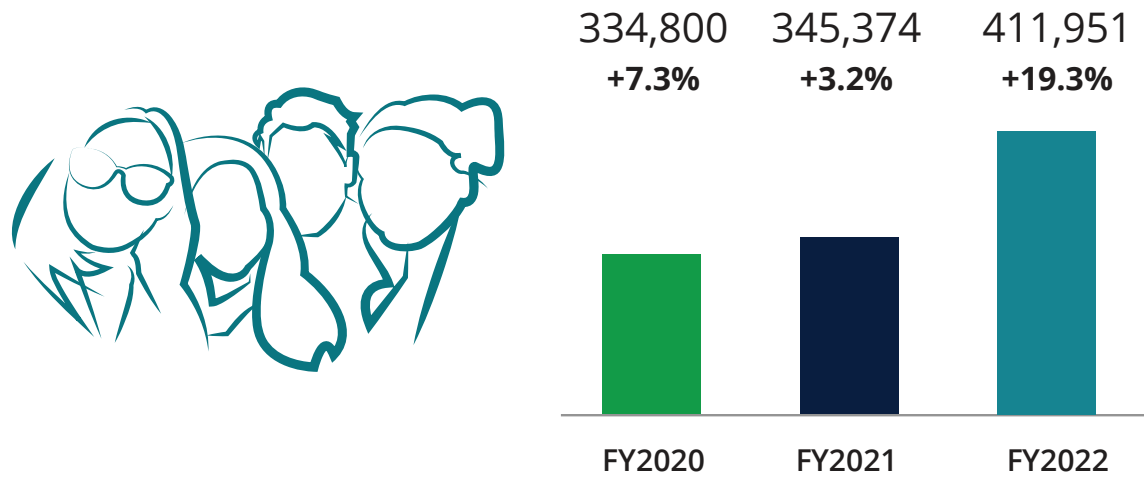
year on average represents US\$5.12 billion. That figure also excludes other independent learning time spent by Deloitte professionals—such as utilizing Cura resources and pursuing on-the-job coaching and mentoring—that are a core aspect of development at Deloitte.

The way Deloitte people work continues to evolve and we have seen a shift in strategy to embed learning into the flow of work, as well as to align with Deloitte's environmental strategy to reduce travel.

Contacts: [Stevan Rolls](#), Deloitte Global Deputy Talent Leader; [Lieven De Groot](#), Deloitte Global Learning Leader; [Anila DeHart](#), Managing Director, Deloitte Global Talent



Total headcount



Notes

Figures are aggregated across the Deloitte organization.



People metrics

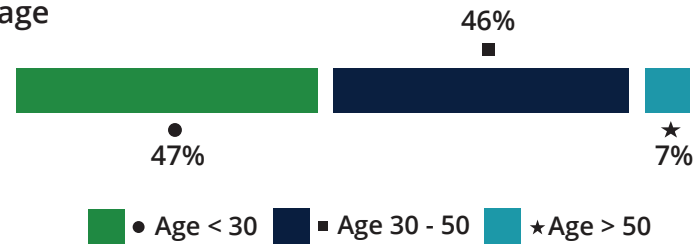
Total headcount by gender and age



By gender



By age

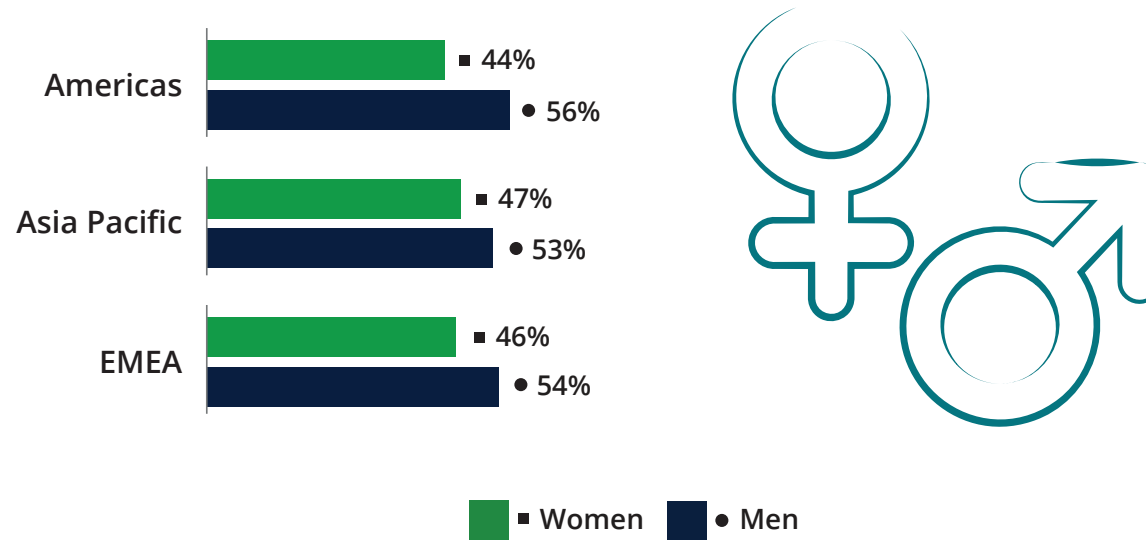


Notes

Deloitte people align to gender identities beyond 'male' and 'female'. We are on a journey to more accurately and completely capture gender identity information across our organization. The data provided is a mix of biological sex and gender identity data based on information available at this time. Age ranges are estimated based on data collected from Deloitte firms. Figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.



Headcount by region and gender

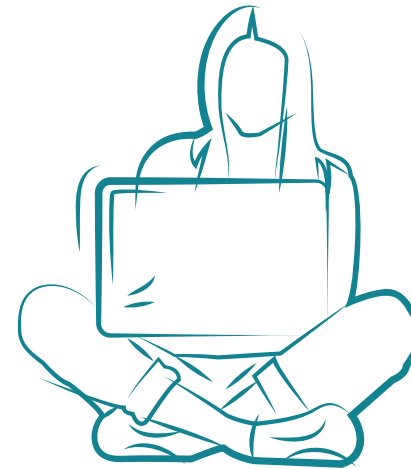
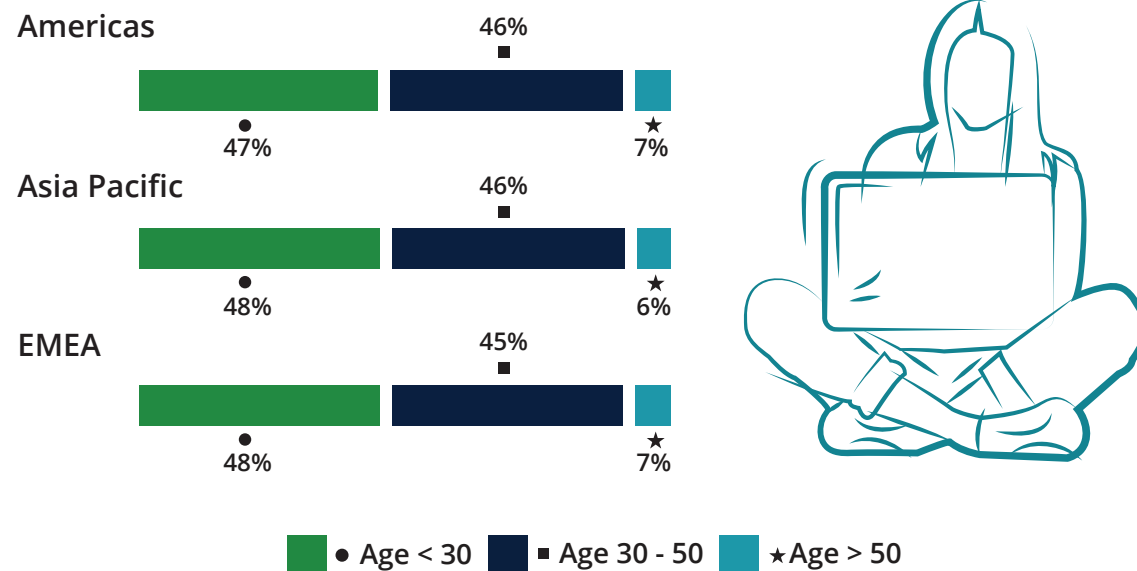


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Headcount by region and age range

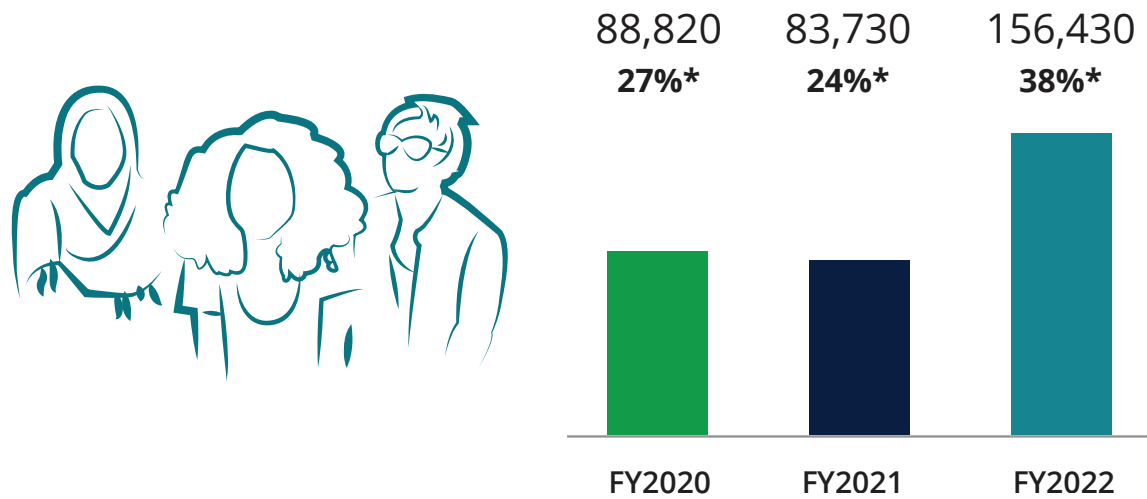


Notes

Figures are aggregated across Deloitte member firms in the relevant region. Age ranges are estimated based on data collected from Deloitte firms. Because of rounding, numbers may not tally with the total.



Total new hires



Notes

Figures are aggregated across the Deloitte organization.
*New hires as a percentage of total headcount.



Attracting top talent



**Applications received
across the organization**

5.72 million

Internships

32,000

New hires

156,430

Notes

Figures are aggregated across the Deloitte organization.



People metrics

Developing top talent

42 average annual training hours per individual

\$463M annual direct training cost; average of \$1,150 per individual

\$5.12B annual indirect training cost

8.8M e-learning courses completed



Notes

Training hours do not include on-the-job learning hours that are a core aspect of development at Deloitte. Average annual direct training cost per individual represents data collected across Deloitte. Indirect training cost is the opportunity cost based on estimates from Deloitte Global and reporting Deloitte firms.

Locations of Deloitte University facilities



Canada

Toronto

Mexico

Mexico City

US

Westlake

Belgium

La Hulpe

India

Hyderabad

Singapore

Sentosa Island

Notes

Two additional DU locations are under construction and plans for another location are underway.

Governance



Business

Environmental

Social

Governance

Global ESG highlights



“Deloitte Global continues to be committed to supporting the [UN Global Compact](#) and advancing the [Sustainable Development Goals](#). We are optimistic about the future we are helping to build and excited to continue our shared quest of advancing business, people, communities and the world.” —Deloitte Global CEO Punit Renjen



As an organization that advises and audits organizations across industries and sectors around the world, Deloitte recognizes that ours is a business built on trust. Through the challenges and uncertainties of the past year, and throughout our 175+ year history, Deloitte has established credibility and trust with our stakeholders by consistently living our purpose—to make an impact that matters for our people, Deloitte clients and communities—and acting on our [Shared Values](#).

Good governance is foundational to our ability to deliver on our promises, serve the public interest, and build and protect trust. As a purpose-led organization, Deloitte is thoughtful about the company we keep and committed to [responsible business practices](#).

Meeting our stakeholders' expectations

Deloitte stakeholders need and expect us to run a sustainable and responsible business that successfully manages risks and behaves ethically.

Our people expect us to create an inclusive and equitable workplace, promote their safety and wellbeing, and support their skills development and career advancement.

Clients trust Deloitte to create breakthrough solutions to their toughest challenges. They count on us to maintain independence, conduct high-quality audits and protect their confidential information.

Society depends on us to act in the public interest, fight corruption, protect the environment, and provide opportunities and resources for those seeking a better future.

Delivering sustainable, long-term value

We measure and report on our progress in these areas to hold ourselves accountable and enable our stakeholders—our people, Deloitte clients and society—to evaluate our impact. Deloitte's reporting also transparently demonstrates the vital connection between living our purpose and delivering sustainable, long-term value.



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 Board of Directors addresses Deloitte Global's most important governance issues, including approval of the global strategy, major policies, major transactions and the selection of the Deloitte Global CEO.

Board composition is diverse in terms of geography, with Board members living in 14 countries, and has proportionate representation of Deloitte member firms. Gender and business background are considered by member firms

as they designate individuals to these positions. The Global Board has 21 members, with women making up 38% of the Board. Deloitte Global Chair Sharon Thorne began her four-year term of office on 1 June 2019.

Except for the Deloitte Global CEO and Deloitte Global Chair, all Deloitte Global Board members are active member firm partners. No Deloitte Global Board members hold any other significant positions and commitments in other commercial organizations. More information about Deloitte Global Board members is available [here](#).

The Board has several committees to support its oversight and governance work, including:

- CEO Nominating (cyclical)
- Compensation
- Finance & Audit
- Risk & Ethics
- Stewardship
- Succession Planning
- Technology & Transformation Ad Hoc Committee

The Board and Chair receive input from the Deloitte Global Independent Non-Executive (INE) Advisory Council, a group consisting of independent non-executives who are directors of member firm boards. 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 Executive

The Deloitte Global Executive, currently composed of 22 senior leaders from Deloitte Global and select Deloitte member firms, is responsible for embedding Deloitte's Purpose and advancing its strategic business priorities. The Executive also sets policies and champions initiatives that help Deloitte make an impact that matters for Deloitte clients, Deloitte people, communities and other stakeholders.

Contacts: [Em Sendall](#), Chief of Staff, Office of the Deloitte Global Chair; [Michelle Varney](#), Chief of Staff, Office of the Deloitte Global CEO; [Robert Young](#), Chief of Staff, Office of the Deloitte Global COO



Deloitte Global Chief Executive Officer Punit Renjen, who began his second four-year term on 1 June 2019, leads the Executive. Women comprise 23% of the members of the Executive.

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 Mike Dougherty leads the Operating Committee. Its 18 members include Deloitte Global business operations and enabling area leaders, and the largest Deloitte member firms' chief operating officers. Women comprise 22% 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.



Deloitte organization 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 plans, strategies and operations with those of Deloitte Global, as appropriate;
- Adhering to professional standards, Deloitte’s Shared Values, and Deloitte policies and methodologies concerning systems of quality control; and
- Advising Deloitte Global of proposed joint ventures, mergers and other cooperation arrangements with other Deloitte firms.

Contacts: [Susan Yashar](#), Deloitte Global Deputy CEO and General Counsel; [Danielle Almagor](#), Deloitte Global Deputy General Counsel, Corporate

Ethics



Deloitte's reputation is one of our most cherished assets. It distinguishes Deloitte in the marketplace, differentiating us from the competition and enabling 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") outlines Deloitte's ethical commitments and expectations of our 415,000 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, which consists of the following elements:

- 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 professionals;
- 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;
- 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;
- 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;
- 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 (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

Contact: [Deborah Rheder](#), Deloitte Global Ethics Leader



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;
- A global non-retaliation policy that articulates Deloitte’s commitment to a non-retaliatory workplace, with monitoring procedures to support this;
- 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 and Supplier Code of Conduct 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 people, society and Deloitte clients. 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 the communities in which we operate. 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.

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 and the Deloitte LLP Chief Ethics and Compliance Officer.
- **Ethics Research Center (the research arm of the Ethics and Compliance Initiative).** Deloitte US is represented on its board of directors.
- **Center for Professional Responsibility in Business and Society, University of Illinois College of Business.** Deloitte US is represented on its advisory board.
- **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.
- **Center of Excellence in Ethics and Business, University La Salle of Mexico.** The Center is sponsored by Deloitte Spanish-Latin America.

Anti-corruption commitment

Deloitte actively supports multiple efforts to 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 including 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. The program consists of a number of elements,

including but not limited to:

- 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 measure the effectiveness of anti-corruption programs across Deloitte;
- A globally consistent process to perform anti-corruption due diligence on nonclient 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 all of 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 corruption incidents meeting established criteria to the appropriate Deloitte Global senior leaders. In FY2022, 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.

*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.

Contact: [Mohammed Ahmed](#), Deloitte Global Anti-Corruption and Financial Crime Compliance Leader

Independence



Independence and quality 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 professionals 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 independence policies and procedures are designed to help Deloitte professionals understand and meet independence standards and regulatory requirements to achieve 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)
- Public Company Accounting Oversight Board (PCAOB)

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

Maintaining independence

Deloitte frequently serves the same clients in multiple jurisdictions. When considering whether to accept a new client or a new engagement at an existing client, each Deloitte firm must take into account 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 a director of independence who is responsible for overseeing independence matters, including the design, implementation, operation and monitoring of independence quality controls. On an annual basis, all Deloitte firms report to Deloitte Global that they have conducted procedures to confirm that their firm and professionals are in compliance with Deloitte Global's independence policies. Deloitte Global supports Deloitte firms with on-going independence consultation, enabling continuous

Contacts: [Denise Canavan](#), Deloitte Global Independence Leader; [Melissa Langlois](#), Managing Director, Deloitte Global Independence

enhancements to global policies, procedural expectations, tools and practice support activities.

Elevating the focus

Deloitte operates in dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global Independence leaders continually engage with external professional bodies and regulators to advance the development of independence requirements around the world. Internally, Deloitte Global provides Deloitte professionals worldwide with information and guidance on independence issues, as well as enabling technologies to raise awareness and help them comply with rapidly changing and increasingly complex requirements. Deloitte leadership reinforces the importance of compliance with independence and related quality control standards, setting the appropriate tone at the top and reflecting its importance in the Shared Values and culture of Deloitte.





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'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 operation of the ERF, the 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). This is complemented by a regular cadence of meetings between the Deloitte Global CRO, the Deloitte Global ERF team, and each risk owner, during which the exposure to each risk is assessed.

Emerging risks are also discussed, and any necessary mitigation actions are agreed and executed upon.

The Deloitte Global CRO reports on Deloitte's priority risks on a regular cadence to the Deloitte Global Executive, 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 August 2022, 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.

Contact: [Sarah Otte](#), Deloitte Global Chief Risk Officer



The way forward

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

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	Increasing
Climate change	Inability to proactively respond to impacts of climate change that affect Deloitte people, facilities, or clients and the inability to meet the demand for climate-related professional services	Increasing
Economic uncertainty	Shifts in the macroeconomic conditions, such as inflationary pressures and ongoing supply chain disruptions, impacting Deloitte's business environment	Increasing
Geopolitical uncertainty	Political and economic decoupling that undermines globalization and impairs Deloitte's ability to execute its global strategy	Increasing
Innovation	Insufficient investment in and deployment of software-enabled solutions to adequately address shifting market trends	Stable
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	Increasing
Risk critical to our people, Purpose and Shared Values		
Talent	Inability to attract, develop and retain high-performing, diverse professionals and leaders	Increasing
Purpose	Inability to live up to Deloitte's Purpose and Shared Values, meet societal expectations and responsible business decision-making choices, or be perceived not to be doing so by its stakeholders	Increasing

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, Deloitte people and third parties, and to continually monitoring regulatory and legal requirements to support compliance with applicable laws, regulations, and other requirements.

Consistent with industry-leading practices, 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 controls within the Deloitte organization.

Confidentiality and privacy

The Deloitte Global Confidentiality and Privacy Office helps reinforce and foster a culture across Deloitte that emphasizes the importance of protecting confidential and personal information. This office issues policies and guidelines, develops procedures, provides consultation and training, and monitors the effectiveness of controls relating to confidentiality and privacy. The Deloitte Global Confidentiality and Privacy Office also supports Deloitte in understanding, preparing for and responding to known and reasonably anticipated risks and threats facing the Deloitte environment.

Deloitte's privacy program is designed to meet the obligations of applicable privacy laws and regulations around the globe. Deloitte regularly monitors for changes in privacy laws and regulations, and adjusts policies and procedures when appropriate. Additionally, Deloitte has instituted annual review processes to verify compliance with our privacy policies and procedures.

Cybersecurity

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

- Create a cohesive cyber program with consistent, high-quality security services across Deloitte;
- Leverage security tools;
- Implement and sustain technology safeguards designed to protect confidential and personal information and reduce the risk of unauthorized access to or exposure of confidential or personal information; and
- Prepare and implement plans to promptly recover from, and restore any systems that may be adversely impacted by, a cyber incident.

Contacts: [Cees de Boer](#), Deloitte Global Chief Data Security and Confidentiality Leader; [Graham McKay](#), Deloitte Global Privacy Leader; [David Mahon](#), Deloitte Global Chief Information Security Officer



Global security

Threats come in many sizes and forms, including geopolitical instability, crime, natural disasters and, most recently, global pandemics. 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. The past year presented multiple challenges that had the potential to threaten the safety of people around the globe. As the COVID-19 pandemic continued, other risks have emerged, including the war in Ukraine and various natural disasters. As the security landscape evolves, the GSO team will continue to help protect Deloitte people and firms around the world.

As the pandemic extended into FY2022, the GSO team supported Deloitte Global leadership through daily monitoring of COVID-19 case counts—externally and among Deloitte people—and the pandemic’s impact on our people around the world. Regular calls took place with the Global Security Council, made up of Deloitte firm security officers, to review COVID-19 developments and

travel guidance, and share best practices to support consistent response approaches across the organization.

The second half of FY2022 was profoundly impacted by the war in Ukraine. The GSO team began contingency planning as part of Deloitte’s response effort, and then responded following Russia’s invasion of Ukraine. The team worked closely with leadership in Deloitte Ukraine and Deloitte Global to account for the safety of Deloitte Ukraine professionals, helped to evacuate some Deloitte Ukraine people and their immediate family members who wanted to depart the country, and established additional communications options. Deloitte Central Europe provided additional support, including temporary accommodations and follow-on travel assistance.

In addition, support was provided to our people based in Russia.

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. To that end, in FY2022 Deloitte Global achieved ISO 22301 certification, the leading international business continuity standard.

Keeping Deloitte safe

The safety of Deloitte people is the GSO team’s top priority. Staying on top of world events and identifying potential threats is key to our 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. The GSO team continues to respond around the world to an increasing number of natural disasters, including earthquakes and hurricanes/typhoons, as well as geopolitical instability. For example, during FY2022, in the Asia Pacific region alone, the team monitored the potential impacts of 24 storms and 10 earthquakes.

Contacts: [Ava Cooper-Davis](#), Deloitte Global Chief Security Officer; [Sean Toohey](#), Deloitte Global Deputy Chief Security Officer



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. Although travel was significantly reduced during FY2022 due to the pandemic, the GSO team responded to 246 requests for medical assistance, including emergency evacuations when required.

Additional highlights for FY2022

- As part of our continuous improvement, the GSO and Deloitte Global Procurement completed an extensive RFP and review of leading emergency medical and security providers to help ensure Deloitte Global support programs remain highly effective.
- The GSO developed an updated Global Incident Response playbook and helped to create new crisis response plans to support member firms.
- The GSO completed virtual webinars and training programs for Deloitte internal security and resilience professionals to raise awareness and understanding of business continuity planning.
- Deloitte Global maintains a global emergency communication system that provides the capability to quickly account for the safety of Deloitte people and/or to provide critical guidance during emergencies. This system was used 496 times during major events to account for the safety of Deloitte people in potentially impacted areas. Additionally, the GSO team will be implementing an enhanced global emergency communication platform with additional capabilities.

Public policy

The Deloitte Global Public Policy team participates in policy discussions focused on some of today's most important socioeconomic challenges, 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, our people and the communities in which we live and work, informs our policy voice. The public policy team works closely with Deloitte's risk and regulatory teams to develop our policy agenda and inform the choices the Deloitte organization makes, aligning Deloitte's broader societal interests with responsible business decision-making.

The public policy team executes our policy agenda by engaging meaningfully with policymakers, regulators and many other key policymaking influencers—advocating that business, government and society work together to make a positive impact for people, the planet, and prosperity.

Our key policy focus areas include:

- Championing the long-term health and sustainability of the planet through climate equity and [reporting of Environmental, Social and Governance \(ESG\) information](#);
- Underscoring diversity, equity and inclusion to empower greater economic and social prosperity;
- Informing the future of regulation in an era of exponential technological advancement, including artificial intelligence; and
- Supporting a holistic approach to measuring social progress.

Deloitte people help advance our public policy agenda by actively participating in The World Economic Forum and the [United Nations Climate Change Conference](#) (COP). We also work 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)
- Social Progress Imperative (SPI)

The Deloitte Global Public Policy program is complemented by a range of Deloitte firm public policy programs. Together, Deloitte Global and the Deloitte firms coordinate public policy activities, engagement and positions across geographies and businesses, amplifying impact and influence.

Contacts: [Simon Cleveland](#), Deloitte Global Public Policy Leader; [David Gruner](#), Director, Deloitte Global Public Policy; [Kyra Kaszynski](#), Director, Deloitte Global Public Policy

Stakeholder engagement and materiality



Reporting is fundamental to Deloitte's business. Whether it is through the assurance of information, as a way of providing recommendations to clients, or as a means to communicate our thought leadership around the world, the importance of reporting is deeply ingrained in our organization. Our purpose is to make an impact that matters, and we recognize the need to report our impact to others—not just the ways in which we affect Deloitte clients through the services provided, but the ways in which we impact the economy, environment, and our people (including human rights) across our activities and business relationships.

Our Global Impact Report is our primary mechanism to report our impact. By reviewing and understanding topics material to Deloitte, our stakeholders are provided with the data and insights that are most valuable to them. These topics are relevant beyond our annual reporting; they are a critical guidepost in setting our strategy around Environmental, Social, and Governance (ESG) matters, and understanding how our organization can lead the way in making an impact that matters around the world.

Deloitte structures the reporting of its most significant impacts in accordance with the Global Reporting Initiative (GRI) 2016 Standards: Core Option. In 2021, the GRI revised these standards through the issuance of the GRI Universal Standards 2021. Among other changes, the revised standards provide an updated approach to assessing materiality, specifically to assist disclosing organizations in identifying and discussing their management approach for specified material topics.

Deloitte's impact reporting will be updated to further align with the GRI 2021 standards in FY2023. This year we took the critical step of using the revised standards to refresh our list of material topics, allowing us to inform our FY2022 reporting and define our priority areas in the years to come. Deloitte's approach to stakeholder engagement and related disclosures has been updated to align with GRI 3: Material Topics 2021.

Identifying material topics

To arrive at a preliminary list of topics, previously identified material topics were combined with analysis of peer-reported topics and those common within the industries where Deloitte operates, relevant reporting standards such as the GRI, and Deloitte-specific factors.

Key internal and external stakeholders were engaged to understand *who Deloitte impacts* as well as *how such groups are impacted by the day-to-day operations of Deloitte*. Stakeholders were selected based on responsibility, influence, proximity, dependency and representation.

Internal stakeholders included Deloitte leadership and Deloitte people, while external stakeholders included suppliers, clients, academia and non-governmental organizations. To compile the list of material topics, stakeholder insights about actual and potential, positive and negative impacts on the economy, environment, and people (including human rights) were obtained

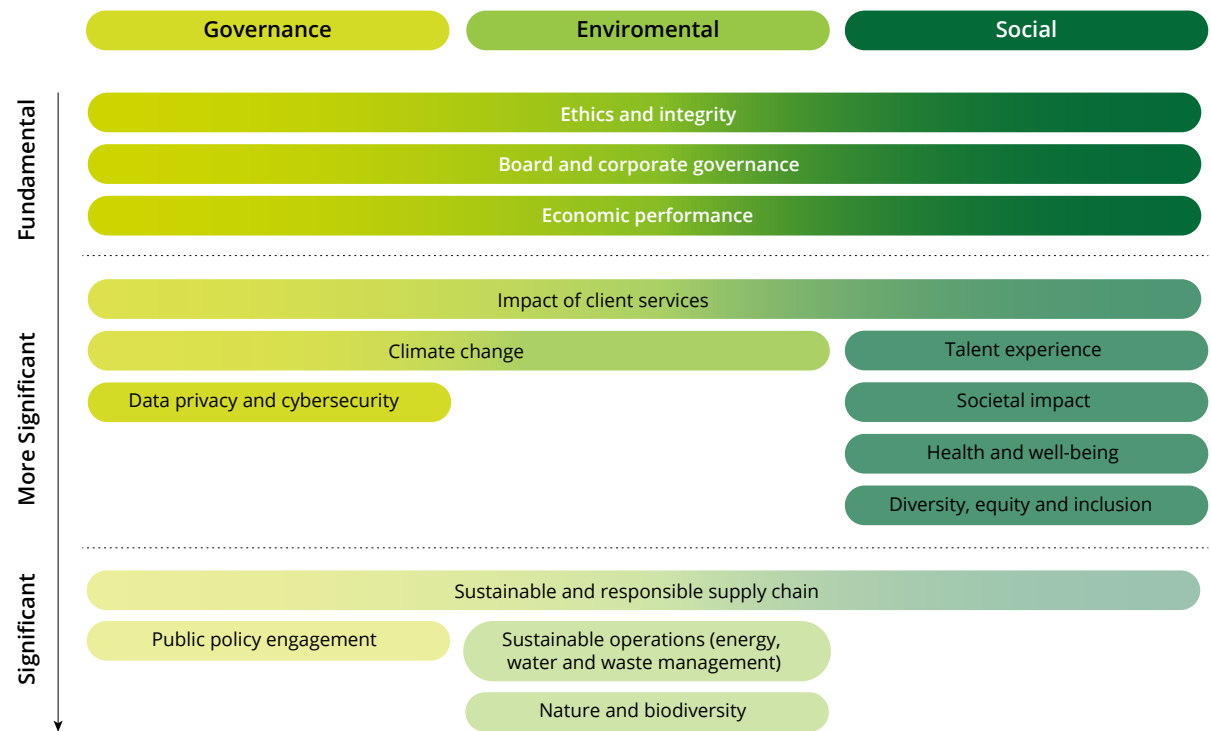
Contact: Anna Nefedova, Deloitte Global ESG Reporting Leader



through direct interviews, desktop research, and through the use of proprietary social listening tools. The preliminary list of topics was refined, scored, and systematically evaluated to arrive at the “significant” and “more significant” topics for Deloitte to prioritize. The significance of impact was assessed both in terms of severity and likelihood. The impacts considered were those that impact people and the environment outside the organization. These impacts were aligned with the list of topics and scored for prioritization.

At the completion of our materiality exercise, new topics were introduced, and some existing topics were merged together; no prior year topics were deprioritized as a result of the updated assessment. Changes from the previous materiality assessment include:

- Combination of *labor conditions, compensation and benefits*, and *work/life fit* into a single topic: *talent experience*
- Combination of *paper management, waste management*, and *water management* into a single topic: *sustainable operations*
- Reclassification of *client satisfaction* as *economic performance*
- Addition of new topics identified during the assessment: *board and corporate governance*, *impact of client services*, and *biodiversity and natural capital*



In addition to the formal materiality exercise undertaken to update our list of material topics, Deloitte engages with stakeholders directly and indirectly on a continuous basis. Processes to engage with stakeholders exist at multiple levels within the Deloitte organization, both within Deloitte Global and at the

Deloitte firm level, and allow topics and concerns with impacts on business activities and relationships to be discussed regularly with groups having varying insights on such topics. These ongoing interactions with stakeholders influence our reporting and shaping of material topics.



Management of material topics and impacts

Deloitte's material topics are overseen by the *WorldImpact* Council (WIC), co-chaired by the Deloitte Global Deputy CEO and Chief People and Purpose Officer, together with the Deloitte Global Board Chair. WIC membership is drawn from the Deloitte Global Board, the Deloitte Global Executive and other senior Deloitte leaders, including Deloitte member firm Purpose leaders. Several junior Deloitte professionals, drawn from participants in the One Young World program, are also members of the WIC. To finalize Deloitte's updated materiality assessment, the prioritized list of material topics was presented to, and approved by, the WIC and will be embedded in Deloitte's management of ESG matters going forward.

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, environment and people. 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.

Deloitte's impact extends beyond its direct operations, and includes reputational impacts that could arise from engaging with clients that may not fully align with Deloitte's Purpose and Shared Values. Deloitte's negative impacts as a result of its activities include greenhouse gas emissions contributing to climate change, and creation of electronic and technology waste. Deloitte acknowledges these negative impacts and is actively working to mitigate these impacts through internal and external programs, as discussed throughout the FY2022 Global Impact Report.

As part of Deloitte's *WorldImpact* programs, including *WorldClimate*, *WorldClass* and *All IN*, Deloitte has established goals that align with leading practices, frameworks and benchmarks to drive positive impacts on stakeholders. Performance against these goals is reported annually within the 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, and strategies employed to identify and act on physical and transition risks presented by climate change. This encompasses collaborating with clients, alliance partners, 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 the organization'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 all 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.

SIGNIFICANT

Nature and biodiversity: The impacts on natural capital, such as deforestation and biodiversity loss and ecosystem destruction.

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.

Sustainable operations: The environmental impacts associated with operations including energy consumption, resource consumption (paper, plastics, recycled materials), water use and waste management.

Global ESG highlights



Business

Environmental

Social

Governance

Global ESG highlights

FY2022 Environmental, Social and Governance (ESG) highlights



Environmental

Greenhouse gas (GHG) emissions

Percent reduction of metric tonnes CO2e (FY2022 vs. FY2019):



32%
gross emissions reduction

44%
emissions reduction per FTE

Progress towards WorldClimate goals



75%
scope 1 and 2 emissions reduction

81%
business travel emissions per FTE reduction

91%
renewable electricity purchased toward our 100% goal

14%
of suppliers (by emissions) adopted science-based targets; an additional 10% have committed to do so



Offset **100%** of operational and business travel emissions in FY2021 and FY2022

4,617
metric tonnes CO2e of Sustainable Aviation Fuel (SAF) environmental attributes purchased

75%
of employees have completed WorldClimate e-learning

Notes: Monetary values are presented in \$USD and used as the basis for revenue growth and innovation investment percentages, unless otherwise specified. Figures are aggregated across the Deloitte organization.

¹ Training hours do not include on the job learning hours that are a core aspect of development at Deloitte
² Average annual direct training cost per individual represents data collected across Deloitte
³ Indirect training cost is the opportunity cost based on estimates from Deloitte Global and reporting Deloitte firms
⁴ Based on annual survey of Deloitte firms



FY2022 Environmental, Social and Governance (ESG) highlights

Social

Societal investment



\$284M

societal investment

\$1.23B

total societal investments from FY2018 to FY2022

13.6M

individuals reached through WorldClass

33.6M

individuals reached toward our 100M WorldClass goal from FY2018 to FY2022



Diversity & Inclusion



411,951

employees

45%

female

55%

male

25%

female partners, principals and managing directors (goal of 30% by 2025)



156,430

new hires

5.72M

applications received

Learning



42

annual training hours per individual¹

\$463M

annual direct training cost; average of \$1,150 per individual²

\$5.12B

annual indirect training costs³



6

Deloitte University facilities

2

Deloitte University additional locations under construction

Notes: Monetary values are presented in \$USD and used as the basis for revenue growth and innovation investment percentages, unless otherwise specified. Figures are aggregated across the Deloitte organization.

¹Training hours do not include on the job learning hours that are a core aspect of development at Deloitte

²Average annual direct training cost per individual represents data collected across Deloitte

³Indirect training cost is the opportunity cost based on estimates from Deloitte Global and reporting Deloitte firms

⁴Based on annual survey of Deloitte firms

FY2022 Environmental, Social and Governance (ESG) highlights



Governance

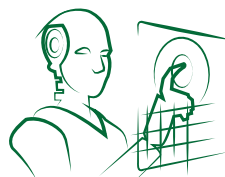
Economic contribution



\$59.3B
total aggregate
Deloitte firm
revenue

19.6%
aggregate Deloitte
firm revenue growth
from FY2021

Innovation investment



4.3%
of aggregate
Deloitte firm
revenue⁴

Deloitte Global Board of Directors



21
members living
in 14 countries

38%
female

Deloitte Global Executive Committee



22
members living
in 11 countries

23%
female

Ethics and anti-corruption



3.5
hours of mandatory
training upon hire and
1 hour refresher
every year thereafter

>95%
of employees have
completed required
anti-corruption training⁵

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

¹ Training hours do not include on the job learning hours that are a core aspect of development at Deloitte

² Average annual direct training cost per individual represents data collected across Deloitte

³ Indirect training cost is the opportunity cost based on estimates from Deloitte Global and reporting Deloitte firms

⁴ Based on annual survey of Deloitte firms

⁵ 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 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.

Performance metrics table

Business

[Business overview](#)

Business	FY2022	FY2021	FY2020
Revenue			
US\$ billion			
Total revenue¹	59.3	50.2	47.6
Revenue by business			
Audit & Assurance	11.4	10.5	9.9
Consulting	25.8	20.8	19.8
Financial Advisory	5.3	4.3	3.8
Risk Advisory	7.0	5.9	5.6
Tax & Legal ²	9.9	8.9	8.7
By region			
Americas	30.7	25.2	25.3
Europe/Middle East/Africa	18.8	16.7	15.0
Asia Pacific	10.0	8.5	7.5
By industry			
Consumer	11.9	10.4	10.6
Energy, Resources & Industrials	8.6	7.5	7.9
Financial Services	16.1	13.3	12.7
Government & Public Services	10.0	8.4	6.8
Life Sciences & Health Care	5.3	4.7	4.3
Technology, Media & Telecom	7.5	6.0	5.3
Revenue growth			
Percentage growth in US dollars/local currency			
Revenue growth	18.1%/19.6%	5.5%/2.7%	3.9%/5.5% ¹
Innovation investment			
Percentage of aggregate Deloitte firm revenue			
Innovation investment³	4.3%	3.5%	n/a ⁴

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¹ 5.5% total revenue growth (local currency) in FY2020 is based on continuing operations. Revenue from businesses sold in FY2019 have been excluded from the calculation of total revenue growth (local currency) in FY2020. Without this adjustment, FY2020 total revenue growth (local currency) is 4.7%.

² "Deloitte Legal" means the legal practices of Deloitte firms or their related entities that provide legal services. For legal and regulatory reasons, not all Deloitte firms provide legal services.

³ Based on annual survey of Deloitte firms.

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

Environmental

[Environmental overview](#)

Progress toward goals—WorldClimate				
Goal description	Goal year	Goal	FY2022 Progress	
Percent renewable electricity ⁸	2030	100%	91%	
Reduction of Scope 1&2 emissions from FY2019 levels	2030	70%	75%	
Reduction of Scope 3 emissions from business travel per FTE from FY2019 levels	2030	50%	81%	
Percent of suppliers with science-based targets (by emissions)	2025	67%	14%	

Environmental sustainability	FY2022	FY2021	FY2020	FY2019 (Base Year)
GHG emissions by scope and source				
Scope 1 GHG emissions by source				
Fuel combustion in buildings	10,285	8,668	11,554	18,174
Vehicle fleet (internal combustion engine)	32,418	24,009	37,032	43,727
Total Scope 1 emissions	42,703	32,677	48,586	61,901
Scope 2 GHG emissions by source				
Purchased electricity—buildings and fleet (market-based)	15,507	25,738	54,544	201,771
District heating and cooling	6,454	4,270	n/a ¹	n/a ¹
Total Scope 2 emissions	21,961	30,009	54,544	201,771
Scope 3 GHG emissions by source				
Business travel: air travel (tank-to-wake emissions) ^{2,3}	93,605	17,731	383,002	494,824
Business travel: other sources	82,464	43,136	201,730	259,309
Total business travel emissions	176,069	60,866	584,732	754,133
Purchased goods & services (PG&S)	882,137	565,108	628,753	638,517
Total Scope 3 emissions	1,058,206	625,975	1,213,485	1,392,650
GHG emissions totals				
Gross GHG emissions	1,122,869	688,661	1,316,615	1,656,322
Beyond value chain mitigation: carbon credit purchases ⁸	762,369	440,933	686,229	494,824
Percentage of gross GHG emissions addressed through carbon credit purchases	68%	64%	52%	30%

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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 "Basis of Reporting" section.

¹ Performance tracking for this indicator is reported for the most recent year(s) only.

² Air travel emissions inclusive of radiative forcing (in metric tonnes CO₂e) would be 177,054 FY2022; 33,537 in FY2021; 724,432 in FY2020; and 935,937 in FY2019.

³ Deloitte used a distance-based methodology to calculate jet fuel emissions consistent with the World Economic Forum Clean Skies For Tomorrow's proposed 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) - 2021. This methodology is used for both well-to-tank and tank-to-wake emissions.

⁸ Reflects purchases of renewable electricity and carbon offsets that are completed and in progress as of the date of publication.

Environmental

[Environmental overview](#)

Environmental sustainability	FY2022	FY2021	FY2020	FY2019 (Base Year)
GHG Intensity Measures				
GHG emissions per individual		Metric tonnes CO2e / FTE		
Operational and business travel emissions	0.6	0.4	2.1	3.3
Gross GHG emissions	3.0	2.1	4.0	5.4
GHG emissions per dollar of revenue		Kg CO2e/\$000 USD		
Operational and business travel emissions	4.1	2.5	14.4	22.0
Gross GHG emissions	18.9	13.7	27.6	35.9
Scope 2 GHG Emissions by Methodology		Metric tonnes CO2e		
Electricity (market-based)	15,507	25,738	54,544	201,771
Electricity (location-based)	147,297	137,605	197,413	210,997
Energy usage		Terajoules (TJ)		
Renewable electricity ⁸	1,116	979	1,119	199
Non-renewable electricity	110	175	403	1,393
Natural gas	183	159	200	245
Gasoline	289	226	320	348
Diesel fuel	210	168	271	405
District heating and cooling	127	n/a ¹	n/a ¹	n/a ¹
Total energy consumed	2,036	1,707	2,312	2,590

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Environmental

[Environmental overview](#)

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⁴ SAF stands for sustainable aviation fuel. The International Air Transport Association (IATA) defines SAF as 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. SAF use is recognized by the Science-Based Targets initiative as a valid mitigation action in its August 2021 Aviation Sector Guidance: “Science-based target setting for the aviation sector,” Science Based Targets initiative, August 2021, https://sciencebasedtargets.org/resources/files/SBTi_AviationGuidanceAug2021.pdf

⁵ Deloitte started investing in SAF in FY2021, therefore prior year data is not included for this metric.

⁶ SAF environmental benefits refer to emissions avoided from the voluntary use of aviation biofuels (compliant with Carbon Offsetting and Reduction Scheme for International Aviation [CORSIA] and Roundtable on Sustainable Biomaterials [RSB] sustainability requirements) as an alternative to conventional jet fuel. Emissions values were sourced from third-party verified, supplier reports indicating carbon intensity values relative to conventional jet fuel.

⁷ 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. In the future, we expect our methodology to mature to allow the reporting of emission reductions from SAF blending mandates in jurisdictions where Deloitte travels.

Environmental sustainability	FY2022	FY2021	FY2020	FY2019 (Base Year)
Value Chain Mitigation	Metric tonnes CO₂e			
Sustainable aviation fuel (SAF)⁴	The GHG Protocol does not currently recognize SAF as a mitigation option to address Scope 3 emissions. A robust physical tracking mechanism and associated registry to retire certificates is needed to help to bolster the case for the SAF to be recognized in future updates to the GHG Protocol. Including SAF environmental attribute purchases in this publication allows us to share with others how a future SAF certificate could be included in corporate GHG inventories. We have included our SAF transactions to help signal the transition to a low-carbon future and support other organizations, including standard setters, in their decision-making. Deloitte does not purchase, transfer, store, or directly use jet fuel. All jet fuel related emissions fall beyond Deloitte’s organizational and operational boundary, constituting a Scope 3 emissions classification			
Tank-to-wake air travel emissions ^{2,3}	93,605	17,731	n/a ⁵	n/a ⁵
Well-to-tank air travel emissions ³	19,389	3,673	n/a ⁵	n/a ⁵
Full life-cycle assessment (LCA) air travel emissions³	112,994	21,403	n/a ⁵	n/a ⁵
Less: Sustainable Aviation Fuel (SAF) environmental attributes purchased ^{6,7}	4,617	2,638	n/a ⁵	n/a ⁵
LCA air travel emissions with SAF	108,377	18,765	n/a ⁵	n/a ⁵
Total business travel emissions with LCA air travel emissions and SAF	190,841	61,901	n/a ⁵	n/a ⁵
Total Scope 3 emissions with LCA air travel emissions and SAF	1,072,978	627,010	n/a ⁵	n/a ⁵
Gross GHG emissions with LCA air travel emissions and SAF	1,137,642	689,695	n/a ⁵	n/a ⁵

Social

[Social overview](#)

Progress toward goals—Societal impact (WorldClass)			
Goal description	2030 goal	FY2022 progress	Total progress to date
Individuals impacted through WorldClass	100 million	13.6 million	33.6 million
Societal impact	FY2022	FY2021	FY2020
Monetary value of societal investments			
US\$ million			
By source—donations			
Firm and foundation donations (monetary and in-kind)	101	79	64
Donations by Deloitte people (to Deloitte-supported organizations and fundraisers)	25	24	27
Total donations	126	103	91
By source—volunteer and pro bono work			
Pro bono work ¹	67	48	57
Skills-based volunteering	41	37	50
Traditional volunteering	22	16	46
Total value of volunteer and pro bono work by Deloitte people	131	101	153
By source—program costs			
Costs for managing societal impact	27	19	21
Monetary value of societal investments			
Total societal investments	284	223	265

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¹Pro 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.

Social

[Social overview](#)

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Societal impact	FY2022	FY2021	FY2020
Societal investments by contribution area			
	Percentage of total		
Contributions aligned towards WorldClass (education and skills-building)	39%	43%	40%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	83%	83%	70%
Hours of societal investments			
	Thousand hours		
Member firm pro bono work	471	304	364
Skills-based volunteering	696	606	719
Traditional volunteering	204	138	455
Total hours of volunteering and pro bono work by Deloitte people	1,371	1,048	1,537

Talent

[Our people overview](#)

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

¹ Total workforce numbers are calculated using the total Deloitte people at the end of the reporting period.

² Beginning with FY2022, Talent data is being reported using a consistent set of career levels globally. This change in the methodology for career level mapping has been applied retroactively to recalculate FY2021 and FY2020 data; as a result, there may be minor variations to data that was reported in prior years.

³ Partners, principals, and managing directors refer to Deloitte firm partners, principals and managing directors.

⁴ 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.

⁵ 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.

⁶ Deloitte people align to gender identities beyond 'male' and 'female'. 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.

⁷ Board of Directors and Executive Committee membership is presented as of 1 June 2022 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 22. If presented as of the end of FY2022 on 31 May 22, figures would be:
Percent of women members on Deloitte Global's Board of Directors: 33%
Percent of women members on Deloitte Global's Executive Committee: 23%

Progress toward aspirational goals - Talent by gender			
Goal Description	2025 Goal	2023 Goal	FY2022 Progress

Percent of women among partners, principals, and managing directors ³	30%	25%	25%
Percent of women members on Deloitte Global's Board of Directors ⁷	40%	30%	38%
Percent of women members on Deloitte Global's Executive Committee ⁷	40%	30%	23%

Talent	FY2022	FY2021	FY2020
Workforce¹	Number of individuals		
By level²			
Partners, principals, and managing directors ³	17,927	16,772	16,812
Professional staff ⁴	336,754	274,804	262,957
Administrative staff ⁵	57,270	53,798	55,031
By region			
Americas	196,503	156,186	149,760
Europe/Middle East/Africa	127,764	112,578	109,340
Asia Pacific	87,684	76,610	75,700
Total Workforce			
Total Workforce	411,951	345,374	334,800

Talent by gender ⁶	Percentage of total		
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Percent of women in leadership and governance bodies			
Percent of women members on Deloitte Global's Board of Directors ⁷	38%	29%	30%
Percent of women members on Deloitte Global's Executive Committee ⁷	23%	23%	16%

Talent

[Our people overview](#)

Talent	FY2022	FY2021	FY2020
Percent of women by level²			
Partners, principals, and managing directors ³	25%	23%	23%
New partners, principals, and managing director admissions ³	27%	27%	29%
Professional staff ⁴	43%	43%	43%
Administrative staff ⁵	63%	63%	63%
Overall	45%	45%	44%
Percent of women by region			
Americas	44%	44%	44%
Europe/Middle East/Africa	46%	45%	45%
Asia Pacific	47%	48%	48%
Overall	45%	45%	45%
Talent by age range⁸		Percentage of total	
By age range—overall			
Age <30	47%	45%	n/a ⁹
Age 30-50	46%	49%	n/a ⁹
Age >50	7%	6%	n/a ⁹
By region and age range—Americas			
Age <30	47%	46%	n/a ⁹
Age 30-50	46%	48%	n/a ⁹
Age >50	7%	7%	n/a ⁹
By region and age range—Europe/Middle East/Africa			
Age <30	48%	45%	n/a ⁹
Age 30-50	45%	49%	n/a ⁹
Age >50	7%	6%	n/a ⁹
By region and age range—Asia Pacific			
Age <30	48%	44%	n/a ⁹
Age 30-50	46%	51%	n/a ⁹
Age >50	6%	5%	n/a ⁹

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² Beginning with FY2022, Talent data is being reported using a consistent set of career levels globally. This change in the methodology for career level mapping has been applied retroactively to recalculate FY2021 and FY2020 data; as a result, there may be minor variations to data that was reported in prior years.

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⁸ Age ranges are estimated based on data collected from Deloitte firms.

⁹ Performance tracking for this indicator is reported for the most recent year(s) only.

¹⁰ The rate is calculated using the total Deloitte people at the end of the reporting period.

Talent

[Our people overview](#)

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¹⁰ The rate is calculated using the total Deloitte people at the end of the reporting period.

Talent	FY2022	FY2021	FY2020
New hires	Number of individuals		
By level²			
Partners, principals, and managing directors new hires ³	835	511	656
Partners, principals, and managing directors new hire rate ¹⁰	5%	n/a ⁹	n/a ⁹
Professional staff new hires ⁴	139,565	75,562	77,321
Professional staff new hire rate ¹⁰	41%	n/a ⁹	n/a ⁹
Administrative staff new hires ⁵	16,025	7,654	10,845
Administrative staff new hire rate ¹⁰	28%	n/a ⁹	n/a ⁹
By region			
Americas new hires	74,486	36,593	33,232
Americas new hire rate ¹⁰	38%	23%	22%
Europe/Middle East/Africa new hires	46,321	27,191	32,170
Europe/Middle East/Africa new hire rate ¹⁰	36%	24%	29%
Asia Pacific new hires	35,618	19,943	23,420
Asia Pacific new hire rate ¹⁰	41%	26%	31%
By gender⁶			
Male new hires	86,268	n/a ⁹	n/a ⁹
Male new hire rate ¹⁰	55%	55%	53%
Female new hires	70,061	n/a ⁹	n/a ⁹
Female new hire rate ¹⁰	45%	45%	47%
Total new hires			
Total new hires	156,425	83,727	88,822
Total new hire rate ¹⁰	38%	24%	27%

Talent

[Our people overview](#)

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¹¹ Training hours do not include on the job learning hours that are a core aspect of development at Deloitte.

¹² The methodology for calculating training information evolved from an estimate based on actual costs from reporting Deloitte firms in FY2021 and FY2020, to full data collection from all Deloitte firms in FY2022. As such, data presented for FY2022 reflects the revised methodology, while data presented for FY2021 and FY2020 reflects amounts calculated using the previous methodology.

¹³ Indirect training investment is the opportunity cost based on estimates from Deloitte Global and reporting Deloitte firms.

¹⁴ Two additional Deloitte University facilities are under construction, and another location is planned.

Talent	FY2022	FY2021	FY2020
Turnover	Number of individuals		
By region			
Americas turnover	34,508	n/a ⁹	n/a ⁹
Americas turnover rate	20%	19%	18%
Europe/Middle East/Africa turnover	29,942	n/a ⁹	n/a ⁹
Europe/Middle East/Africa turnover rate	25%	21%	22%
Asia Pacific turnover	21,953	n/a ⁹	n/a ⁹
Asia Pacific turnover rate	27%	24%	24%
By gender⁶			
Male turnover	48,242	n/a ⁹	n/a ⁹
Male turnover rate	24%	21%	21%
Female turnover	38,150	n/a ⁹	n/a ⁹
Female turnover rate	23%	21%	21%
Total turnover			
Total turnover	86,403	n/a⁹	n/a⁹
Total turnover rate	23%	21%	21%
Recruiting			
Total applications			
Total applications	5,720,000	4,583,560	2,800,000
Number of internships by gender⁶			
Male	44%	n/a ⁹	n/a ⁹
Female	55%	n/a ⁹	n/a ⁹
Total internships	32,000	20,105	20,000

Talent

[Our people overview](#)

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Talent	FY2022	FY2021	FY2020
Learning			
Hours of training per individual by level			
Partners, principals, and managing directors ³	34	n/a ⁹	n/a ⁹
Professional staff ⁴	49	n/a ⁹	n/a ⁹
Hours of training per individual by gender^{6 11}			
Male	40	n/a ⁹	n/a ⁹
Female	43	n/a ⁹	n/a ⁹
	42	55	43
Hours of training per individual¹²			
Other learning metrics			
Annual direct training investment ¹²	\$463M	\$726M	n/a ⁹
Average annual direct training investment per individual ¹²	\$1,150	\$2,200	n/a ⁹
Annual indirect training investment ¹³	\$5.12B	\$5.4B	n/a ⁹
Number of e-learning courses completed	8.8M	5.9M	5.5M
Number of Deloitte University facilities ¹⁴	6	6	n/a ⁹

Governance

[Governance overview](#)

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

¹Deloitte Global has a written policy requiring member firms to escalate corruption incidents meeting established criteria to the appropriate Deloitte Global executive. In FY22, no substantiated incidents of corruption were reported to Deloitte Global under this policy. 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.

²All 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 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.

³Performance tracking for this indicator is reported for the most recent year(s) only.

Governance	FY2022	FY2021	FY2020
Anti-corruption			
Confirmed incidents of corruption ¹	0	0	n/a ³
Percentage of overall workforce who have completed required anti-corruption training ²	>95%	>95%	n/a ³
Required anti-corruption training completion by region			
Americas	>95%	>95%	n/a ³
Europe/Middle East/Africa	>95%	>95%	n/a ³
Asia Pacific	>95%	>95%	n/a ³



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